




WBCInno

**ANNEX G: External Monitoring Report
No.6, 13.11.2015**

Project Acronym:	WBCInno
Project full title:	Modernization of WBC universities through strengthening of structures and services for knowledge transfer, research and innovation
Project No:	530213-TEMPUS-1-2012-1-RS-TEMPUS-JPHES
Funding Scheme:	TEMPUS
Coordinator:	UKG – University of Kragujevac
Project start date:	October 15, 2012
Project duration:	36 months

1. Information on the external monitoring visit	
1.1 External monitoring visit No	6
1.2 Location of visit	University of Novi Sad, Serbia
1.3. Date of visit	September 17, 2015
1.4 Visit completed by	 Prof. Dr Vera Markovic, external expert for quality control
2. Summary of progress to date	
<p><i>2.1 Summarize progress of activities against the implementation schedule</i></p> <p>At the time of the Steering Committee meeting in Novi Sad, most project activities have already been realized successfully and in line with the implementation schedule. Overall results produced by the project are very satisfying.</p> <p>However, there were a smaller number of activities postponed for various reasons. Concerning that, an official approval for the fourth-months extension of the project gives enough time to accomplish all planned activities to the new official end of the project, 14th February 2016. The remaining project outputs/outcomes that are expected to be delivered within the period between the Steering Committee meeting in Novi Sad and the new end of project lifetime include:</p> <ul style="list-style-type: none"> • Delivering the remaining training courses (Modules 2 and 3) • Delivering of training programs for BI/STP tenants, SMEs and start-ups (Modules 4, 5 and 6) • Finalizing the Regional Innovative Ideas students' Competition • Preparing individual Training and Service Delivery Plans by three project partners • Finalizing technical and financial reporting. <p>The detailed list of accomplished and remaining activities is given bellow ("Progress against indicators")</p>	

2.2 Summarize progress against specific objective indicators from the logical framework matrix

A lot of activities have been carried out within the WP1, resulted in big number of outputs. EU good practices were collected and analyzed and a consolidated report on that issues was prepared. Results of the mapping of innovation potential at WB universities is presented in 5 comprehensive and high-quality catalogues in printed and HTML version. After establishing the Regional UIP Program Committee (UIP-PC) at the beginning of the project, the Regional UIP for WBC universities with defined focus and priorities was completed. UIP implementation plans as well as action plans have been delivered by all WBC universities. A document entitled: "Monitoring Mechanism Proposals" has been developed in order to define a set of mechanisms for monitoring of UIP implementation. The publications and documents produced within this work package represent an important contribution to the project objectives.

Work package WP2 is aimed to reinforce existing university structures and set-up Business Service Offices at each of WBC partner universities. One of useful outputs was the Benchmarking assessment of existing university structures and services in the areas of knowledge transfer, research and innovation. The analysis of training service needs of enterprises (TSNA) on the local and regional level was successfully accomplished and on the basis of that. BSOs at all five WBC universities were officially established and progress was made in improving the university regulatory documents and procedures. Equipping the BSOs is also accomplished. Training visits for WBC university staff were organized by EU project partners. In general, very good results have been achieved and sustainable benefits for partner universities are noticeable.

WP3 is also an important work package, focused on BIs and STPs. The Regional PC for BI/STP was established at the beginning of the project. Among most important deliverables, in line with proposed LFM, is a Strategic Development Plan for Business Incubators (BIs) and Science and Technology Parks (STPs). In addition, a series of capacity building trainings for BI/STP staff was successfully held. Realizing of rest of capacity building trainings for researchers and for BI and STP tenants is in progress.

Significant results have been delivered within the work package WP4. Almost all specific objective indicators are already achieved and they include:

- developed Methodology for innovation management at WBC universities
- developed Organization chart for innovation workflow
- launched customized software platform for the innovation management and number of active members reached the planned level
- developed User Manual for the software platform
- trained users of the software platform (the number of trainees fits the planned one)
- innovation metrics and monitoring reports

It should be pointed out that within WBCInno project, a special attention have been paid to the quality control issues. First of all, a Quality Control and Monitoring Manual was

developed within the work package 5 (QPLN1) as a basis for further actions. The other deliverables of WP5 are also completely in line with project proposal and they include internal and external monitoring reports. All 7 external evaluation reports have been delivered. Three external monitoring visits were carried out by National Tempus Offices (NTOs) and an advisory field monitoring was held by EACEA representatives. It can be noticed that most of recommendations given by mentioned assessments have been successfully addressed in periods that followed.

Dissemination activities were also a very satisfying point of the WBCInno project. The Consolidated Plan for dissemination and raising awareness was one of first results of the WP6 (DISS1). The promotional material was designed, printed and distributed. It must be emphasized, that printed and electronic promotional material is of very high quality. One can also congratulate to the coordinating team for the excellent web site which is well-organized and very informative. In addition, 5 BSO websites were launched and regularly updated, as planned. Organization of Info days, Workshops and Open Door days was carrying out smoothly, with satisfying number of participants. The Final conference on the knowledge and technology transfer was very successfully organized in Novi Sad in September 2015. A high-quality Proceedings of conference papers was published. More detailed assessment of that event is given in a separate report.

Within WP7 (EXP1), one of most important deliverable is the Sustainability Strategy of WBC Universities. In addition to some general recommendations, the Strategy also reflects some specificities of WBC universities, therefore a shorter public version and a more comprehensive internal version have been created. Further, a great number of letters of support or MoU documents, signed by students' organizations, represent a particular contribution towards the project sustainability. A document entitled "Synergy with similar projects and initiatives in WBC countries" was prepared. But certainly the most significant activity, which is not only in line with project LFM but has surpassed the expectations, is the organization of the Innovative Ideas students' competition, which attracted surprisingly high number of competitors, and overall level of students' satisfaction with this competition is very high.

It can be congratulated to the coordinating team for establishing a really efficient management system within the scope of WP8 (MNGT1). First, a Manual for contractual and financial management was delivered. An advanced communication and management tool, developed for project documentation management, communication among partners and sharing information (WBCInno platform) is also an important deliverable for the management efficiency. Steering committee meetings were regularly held and corresponding reports were delivered on time. The commitment of the most involved institutions was good. A comprehensive Intermediate report was delivered and very good assessed by EACEA. All these indicators confirm that the management of the project has been very satisfying.

In general, it can be concluded that the project deliverables are in accordance with the logical framework matrix of the project proposal almost completely.

More details related to the project results are given in the section "Progress against indicators".

2.3 Is there a risk that the project will fail to meet its key indicators? (if yes, please describe what corrective actions can be taken)

The project is close to the end and obviously there is not a risk that the project will fail to meet any of its key indicators.

2.4 Is there a risk that the Project partner will not be able to spend the all the money according to the Partner budget table?

Although it can be observed a low expenditure rate at two project partners which are not enough active, their share of the project budget is not big, therefore it will not affect spending the whole grant to a great extent. Extending the project lifetime for additional four months and making a revised action plan gives an opportunity to spend almost all money according to the Partner budget table. One of useful measures which will be certainly applied is a slight re-allocation of money between the budget lines and between partners, balancing the finance according the accomplished activities.

3 Description and status of the activities within project workplan

Generally, is the project proceeding in accordance with the workplan?

The project workplan has been closely followed, so the overall progress of project activities is in accordance with the workplan.

Specifically, which activities have not taken place which should have according to the workplan?

There is no activity that has not taken place according to the workplan, however some of them are still in progress and should be finished to the end of the extended period (14th February 2016). The delayed activities that are expected to be completed are listed above, in the section “*Summarize progress of activities against the implementation schedule*”

What is the level of risk of the project not being completed on time or to the intended standard?

Most activities essential to the achievement of project objectives, have been already accomplished before the October 14th which was the ending date as per application. However, as it is mentioned, there are some delays, caused by various reasons. It has to be pointed out that a lot of corrective actions have been applied by the coordinating

team in order to solve these problems. One of useful measures was extending the project lifetime for additional 4 months, to the February 14th. Having that in mind, and taking into account that a revised action plan has been made and that there are enhanced efforts of the coordinator and project consortium, it is obvious that the project will be completed to the intended standard.

4 Progress against indicators			
Outputs/ outcomes	Indicator	Achieved to date	Plan to achieve indicator
DEV1	1. EU good practices collected and analyzed Consolidated report on EU good practices prepared	In order to collect good practices of EU academic institutions' offices responsible for assisting and promoting KTT (knowledge and technology transfer) between the university and businesses, study visits were organized to the Hamburg University of Technology, University of Alicante, Graz University of Technology, Centre for Social Innovation Vienna and University of Brighton (34 mobilities in total). All visits are well reported on project web site. On the basis of these study visits and other sources, 11 EU good practices were collected and analyzed and a consolidated report on EU good practices was prepared and published. E-version of that comprehensive 48-pages document is available on the project web site.	Activity completed, indicator achieved
	2.Results of the mapping of innovation potential at WB universities presented in 5 catalogues in printed and HTML version	After the methodology for collection the data was developed and design of questionnaires (in English and in local languages) was completed, the procedure of collecting the data was conducted. The data were analyzed and five Catalogues on WBC Universities' Research and Innovation Potential (UKG, UNS, UBL, UZ and UM) were published (printed and electronically). Reviewing and updating of catalogues is an ongoing process.	Updating of the on-line catalogues should be a continuous task for partner universities in order to ensure sustainability of project results.

	3. Established a regional UIP (University Innovation Platform) Program Committee	Terms of Reference (ToR) for the Regional UIP Program Committee, including membership criteria, were elaborated. Regional UIP Program Committee, consisting of 15 members, was established at the first SC meeting.	Activity completed, indicator achieved
	4. Design and development of Regional UIP for WBC universities with defined focus and priorities	The Western Balkans Regional University Innovation Platform (UIP) was prepared using the contributions of all partners and findings from Activities 1.1, 1.2 and 2.1. UIP was delivered in March 2014.	Activity completed, indicator achieved
	5. Implementation, monitoring and tuning UIP at UKG, UNS, UZ, UBL and UM	UIP implementation plans as well as action plans have been delivered by all WBC universities. The UIP implementation at WBC partner universities has been foreseen over the whole remaining project lifetime and 18 months after the project's end. A document entitled: "Monitoring Mechanism Proposals" has been developed in order to define a set of mechanisms for monitoring of UIP implementation. In addition, for all five WB partner universities, UIP implementation plans and UIP action plans have been delivered (all of them can be found on the project web site). Particular UIPs are tuned taking into account the specific needs.	On the basis of developed documents, monitoring and tuning of UIP at all 5 WBC universities should continue in order to ensure sustainability of project results.
DEV2	1. Benchmarking assessment of existing university structures and services in the areas of knowledge transfer, research and innovation	This activity was successfully completed within the first year of the project implementation (benchmarking metrics, questionnaire for benchmarking assessment, 5 benchmarking visits and 5 benchmarking reports with the set of findings and recommendations.	Activity completed, indicator achieved

	2. TSNA and market analysis performed	The analysis of training service needs of enterprises has been very well prepared by UKG by developing and distributing the comprehensive questionnaires to 10 WBC partners. On the basis of collected 690 questionnaires, 10 individual TSNA reports have been prepared. Finally, 3 consolidated TSNA reports, for Serbia, Montenegro and Bosnia & Herzegovina, have been delivered.	Activity completed, indicator achieved
	3. Reinforcement of existing university structures and services in line with UIP and identified needs	10 units at WBC university partners (5 partners x 2 units) have been selected to adjust their action plans to the TSNA analysis, benchmarking assessment recommendations and UIP. Most of university partners accomplished that task. Study visits of WBC representatives to EU partners were carried out combined with Activity 2.6. In addition, a set of meetings with centers' managers was held, their staff participated at different events, etc. Purchasing the equipment, books and software for WBC partner universities is completed.	Activity almost completed, action plans should be updated by UZ and UM with one more university unit.
	4. Five Business Service Offices (BSO) established and functional	Five Business Service Offices in accordance with defined focus and priorities in UIP have been established. In addition, BSO development plans and Excel tables for monitoring the Key Performance Indicators have been prepared and delivered.	Activity completed, however it should be taken into account that establishing partnerships with SMEs, matching university researchers with commercial partners/investors and participation in improvements of university regulatory documents are continuous tasks of BSOs.

	5. Improvement of the university regulatory documents and procedures for well-functioning management and quality control systems	Detailed analysis of existing regulatory documents and processes at all five WBC partner universities was performed and corresponding reports were delivered so far. They are available only to the Consortium members on WBCInno platform. The reports involve the review of regulations according to the types of knowledge and technology transfer and examine current regulations, including procedures, which partially or completely define scientific work and some of the segments of knowledge and technology transfer.	Activity completed, indicator achieved
	6. Capacity building trainings of university staff	6 training visits (5 three-day and one two-day trainings, five WBC universities, 38 mobilities in total) were organized within the period November 2013 – March 2014.	Activity completed, indicator achieved
DEV3	1. Regional Programme Committee for BI/STP established	The Regional PC for BI/STP, composed of 15 competent members from academia, business and student organizations, was established at the first SC meeting. The Regular meetings of the Regional PC for BI/STP were organized during the project lifetime.	Activity completed, indicator achieved
	2. Regional Development strategy for BI/STP	The comprehensive Strategic Development Plan for Business Incubators (BIs) and Science and Technology Parks (STPs) represents a very important deliverable of this project. Following the analysis of the current state in WBC region and the trends in	Activity completed, indicator achieved.

		EU and the world, the Strategy gives a set of strategic measures for development of BIs/STPs and recommends the practical steps for the strategy implementation.	
	3. Trained BI and STP staff – capacity building	<p>Training at EU partners within the planned activity Capacity Building Training of BI and STP staff was at the Graz University of Technology in June 2013.</p> <p>On September 9th - 10th, 2014, a two-day training event on development of business incubators and science and technology parks in the Western Balkan Region was organized at the Chamber of Commerce and Industry of Serbia, Belgrade.</p> <p>The second CPT was held on November 7th - 8th, 2014, in Banja Luka.</p> <p>Third and last CPT was held at the University of Montenegro, from 19th to 20th February 2015.</p>	Activity completed, indicator achieved
	4. Trained students /researchers - start-up trainings	<p>Start-up training courses (5 events, 150 trainees) for professors/students/researchers have been planned to be accomplished within the timeframe 05/2014 – 02/2015. The part of this activity is delayed.</p> <p>The training courses within the Module 1 have been focused to the participants of the Competition for best student idea and they were organized at WBC universities in April and May 2015.</p> <p>Two-days training courses within the Modules 2 (2x10 participants, UZ and UM) and 3 (4x10 participants, UNS, UM, UBL and UZ) are developed. These trainings have already been held at the University of Novi Sad, and delivering the remaining training courses is in progress.</p>	According the revised Action plan, the remaining training courses within the Modules 2 and 3 should be delivered in November 2015.

	<p>5. Trained BI and STP tenants – capacity building trainings</p>	<p>Customized trainings and services for BI and STP tenants, 5 x 3 Modules, 100 trainees (20 participants at each of WBC universities) have been planned to be accomplished within the timeframe 01/2015 – 09/2015. The activity is delayed, but having in mind the extension of the project lifetime, there is still enough time to accomplish this activity.</p>	<p>- The action plan for the delivery of training programs for BI/STP tenants, SMEs and start-ups (5 x 10 participants) is as follows:</p> <p>Module 4 University of Kragujevac – 15/11/2015 University of Novi Sad – 15/12/2015 University of Banja Luka – 01/12/2015. University of Zenica – 01/12/2015 University of Montenegro – t.b.d.</p> <p>Module 5 University of Kragujevac – 01/12/2015 University of Novi Sad – 20/12/2015 University of Banja Luka – 10/12/2015. University of Zenica – 10/12/2015 University of Montenegro – t.b.d.</p> <p>Module 6 University of Kragujevac – 15/12/2015</p>
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	6. Regional networking /internationalization of BI/STP	<p>Regional BI/STP networking is foreseen, through a range of mobilities and other networking activities (visits to EU BIs/STPs, fairs, conferences, round table meetings etc.) 62 flows are planned for UKG, UNS, UZ, UBL, UM, BIC, BITF, BINS, ICBL, BSC and BIPG.</p> <p>The representatives of universities and business incubators from WBC region visited the Graz University of Technology in June 2013. The management of Business Innovation Centre Kragujevac visited Science and Technology Park in Elche (Spain).</p> <p>Also, within the same activity, in order to contribute to preparation of local Competitions for best student ideas, Business Incubator Novi Sad and Business Incubator of Technical Faculties Belgrade organized a two-day training for trainers and Competition organizers in Belgrade on 27th and 28th January 2015.</p>	Activity completed, indicator achieved
DEV4	1. Methodology for innovation management	<p>Methodology for Innovation Management was developed, consisting of ten recommended innovation management techniques, intellectual property aspects, innovation cycle with financial aspects and software support to the innovation management. Final version in both English and local languages,</p>	Activity completed, indicator achieved

		written by 6 authors, was published in February 2014. It is a high-quality document, very useful for end-users.	
	2. Organization chart for innovation workflow	An organization chart was developed and delivered, where the roles and responsibilities of relevant stakeholders and platform users are defined for the innovation management workflow.	Activity completed, indicator achieved
	3. Customized and launched software platform	Intranea Solutions (INT), one of the partners on WBCInno project, and UKG developed the INNO software platform as customized version of DATASTATION for users from academic and research institutions. Customizing and launching for all 5 WBC universities are completed. Implementation of the platform is a continuous task.	Activity completed, indicator achieved
	4. Trained users of innovation suite	INT and UKG developed the USER MANUAL for the software platform, for all levels of users (idea contributors, reviewers, evaluators, decision makers). In addition, a MINI USER MANUAL was published. UKG printed 1500 copies and distributed to WBC university partners (200 copies for each) and to other WBCInno partners. Criteria for evaluation of business ideas were developed by BINS and UKG and incorporated into the platform by INT INT and UKG have developed training for platform users (<i>idea</i> contributors). Training events have been planned at all WBC partner universities: UKG; UNS; UBL, UZ and UM.	Activity completed, indicator achieved The online support of INT to the platform users should be a continuous task

		<p>Four training sessions in Kragujevac were organized by UKG and delivered by INT, by the end of 2014.</p> <p>Three trainings were organized in Novi Sad.</p> <p>Two training sessions were also held at UBL, UZ and UM.</p>	
	5. Innovation metrics and monitoring reports	<p>UNS has developed innovation metrics for INNO platform in consultation with INT and UKG. In order to assess the satisfaction of users of INNO platforms, an online questionnaire is delivered. Collected data are automatically assessed and report on survey results is generated.</p>	Activity completed, indicator achieved
	6. Optimized innovation methodology	<p>UNS has prepared an online questionnaire with the aim to assess the satisfaction of users of INNO platforms. The data are collected and a report on survey results is generated.</p>	Updating and optimization of the software platform based on monitoring results is in progress
QPLN1	1 Quality control and monitoring strategy developed	<p>The leading partner (ZSI) with the assistance of Project Coordinator, PST and QAPT team developed the Quality Control and Monitoring Manual at the beginning of the project. In addition, a number of relevant annexes (templates) were developed. The Manual and all annexes are available on the WBCInno platform. They are used by project partners regularly.</p>	Activity completed, indicator achieved
	2. Internal monitoring reports	<p>Internal monitoring is carried out continuously by PST, QAPT and particularly by the project coordinator, taking into account the Logical Framework Matrix, Updated Action plans approved at SC meetings, WBCInno platform, Cash flow tables, etc. Every partner is due to monitor the project realization internally and to inform the coordinator about that.</p>	Internal monitoring is a continuous task. In the forthcoming period, the focus will be on the technical and financial management and reporting. The action plan includes:

			<ul style="list-style-type: none"> - Providing the information about the applied internal monitoring mechanisms - Uploading of supporting documents and other financial documentation on the WBCInno platform by all partners - Delivery of hard copies and certified invoices by all partners - Regular update of Cash Flow tables (staff, travel) by all partners - Internal monitoring visits by PST team to partners who documented less than 70%.
	<p>3. External monitoring reports</p>	<p>All 7 monitoring visits by the external expert were carried out, on the occasion of:</p> <ol style="list-style-type: none"> 1. 2nd Steering Committee Meeting in Podgorica, Montenegro, in October 2013. 2. 3rd Steering Committee Meeting in Alicante, Spain, in May 2014. 3. First Workshop (activity 6.5) in Kragujevac, September 2014. 4. 4th Steering Committee Meeting in Zenica, B&H, in November 2014. 5. 5th Steering Committee Meeting in Banja Luka, B&H, April 21, 2015. 	<p>Activity completed, indicator achieved</p>

		<p>6. 6th Steering Committee Meeting in Novi Sad, Serbia, September 17, 2015</p> <p>7. The International Conference WBCInno 2015 in Novi Sad, Serbia, September 18, 2015</p> <p>All 7 external monitoring reports have been prepared and delivered.</p> <p>Three external monitoring visits were carried out by National Tempus Offices (NTOs) up to now:</p> <ul style="list-style-type: none"> - to the University of Kragujevac (NTO Serbia - 24.10.2013), - to the University of Montenegro (NTO Montenegro – 24.10.2013) and - to the University of Banja Luka (NTO B&H – 23.04.2014). <p>In addition, there was an advisory field monitoring of the WBCInno project on June 3, 2015. It was carried out by EACEA representatives Ms. Antonella Giorgio and Ms. Anne Spangemacher together with the National Erasmus+ Office representatives Ms. Marija Filipovic Ozegovic, Ms. Sofija Dukic and Mr. Nemanja Dragicevic.</p>	
	4. Inter-Tempus coaching held	<p>There were a lot of inter-TEMPUS coaching meetings and opportunities for the experience exchange regarding some common points. Inter-Tempus coaching was carried out with the following Tempus projects: PARENIS, NeRela, MAIN, IdeaLAB, SIPUS, FUSE, BIHTEK and RODOS.</p>	Activity completed, indicator achieved
DISS1			

	1. Consolidated Plan for dissemination and raising awareness	The activity is completed on time according the Workplan. Individual dissemination plans of consortium members were prepared and delivered to the lead partner. Consolidated Plan for Dissemination and Raising Awareness was finalized and distributed to all partners.	Activity completed, indicator achieved
	2. Printed and electronic promotional material	The promotional material has been designed, printed and distributed. In addition to the previously published promotion material, it should be emphasized that in meantime several new posters and flyers were designed, printed and distributed, related to the competition for best student idea. It should be pointed out that the promotional material is of the very high quality.	Activity completed, indicator achieved
	3. Updated WBCInno and 5 BSOs' web sites	The WBCInno main website is well designed and regularly updated, with a lot of presented results and other important information. Regarding the BSO websites, they are all launched and the design of them is unified. Web site of the BSO of the University of Kragujevac is very well maintained.	Project partners are asked to deliver missing documents for the main web-site. Maintenance and updating of BSO web-sites is a continuous task.
	4. Ten info days (with about 300 participants) and public appearances - informed target groups & stakeholders	So far, all ten info days were organized: <ul style="list-style-type: none"> 1. Zenica, April 15, 2014, 53 participants 2. Kragujevac, April 25, 2014, 39 participants. 3. Novi Sad, June 5, 2014, 56 participants. 4. Banja Luka, September 15, 2014, 19 participants. 5. Podgorica, November 17, 2014, over than 60 participants. 6. Kragujevac, March 20, 2015, 23 participants. 	The activity successfully completed, however two reports on info days should be delivered by UBL and UM.

		<p>7. Zenica, March 30, 2015, 16 participants 8. Novi Sad, March 31, 2015, 37 participants 9. Banja Luka 10. Podgorica</p> <p>In addition, a number of promotions of WBCInno project through public appearances were held.</p>	
	<p>5. Five Workshops delivered</p>	<p>According to the Workplan, 5 workshops (250 participants) have been planned to be held within the second half of project lifetime.</p> <p>The first two-day Workshop was organized at the University of Kragujevac on 11th and 12th September 2014, with 53 participants</p> <p>The second two-day Workshop was organized at the University of Novi Sad on 22nd and 23rd October 2014</p> <p>The third two-day Workshop titled “Development of the universities in regard to development of areas of excellence and collaboration with the business entities and scientific-technology parks”, was organized by the Entrepreneurship and Innovation Centre (EIC) of the University of Zenica on 4th and 5th November 2014. This workshop gathered 170 visitors in total.</p> <p>The fourth workshop, organized by the University of Montenegro, was held in Podgorica on 17th and 18th February, 2015. There were 66 participants.</p> <p>The final, fifth workshop for strengthening the capacities of researchers in the areas of knowledge transfer, research and innovation was organized at the University of Banja Luka on 22nd and 23rd of April 2015.</p>	<p>Activity completed, indicator achieved</p>

		It should be emphasized that these events were evaluated by participants and results of analysis of WS efficiency were delivered after events.	
	6. Five open door days at WB universities	<p>According to the Workplan, five open door days at WB universities have been planned to be held within the third year of the project.</p> <ul style="list-style-type: none"> - First open door day was held on Thursday, 23 April 2015, at the University of Zenica. - Second open door day was organized by University of Kragujevac on May 18, 2015. - Two open door days were organized by the University of Novi Sad: on June 24, 2015 and October 17, 2015. - The open door days were also organized at UBL and UM, but the corresponding reports are missing. 	Activity almost completed – two reports should be delivered
	7. Proceedings of the Final Conference on knowledge triangle	The Final conference on the knowledge and technology transfer, innovation and modernization of university was held on September 18, 2015, in Novi Sad. A high-quality Proceedings of conference papers was published prior the conference.	Activity completed, indicator achieved
EXP1	1. Sustainability strategy of WBC universities	<p>The Sustainability Strategy of WBC Universities is an important document that identifies opportunities and threats that may affect the sustainability of the WBCInno project.</p> <p>After a first draft version was delivered by the University of Alicante (the leader of this activity), the inputs from other partners were</p>	Activity almost completed – printing of the Sustainability Strategy of WBC Universities (10 copies each WBC UNI) is in progress (UKG, UNS completed).

		<p>provided. There were a lot of contributions and in this way, in addition to some general recommendations, the Strategy also reflects some specificities of WBC universities. Broader version is an internal document and it can be found at the WBCInno platform: (https://wbcinno.datastation.com/#/default/projects/taskview/55).</p> <p>The public (shorter) version provides more general overview and can be found on the main web site of the project.</p>	
	<p>2. Innovative Ideas Competition for students</p>	<p>Innovative Ideas students' competition which was planned at all WBC partner universities for the third year of the project.</p> <p>BINS proposed initial methodology for organization of the Competition on 20th October 2014 in consultation with the Coordinator.</p> <p>In order to discuss and define the set of activities for the successful organization of the Competition, a meeting of the members of two Regional Committees (UIP and BI/STP) was organized on 22nd October 2014 in Novi Sad.</p> <p>Final version of procedures and criteria delivered in November 2014.</p> <p>Promo material for the Competition (logo, poster, flyer) was designed, printed and distributed. The competition was successfully promoted through all relevant media including INNO platforms and social networks. Student organizations were also involved in promotion.</p> <p>Local competitions at all five partner universities were launched and ideas were collected through the INNO platform. There was a really big number of teams, which are organized for discussion,</p>	<p>Successfully conducted Innovative Ideas students' competition is a very important result of this project. Moreover, it is a sustainable result, because the students are very satisfied and interested in participating next year.</p> <p>The activity should be completed during the period of the project extension, including the Regional final competition, award travels and all corresponding reports.</p>

		<p>idea development, notifications and document management. In total, there were about 80 ideas and about 250 students participated in the competition. A lot of trainings were delivered to the students.</p> <p>Within the Competition for Best Student Idea, the students of University of Kragujevac, University of Novi Sad and University of Montenegro visited the Technical University of Graz in the period 18th – 22nd August 2015. On that occasion, a training for students was organized as a part of preparation activities for the Regional Final Competition. Winners from University of Banja Luka and University of Zenica will visit the Technical University of Graz in period from 18th until 22nd</p> <p>Regional final competition is scheduled for November 23rd, 2015, in Belgrade.</p>	
	<p>3. Memorandums of cooperation with students organizations</p>	<p>It was initially planned that BSOs sign the Memorandum of cooperation with student organizations and a corresponding model of Memorandum of Understanding (MoU) was prepared by UBL and delivered in November 2013. However, in some cases, it was not convenient because BSOs, being not legal entities, cannot sign the MoU with student organizations directly (only Rectors or Vice-Rectors can do that). Because of that, UKG has developed and recommended a Letter of Support (LoS) in order to involve larger number of student organizations from both Universities and Faculties. This Letter can be signed only by legal representative of student organization, confirming in this way their involvement and support to the activities of WBCInno project and BSO Offices.</p>	<ul style="list-style-type: none"> - Indicator achieved - The cooperation with student organizations should be a continuous task.

		<p>Up to now, 4 Student organizations from UKG supported the WBCInno project: the Student Union of Faculty of Engineering in Kragujevac, the Student Union of the Faculty of Technical Sciences in Čačak, the Student organization SAHIT Vrnjacka Banja and the Student Union of PMF Kragujevac.</p> <p>A MoU was signed with the Student Union of the Faculty of Electrical Engineering of the University in Banja Luka.</p> <p>Regarding the University of Zenica, letters of support were signed by the Student Union in Zenica and Intera Technology Park), Mostar. MoUs was also signed by the same organizations.</p> <p>Two student organizations in Novi Sad (BEST and EESTEC) and three student organizations in Podgorica (IAESTE, BEST and Student organization of the Faculty of Mechanical Engineering) signed the LoS as well.</p> <p>It is important to note that student organizations are involved in the Competition for best student idea.</p>	
	<p>4. New and updated trainings and services</p>	<p>UNS prepared Instructions for Service Delivery Plan of WBC UNI partners on 20th June 2014.</p> <p>UNS and UKG have prepared individual Training and Service Delivery Plan, in order to identify centres, labs and research teams able to offer trainings of different kind for enterprises and other users outside of academia.</p>	<p>Following the revised Action plan, UBL, UZ, UM should prepare their training and service delivery plans.</p>

		UBL, UZ, UM training and service delivery plans are still missing.	
	5. Improved collaboration within Triple helix	<p>The main goal of this activity is to intensify the cooperation with the private sector (through their engagement in universities' management structures), as well as with responsible Ministries, in order to ensure institutional sustainability, expected impact and multiplier effects.</p> <p>A lot of activities were carried out up to now, including contacts, meetings and individual collaboration with policy-makers, participation in relevant events, etc. There are no formal reports about those activities, but some of them are documented and published within NEWS on WBCInno web site.</p> <p>An updated version of the document <i>Synergy with similar projects and initiatives in WBC countries</i> has been delivered and can be found on the project web site.</p> <p>There is not information available about the enhancing the engagement of private sector in universities' management structures, which was planned to be one of outcomes of this work package.</p>	Continuous task.
MNGT1	1. Manual for contractual and financial management	Manual for contractual and financial management was developed and distributed to all partners at the beginning of the project.	Activity completed, indicator achieved
	2. Overall management is efficient and effective	Overall technical and financial management was performed mainly by UKG. At the beginning, having in mind that this is really a huge	

		<p>project, some activities were delegated to other project partners on a fair and balanced basis. Although there were problems with some partners, UKG team make biggest efforts to keep project in line with LFM and work plan and to compensate inactivity of some of partners. During the project lifetime, in order to make the coordination of particular activities more efficient, the initial distribution of tasks is changed so that these activities are now led jointly with UKG. In some other cases, it was necessary to completely re-allocate the leading roles. Generally, the overall management can be assessed as very efficient and effective and most of the credit for that go to the project coordinator.</p> <p>It should be emphasized that the quality of management is enhanced by using the WBCInno platform, which is an efficient tool for project documentation management, communication among partners and sharing information. Financial management is very well organized through the platform. The documentation is visible for each partner individually (recognized by the log in) and Coordinator.</p> <p>Adopted quality control mechanisms also contributed to the overall management success.</p> <p>It should be emphasized that the communication with EACEA project officer was very good through whole project lifetime.</p> <p>Up to now, there were several perceived problems related to the management and coordination.</p> <ul style="list-style-type: none"> - Lack of initiatives or responses of some partners has delayed some planned activities. - Reports of held events (info days, workshops, CBTs, trainings...), or some other documents expected of partners are often missing. 	<p>Overall management is a continuous task and up to now it can be assessed as successful.</p> <p>In general, most of WP and activity leaders demonstrate good commitment to the achievement of objectives.</p> <p>Problems with low expenditure rate and with the lack of financial reporting should be solved during the project extension period. Visits to these partners focused strongly to financial issues are planned in order to solve problems.</p>
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		<ul style="list-style-type: none"> - Expenses are not documented regularly on the platform, which makes the control of the expenditure rate very difficult. - Two partners inactive regarding technical and financial reporting (ICBL and BIPG). 	
	3. Project management at EU level	Project is very-well managed at the level of EU partners.	Continuous task
	4. Project management at WBC level	Initially, BITF was leader of this activity, but this role was transferred to UKG, which is quite appropriate having in mind that UKG is the coordinating institution. Project management at WBC level is carried out continuously.	Continuous task
	5. Steering Committee meetings and reporting	<ul style="list-style-type: none"> - Kick off meeting, Belgrade, 18th and 19th December 2012 - First Steering Committee Meeting, Graz, 4th and 5th June 2013 - Second Steering Committee Meeting, Podgorica, 4th October, 2013 - Third Steering Committee Meeting, Alicante, 8th May 2014 - Fourth Steering Committee Meeting, Zenica, 6th November, 2014 - Fifth Steering Committee Meeting, Banja Luka, April 21, 2015 	<ul style="list-style-type: none"> - Additional SC meeting is planned. - Within the remaining period, partners whose financial reports are missing should be intensively forced to deliver them.

		<p>- Sixth Steering Committee Meeting, Novi Sad, September 17, 2015</p> <p>Having in mind that the project lifetime is extended, there is a need to organize an additional SC meeting, and at the SC meeting in Novi Sad, partners agreed about that. The meeting will be held in Vienna at the beginning of 2016.</p> <p>Minutes of all held SC meetings up to now are available.</p> <p>Revised action plans for six-monthly period have been prepared for every Steering Committee Meeting.</p> <p>Partners are obligated to prepare and upload to the platform their annual reports: technical report, financial report, cash flow tables and all supporting documents.</p>	
	<p>6. Intermediate and final reports</p>	<p>The Intermediate report for WBCInno project was prepared by the project coordinator and delivered to EACEA on 14th April 2014, together with some promotional material and publications. The Report was accepted by EACEA on 3rd July 2014. It was very good assessed.</p> <p>Final project report should be delivered two months after the end of project. Since the project lifetime is extended, that means that the deadline for the final report is postponed accordingly.</p>	<p>First part of the activity was completed successfully. Final Project Report should be delivered</p>

5. Main problems encountered and recommendations – summary		
<i>Related to</i>	<i>Description of problem</i>	<i>Solution/s and/or recommendation/s</i>
<i>Procurement / installation</i>	There was a delay of the tendering procedure in Serbia caused by some internal issues. By increased coordinator's efforts, problems have been solved and the equipment procurement have been accomplished.	
<i>Development of strategic documents</i>	It should be pointed out that all planned strategic documents were developed and delivered up to now, most of them on scheduled time, and a few of them with delays caused by different reasons, but these minor delays haven't affected the overall project results.	
<i>Implementation of strategies</i>	<p>Implementation of strategies is on a satisfying level for the whole project. Furthermore, following the project sustainability plans, it is expected that the implementation of developed strategies will continue after the official end of project.</p> <p>Problems that can be observed in regarding the application of strategies are related only to a small number of low-activity partners.</p>	The extension period will give an additional opportunity to enforce the implementation of strategies by less active partners.

<p><i>Delivery of trainings and services</i></p>	<p>It should be taken into account that really a huge number of trainings have been foreseen by the project LFM. Having that in mind, no wonder that there are slight delays with delivery of some trainings (start-up training courses - Modules 2 and 3; training programs for BI/STP tenants, SMEs and start-ups - Modules 4, 5 and 6). Preparing individual Training and Service Delivery Plans is still expected from three project partners.</p>	<p>Preparing the trainings is ongoing and the extension period will give opportunity to deliver all planned trainings.</p>
<p><i>Marketing/public relations</i></p>	<p>No particular problems encountered, however a very small part of marketing/public relations activities has to be finished.</p>	<p>It is expected from project partners to complete all marketing/public relations activities during the extension period.</p>
<p><i>Technical and financial reporting</i></p>	<p>Although most of partners sent their technical and financial reports, there are still missing documents. Completing the documentation is a matter of the utmost importance at the time of finalizing the project.</p>	<p>Partners whose financial reports are still missing should be intensively forced to send them to the coordinator.</p>

<i>Relations with Project coordinator, PST and QAPT team</i>	There was a good collaboration, aimed at fulfilling the project wider and specific goals.			
<i>Other</i>				
Report received by the Project coordinator				
<i>I confirm that I have received and read the external monitoring report</i>				
<i>Name</i>	Vesna Mandic	<table border="1"> <tr> <td data-bbox="1081 767 1267 836"><i>Date</i></td> <td data-bbox="1267 767 2089 836">13/11/2015</td> </tr> </table>	<i>Date</i>	13/11/2015
<i>Date</i>	13/11/2015			
<i>Scheduled date of next visit</i>	All planned visits are completed.			