



Erasmus+

Cooperation for innovation and the exchange of good practices sub-programme

TECHNICAL REPORT form

Programme	Erasmus+
Sub-Programme	Cooperation for innovation and the exchange of good practices
Action	Capacity Building in higher education
Sub-Action	Structural Projects
Call for Proposal	EAC-A04-2014
Project number	561655-EPP-1-2015-1-RS-EPPKA2-CBHE-SP
Agreement/decision number	20153160
Project Title	Institutional framework for development of the third mission of universities in Serbia
Language used to complete the form	English

Contractual Data

Dates and Beneficiaries

Dates

Project Start: 15/10/2015	Project End: 14/10/2018
Activities Start:	Activities End:
Project Duration(months): 36	

Beneficiary Data

Role	PIC	Name	Country
Co-Beneficiary / Partner	933798146	POSLOVNI INKUBATOR NOVI SAD - BUSINESS INCUBATOR NOVI SAD DRUSTVO SA OGRANICENOM ODGOVORNOSCU NOVI SAD	Serbia
Co-Beneficiary / Partner	948198669	BIZNIS INOVACIONI CENTAR DOO KRAGUJEVAC	Serbia
Co-Beneficiary / Partner	938830894	INTELLECTUAL PROPERTY OFFICE OF THE REPUBLIC OF SERBIA	Serbia
Co-Beneficiary / Partner	960092227	VISOKOSKOLSKA USTANOVA METROPOLITANUNIVERZITET U BEOGRADU	Serbia
Co-Beneficiary / Partner	934671825	DRUSTVO SA OGRANICENOM ODGOVORNOSCU ZA PROIZVODNJU, PROMET I USLUGE INTRANEA RESENJA KRAGUJEVAC	Serbia
Co-Beneficiary / Partner	933416257	DRZAVNI UNIVERZITET U NOVOM PAZARU	Serbia
Co-Beneficiary / Partner	968808453	VISOKA TEHNICKA SKOLA STRUKOVNIH STUDIJA U ZRENJANINU	Serbia
Co-Beneficiary / Partner	998833736	UNIVERZITET U NISU	Serbia
Co-Beneficiary / Partner	998833833	UNIVERZITET U NOVOM SADU	Serbia
Co-Beneficiary / Partner	999641843	UNIVERZITET U BEOGRADU	Serbia
Co-Beneficiary / Partner	999821681	MINISTARSTVO PROSVETE, NAUKE I TEHNOLOSKOG RAZVOJA	Serbia
Management Contact Person	998850323	UNIVERZITET U KRAGUJEVCU	Serbia
Co-Beneficiary / Partner	955140086	POSLOVNO - TEHNOLOSKI INKUBATOR TEHNICKIH FAKULTETA BEOGRAD DOO	Serbia
Coordinating Organization / Beneficiary	998850323	UNIVERZITET U KRAGUJEVCU	Serbia
Co-Beneficiary / Partner	999865428	UNIVERSITAET FUER WEITERBILDUNG KREMS	Austria

Co-Beneficiary / Partner	999840596	UNIVERSITA DEGLI STUDI DI BARI ALDO MORO	Italy
Co-Beneficiary / Partner	949885305	UNIVERSIDADE DE LISBOA	Portugal
Co-Beneficiary / Partner	999903646	UNIVERZA V MARIBORU	Slovenia
Co-Beneficiary / Partner	999860481	UNIVERSITY OF BRIGHTON	United Kingdom

Legal Representative

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Project Summary and Horizontal Issues

Project Description

English - 1	<p>The IF4TM project has an overarching aim to contribute to the establishment of institutional framework for the third mission (TM) of the universities in Serbia, encompassing three dimensions: technology transfer and innovation (TTI), continuing education (CE) and social engagement (SE). Six specific objectives (SO) are:</p> <p>SO1. To define legal and policy framework supporting the development of universities' third mission (TM) in Serbia</p> <p>SO2. To adjust existing and define new legal framework at seven Serbian higher education institutions (HEIs) in line with national regulative requirements</p> <p>SO3. To develop technology transfer and innovation dimension of the third university mission, through INNO platforms for innovation management at seven Serbian HEIs, proof-of-concept programme raising TRL level and involvement of students in creative ideas development</p> <p>SO4. To develop continuing education dimension for capacity building of university staff, researchers and students in the areas of entrepreneurship, innovation and intellectual property management</p> <p>SO5. To develop universities' social engagement dimension unlocking and mobilizing university resources and capacities to society and enterprises needs</p> <p>SO6. To establish five Creativity Centers as spaces facilitating creativity in teaching and learning, ideas development and proving concept through interdisciplinary communication and creation of working prototypes</p> <p>Some important IF4TM results with impact on modernization and social engagement of HEIs in Serbia are:</p> <ul style="list-style-type: none">• Improved national framework supporting third mission activities• Institutional framework for third mission at seven Serbian HEIs developed• Operational Manual and metrics for monitoring of third mission activities• Seven INNO platforms for innovation management• Proof-of concept (PoC) programme and its implementation for raising TRL (Technology Readiness Level) level• Two National competitions for the best student ideas• University CB programme for IP and innovation management• Five Creativity Centres established in Serbia. <p>The achievement of the IF4TM objectives and realization of its activities is accomplished through the participation of 18 institutions, each of them contributes to several aspect relevant for the project topics. Their list with abbreviations to be used throughout this report is given below.</p> <ul style="list-style-type: none">• Seven Serbian HEIs:<ul style="list-style-type: none">o University of Kragujevac (UKG)o University of Belgrade (UBG)o University of Novi Sad (UNS)o University of Nis (UNI)o State University of Novi Pazar (SUNP)o Technical College of Applied Sciences Zrenjanin (TCAS)o Belgrade Metropolitan University (BMU)• Five EU HEIs<ul style="list-style-type: none">o University of Maribor (UM)o University of Brighton (UoB)o University of Bari Aldo Moro (Uniba)o Danube University Krems (DUK)o Instituto Superio Technico (IST)• Three business incubators<ul style="list-style-type: none">o Business innovation centre Kragujevac (BICKG)o Business incubator Novi Sad (BINS)o Business Incubator of Technical Faculties Belgrade (BITF)• Two government bodies<ul style="list-style-type: none">o Ministry of Education, Science and Technological Development (MEST)o Intellectual Property Office (IPOS)• One innovative company<ul style="list-style-type: none">o Intranea Solutions (INT)
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Horizontal Issues

Previous recommendations/follow-up

Following initial EACEA recommendations upon the selection of IF4TM, next steps were undertaken:

- In the draft of new Law on Higher Education (to be adopted in June 2017) a new principle is introduced for integration of education, research and innovation activities. Establishment of support structures for supporting TTI and CE activities is suggested and modified HEIs acts and workplaces systematization will increase number of staff in new structures. Establishment of spin-offs and commercialization of research results will lead to increased financial resources for other TM activities.
- Direct engagement of an external evaluator was not planned but we provided very transparent monitoring tool through website, updates of all information on achieved results for NEO Office and Project Officer. The NEO representative has access to Trello platform and can monitor all partners' activities and mid-results.
- Regarding recommendations for the list of people coordinating WPs and tasks, at the beginning of the project we received the extended list of project team members from each partner, and their contact persons are considered as local coordinators.
- Impact assessment of TM activities will be monitored by TM metrics which are in development phase.
- Exploitation of project results is described in D7.1 Dissemination and exploitation plan.
- Financial driver for full implementation of TM will be when its metrics are used for assessment of HEIs performance in new Law on HE Financing whose development will start in April 2017 by MEST.

Following the recommendations from the preventive field monitoring (11 May 2016), following steps were undertaken:

- At the time of the visit, only preparatory WP1 was open and none of WPs related to TM development were initiated, so the comment on limited progress in TM has no grounds. In June 2016, WP2, WP3 and WP4 were launched and since than expected results were achieved and presented in this Report and table of Achieved Results.
- Comprehensive analysis of legal and policy framework in EU and Serbia (D1.1, D1.3, D1.4) resulted in setting the recommendations at policy seminar (D1.2) and in D1.5 Benchmarking Report. Such systematic approach is warranty for development of sustainable TM model.
- With reference to students' role in SO3 (TTI dimension), they were involved in development of new Law on HE. Main focus within SO3 was at Competition for best student idea (97 ideas, 350 students). They are also involved in the WG3 for CE and WG4 for SE.
- Sustainable plan for 7 Inno platforms includes development of new customized software owned by Serbian HEIs whose administrators are trained for their maintenance. In that way, financial sustainability was solved in opposite to "software-as-service" concept previously planned.
- Social engagement of each Serbian HEI is described in details in Individual SE Plans. Connections with external stakeholders are established through their active involvement in all 3 WGs (described in Section 3, point 2 of this Report).
- Changes in the Ministry were very beneficial for the sustainability of project and its results, since Project Coordinator Prof. Dr. Vesna Mandic has been appointed (from September 2016) the Assistant of the Ministry.
- The project strongly supports the implementation of 2 actions HE-CE08 and HE-CE23 by developing SE and CE dimensions and defining TM metrics and contributes to Yerevan Communiqué 2015.
- Recommendations referring to possible double funding with WBCInno project are not valid since WBCInno Competition was completed in November 2015. Elaboration of first versions of Manuals (D6.1, D8.1) completed until January 2016 have not been charged from the project budget and there is no double funding.

Transversal issues

Gender balance is reached at all levels. Both genders are equally engaged in decision-making structures, implementation of activities, Working groups, mobilities, etc.

Sustainable development – the support to the development of ideas (Competition for best student ideas), commercialization of research results and improving the Technology Readiness Level (Proof-of-Level concept, IP and commercialization strategy) will create the stable knowledge-based economy which is the main prerequisite for the sustainable development of a country.

Unemployment – through start-up trainings within the Competition for best student ideas, students will increase their capacities for developing the sustainable business models and for establishing the start-up companies, which will have direct impact on the unemployment problem in the areas gravitating around the universities

Social cohesion – through mapping of continuing education activities at Serbian HEIs and making them visible and available for broader users, will increase the ability of individuals to improve in terms wealth, occupation, education, etc.

Increased capacity to innovate (through workshops, trainings, Competitions, Open Innovation campaigns), increased TRL level of universities' research groups (implementation of Proof of Concept Program) will increase their ability to commercialize the research results that will solve industrial, economic and social problems, contributing to the welfare of the society and the raise of the standard of living.

Award Criteria

Typology

Horizontal priorities

Fostering the assessment of transversal skills	<input type="checkbox"/>
Promoting the take-up of practical entrepreneurial experiences in education, training and youth work	<input checked="" type="checkbox"/>
Promoting the professional development of staff and youth workers in ICT methodologies	<input type="checkbox"/>
Supporting the production and adoption of Open Educational Resources in diverse European languages	<input type="checkbox"/>
Facilitating the validation of non-formal and informal learning and its permeability with formal education pathways	<input type="checkbox"/>

Linkages

School education	<input type="checkbox"/>
Higher education	<input checked="" type="checkbox"/>
Adult education	<input type="checkbox"/>
Vocational training	<input type="checkbox"/>
Youth sector	<input type="checkbox"/>
Cross-sector	<input type="checkbox"/>

If cross sector is selected

School education	<input type="checkbox"/>
Higher education	<input type="checkbox"/>
Adult education	<input type="checkbox"/>
Vocational training	<input type="checkbox"/>
Youth sector	<input type="checkbox"/>

CBHE Aims

Support the modernisation, accessibility and internationalisation of the higher education field in the eligible Partner Countries.	<input checked="" type="checkbox"/>
Support eligible Partner Countries to address the challenges facing their higher education institutions and systems, including those of quality, relevance, equity of access, planning, delivery, management, governance.	<input checked="" type="checkbox"/>
Promote people to people contacts, intercultural awareness and understanding.	<input type="checkbox"/>
Promote voluntary convergence with EU developments in higher education.	<input type="checkbox"/>
Contribute to the cooperation between the EU and the eligible Partner Countries (and amongst the eligible Partner Countries).	<input type="checkbox"/>

CBHE Objectives

Improve the quality of higher education and enhance its relevance for the labour market and society.	<input type="checkbox"/>
Improve the level of competences and skills in HEIs by developing new and innovative education programmes.	<input type="checkbox"/>
Enhance the management, governance and innovation capacities, as well as the internationalisation of HEIs.	<input checked="" type="checkbox"/>
Increase the capacities of national authorities to modernise their higher education systems, by supporting to the definition, implementation and monitoring of reform policies.	<input checked="" type="checkbox"/>
Foster regional integration and cooperation across different regions of the world through joint initiatives, sharing of good practices and cooperation	<input type="checkbox"/>

Specific activities

Modernisation of policies, governance and management of higher education systems	<input checked="" type="checkbox"/>
Strengthening of relations between higher education systems and the wider economic and social environment	<input checked="" type="checkbox"/>

Special mobility strand

The project contains a Special Mobility Strand	<input type="checkbox"/>
The project does not contains a Special Mobility Strand	<input checked="" type="checkbox"/>

Involvement of people with fewer opportunities

YES/NO



Assessment Criteria

Quality of the project implementation

Description of the implemented activities

The project was implemented mainly in accordance with the WorkPlan. WPs/tasks leaders appointed in the proposal were approved at kick-off meeting. Internal progress monitoring of project is conducted at SC meetings, using Trello platform and website (Project Results). Detailed procedures for quality control were set at the beginning and applied by all partners under supervision of QAPT team and Project Coordinator. Mapping of 10 EU TM good practices (D1.1) and TM status at 7 Serbian HEIs using same questionnaires (D1.4), analysis of Serbian legislation and strategies in areas of education, research and innovation, led to defining set of recommendations based on identified gaps and goals, generated within D1.2 Policy Seminar, D2.1 Consensus meetings and finally incorporated in comprehensive D1.5 Benchmarking report. This process involved several ministries, HEIs, Chamber of Commerce, Innovation Fund, SMEs and other stakeholders. Due to different development status of partner HEIs, priority goals, targets and indicators for each of them were presented in D1.5 in M11. For development of national legislation/strategies as well as each TM dimension 4 Working groups were formed. WG1 participated in development of one new and amendments of 2 new laws, one new strategy and its action plan (Act2.2) all related to education, research and innovation. WG2 members developed Guidelines for TTI dimension in Serbia. Definition of TM metrics is ongoing within Act6.2. Some will be incorporated into Integrated Information System of MEST for measuring of HEIs' performances and ranking. Each partner HEI in M11 started with analysis, development and/or amendments of internal legal acts for TM establishment (Act2.3). As stated in Guidelines for TTI, following measures were implemented (WP3):

- 7 new INNO Student platforms and trainings for HEIs administrators
- Based on Methodology for Competition, 7 local competitions were launched in 2017 (97 ideas, 350 students)
- 9 infodays (Act7.4) were held for promotion of the Competition
- 7 workshops "Methodology guide for innovation" were delivered

Act3.1 Development of platforms and Act3.2 Trainings started 3 months later as partners decided that HEIs should have new customized platforms installed at and owned by Serbian HEIs, for further sustainable and in-house maintenance without additional outsourcing costs. WG3 members defined integrative approach for CE (Act4.1) consisting of basic principles and recommendations. Comprehensive survey was conducted using 2 types of questionnaires for mapping institutional HEIs policies (33 collected) and HR capacity and their involvement in LLL/CE programs (712 collected). Quantitative analysis and categorization of CE programs were completed and presentation of results is in progress. Act4.1 was prolonged for 4 months since fragmentation and categorization of CE programs were more demanding than expected, without consequences to other WP4 activities. Three CB programs were developed and their implementation is in progress (Act4.2, Act4.3, Act4.4).

After analysis of SE dimension at EU level, guidelines for SE plan development, 7 partner HEIs completed individual SE plans, consisting of engaged research, engaged education and SE activities, proposed indicators and next steps (Act5.1). Based on Brighton experience and their model of Elaborate, partner HEIs developed individual Elaborates for 6 CCs. 4 Decisions on CCs establishment were adopted by HEIs' Councils and two are already in the approval procedure (Act5.2). Initial equipment specifications were not adequate so changed specifications was prepared and approved by Project Officer in January 2017. The national tendering procedure is very demanding and tender documentation is prepared on 330 pages with 13 lots.

Act5.6 Open Innovation Campaign will be realized using INNO platforms in second half of each year, since Competitions will be held in the first half of the year on same platform

Quality assurance

Project Coordinator team developed the D6.1 Quality Control and Monitoring Manual (http://www.if4tm.kg.ac.rs/pub/download/14625247744429_qa_plan_if4tm_v.4.pdf) that formalizes the approach followed by IF4TM partners in order to ensure highest possible quality of project activities, outputs and outcomes and project management. The procedures defined in the Manual are:

- Quality expectations
 - o quality of project implementation (including 6 SOs),
 - o quality of project deliverables (document based deliverables, events, promotional material, websites and other tools)
 - o quality of project management (the management structure defined)
 - o general project guidelines (reference documents)
 - o amendments to the Manual
- Internal monitoring
 - o project quality assurance strategy (4 levels of quality control: 1) deliverable authors, task and WP leaders, 2) Deliverable reviewers, 3) Coordinator level and 4) Steering Committee level)
 - o quality responsibilities (task/WP leaders, co-authors, QAPT team, Project Coordinator, Steering Committee)
 - o quality feedback by target groups,
 - o project risk management
- External monitoring

Partners' technical and financial reporting
The Manual also includes the following Annexes:

- Annex A Checklist for review of deliverable
- Annex B Word document template
- Annex C ppt template
- Annex D Attendance template
- Annex E Participant feedback form
- Annex F Event report template_partner
- Annex G Risks monitoring sheet
- Annex H List of deliverables
- Annex I News template

In order to get the feedback from outside of the consortium about the quality of implemented actions, the D6.1 Manual provides the Annex E to QCM Manual participant feedback form to collect the impressions and opinion of the participants outside the project about the various events organized within the project (trainings, workshops, info days). Data are processed and included in the event reports.

Besides the D6.1 Manual, internal monitoring is also conducted using:

- Logical Framework Matrix
- Work Plan
- Budget and cash flow tables
- Steering Committee meetings
- Monitoring visits
- Questionnaires / satisfaction surveys of target groups
- Trello platform.

In order to provide the quality of project management, the management structure with teams and responsibilities was adopted at the beginning of the project. The roles and responsibilities are defined based on the expertise of the partners' teams' members relevant for the activities in question.

At the University of Kragujevac, monitoring filed visit by NEO's representatives in Serbia was organized on 11 May 2016. The feedback was received based on their findings and it was distributed and discussed on SCM Meeting in Novi Pazar. Recommendations provided in the feedback were taken into account during the realization of activities (described in more details in Horizontal Issues/ Previous recommendations/follow up).

With regards to the quality of implementation of TM related activities, definition of metrics for monitoring of these activities is in progress as defined in the Act6.2. Monitoring according to these metrics will start in M23.

In June 2016, 2 members of Project Support Team were assigned to new positions and consequently Project Coordinator was left without their daily assistance. Preventive actions were taken immediately presented in the Annex G Risk Monitoring Sheet and partners meeting held on 24 June 2016. After the analysis of risks, SCM members set recommendations emphasizing that Prof. Mandic should stay Coordinator and that in communication with the Rector, appropriate solution needs to be found. During next 3 months, new approach with remote communication between Prof. Mandic and 2 former PST members was developed and applied at satisfying level. All activities that had slight delays in this period were completed by November 2017.

Visibility

IF4TM project website (<http://www.if4tm.kg.ac.rs/>) was designed and launched at the beginning of the project by UKG. The website contains the following sections:

- About the project (description, objectives, outputs, management of the project)
- Consortium members (lead partner, EU members, PC members)
- LFM and Workplan
- Activities
- Project results (connected to project activities and containing produced results, organized events, delivered reports, etc.)
- Events page
- Gallery
- Contact.

Also it presents briefly the major aspects covered by the project in Sections:

- Development of legal framework for establishing the third mission of Serbian universities
- Technology transfer and innovation dimension
- Continuing education dimension
- Social engagement dimension

And three also important sections: Publications, Useful links and Latest news.

The website is publically available to everyone, however in the background of the website there is an environment for archiving the large files.

Only UKG as coordinator has permission for achieving, while project partners have permission for downloading the files.

Since the main project results are posted on the website and connected with corresponding activities in the section Project Results, draft versions, supporting material, literature, etc. are stored on Trello platform, with access limited only to project teams' members involved in particular activities. Trello platform is organized in Cards for:

- All WorkPackages (with all activities)
- Mobilities
- Steering Committee Meetings
- E-library
- Dissemination of project results
- Working groups

The maintenance and regular updating of website and Trello platform is realized by UKG team. Each time the final version of some deliverable is posted on Trello, the same is posted on the website by UKG team. Also, upon the organization of mobilities, visits and events, using the Annex I to QCM Manual news template partners notify the UKG team about the event and the news are immediately posted on website and in Project Results.

The project website address and QR Code are located on promotional materials, partner institutions' websites and shared in newspapers, TV shows, etc.

Besides the visibility of project, the website also complies with rules for visibility set by E+ program (EU logo, Disclaimers, etc.)

For the project visibility purposes, UKG designed, printed and distributed to partners a whole set of promotional material (Act7.2):

- Project logo
- Flyers (10000 pcs.)
- Posters (200 pcs.)
- Bags (500 pcs.)
- Roll-up (1 pcs.)
- Pens (300 pcs.)
- Notebooks (550 pcs.)
- Folders (1000 pcs.)
- Visit card holders (500 pcs.)

For the purpose of promotion of the Competition, 7 sets of promotional materials were designed, printed and distributed to 7 Serbian HEIs and business incubators (the total of 50 posters and 1500 flyers).

Mechanisms to ensure compliance with visibility, exploitation and publicity obligations are as follows:

- Partnership Agreements include provisions which regulate the contractual obligation of all beneficiaries to follow the visibility, exploitation and publicity obligations.
- Publicity obligations in accordance with the Grant Agreement were also described in the D8.1 Manual for Contractual and Financial Management
- Procedures for ensuring visibility and publicity obligations are defined in the D6.1 Manual for quality control and monitoring
- D7.1 Dissemination and exploitation plan was developed that defines the dissemination and exploitation strategy for all partners, target groups and the list of the results to be exploited after the end of the project.

Applying the procedures defined in the previously mentioned documents is contractual obligation of all partners of the project that has been fully applied in the previous period.

Equipment

The equipment is to be purchased for seven Serbian HEIs (UKG, UBG, UNS, UNI, SUNP, TCAS, BMU).

Upon the development of Elaborates on establishment of Creativity Centers by 7 Serbian HEIs, a need emerged to modify the structure of equipment to be purchased to fit the needs of Creativity Centers much better and to avoid duplicating with equipment purchased meanwhile from other resources. Each Serbian HEIs suggested the changes in the equipment structure due to these reasons and developed updated specification of equipment with appropriate justification. The inputs from all partners were gathered by Project Coordinator in the single document "Justification for changed list of equipment for IT4TM partners" and request for the approval was sent to the Project Officer. Upon the official approval received on 17 January 2017, the specification of equipment was finalized. The overall equipment budget and equipment budget per partner remained the same.

The changes were in terms of

- number of pieces for certain equipment
- since some equipment was already purchased from other funds, the partners chose to avoid duplicating the equipment which is why it was replaced with some other types
- the equipment for Creativity Centers also had some changes due to the fact that after visiting Creativity Center of the University of Brighton and after the Elaborates on CCs establishment were developed, partners were able to define more specifically the equipment to be adjusted to the activities of the centers and specificities of individual universities
- some used equipment needed to be purchased due to its specific nature and compatibility with existing equipment of BMU and it is approved by Project Officer.

Since tendering procedure has to be conducted according to the national legislation, this caused some extra efforts and actions to prepare the tender, having in mind that all equipment needs to be bought through one joint tendering procedure at the University of Kragujevac. The comprehensive tender documentation was prepared by the Project Coordinator in tight cooperation with its Legal Department on 330 pages, including 13 lots. The models of contracts for each type of equipment and for each Serbian HEIs were also developed (on 200 pages).

Public Procurement Plan for 2017 of the University of Kragujevac was changed and adopted by University Senate and Council in March 2017. Before the publication of call, the tender documentation has been sent to all Serbian HEI partners for final check, after which the procedure will be launched by University of Kragujevac in April 2017. The purchase of equipment is expected by June 2017, in case there is no need for repeating any of the lots defined in the tender documentation.

The project includes activities relating to curriculum development

Yes

No

Teaching / Training Activities

Yes

Mobility for Teaching, Training and/or project research activities

Within the Act1.1, five mobilities were realized to EU partner institutions with the aim to build the capacities of Serbian HEIs to implement the third mission legal framework at their institution based on the experiences of their EU colleagues:

- Visit of the Serbian partners to the University of Maribor (18th and 19th February 2016), 13 flows (<http://www.if4tm.kg.ac.rs/news/visit-of-the-serbian-partners-to-the-university-of-maribor.html>)
- Visit of the Serbian partners to the University of Bari Aldo Moro (4th and 5th March 2016), 11 flows (<http://www.if4tm.kg.ac.rs/news/visit-of-the-serbian-partners-to-the-university-of-bari-aldo-moro.html>)
- Visit of the Serbian partners to the Danube University Krems (17th and 18th March 2016), 13 flows (<http://www.if4tm.kg.ac.rs/news/visit-of-the-serbian-partners-to-the-danube-university-krems.html>)
- Visit of the Serbian partners to the Instituto Superior Técnico of the University of Lisbon (14th and 15th April 2016), 11 flows (<http://www.if4tm.kg.ac.rs/news/visit-of-the-serbian-partners-to-the-instituto-superior-technico-of-the-university-of-lisbon.html>)
- Visit of the Serbian partners to the University of Brighton (26th and 27th April 2016), 9 flows (<http://www.if4tm.kg.ac.rs/news/visit-of-the-serbian-partners-to-the-university-of-brighton.html>)

Apart from this, two visits of the Serbian partners to EU partner institution were organized to help project team members develop and improve more capacities for the very complex task set out by Act2.3:

- Visit of the Serbian partners to the Danube University Krems (9-11 November 2016), 7 participants (<http://www.if4tm.kg.ac.rs/news/visit-of-the-serbian-partners-to-the-danube-university-krems-1.html>). The Serbian partners participated in the Danube Rectors Conference, where they had an opportunity to join the panels related to the higher education and lifelong learning, as well as cooperation's and initiatives of science and economy in knowledge based society, which is directly linked to the initiatives and activities dealt with by IF4TM project.
- Visit of the Serbian partners to the University of Maribor (7-9 December 2016), 9 participants (<http://www.if4tm.kg.ac.rs/news/visit-of-the-serbian-partners-to-the-university-of-maribor-1.html>). Serbian partners had an opportunity to identify good practice, learn more about what University of Maribor, its institutes and offices are doing to promote technology transfer and support the innovations as well as to improve cooperation between university and industry. In this way they were able to gain valuable experience for development of similar initiatives and structures in Serbia. Participants of these training mobilities were proposed and selected by each partner institution according to their specific field of expertise and their involvement in the realization of particular activity.

The WG members who work on the core activities of the project also participated in above-mentioned mobilities, because it was great opportunity for them to have meetings with their EU colleagues, to share experiences, ideas and work jointly on the development of WP1 and WP2 activities.

After each mobility, a report was produced in accordance with the practice defined in D6.1 Manual, which along with agenda and list of participant were published on the project website both in the Section Events and Project Results (linked to the corresponding activity).

No

Section 2 IMPACT AND SUSTAINABILITY

Awareness raising, dissemination, sustainability and exploitation of the project results

D7.1 Dissemination and Exploitation Plan (attached) defines dissemination and exploitation strategy, target groups, project exploitation, dissemination tools, events and calendar.

Each project partners published information on IF4TM project on their websites and promoted its activities at faculties/departments and various events, TV shows, newspapers, etc. (<http://www.if4tm.kg.ac.rs/article/10-info-days-and-other-raising-awareness-events.html>), particularly Competition for best student idea (<http://www.if4tm.kg.ac.rs/article/national-competition-for-bsc-m-sc-phd-best-ideas-of-students.html>).

During events (workshops, trainings) organized for participants outside the project, the presentations of project results and activities are held and promotional material is distributed.

9 infodays were organized in RS where project and Competition were promoted. Another set is planned for 3rd year to promote next competition and project results produced meanwhile.

Sustainability of results produced so far is provided in following ways:

- After adoption of new policies and laws regulating elements of TM, they will be implemented by Serbian HEIs and their institutional acts, procedures and bylaws will be modified accordingly. Besides, their managers and staff will be trained to implement these documents and procedures.

- 7 new Inno platforms were developed as software tools owned by Serbian HEIs, launched at their domains and servers and with local administrators trained, which will provide their use and maintenance without any additional outsourcing costs.

- Competition for best student idea was included in the strategy "Research for Innovation" and in this way the organizational and financial support from the Ministry will be secured.

- Materials for IP, market strategy and start-up trainings are developed and Serbian HEIs trainers will participate in the trainings within this project, so they can deliver them later as part of regular CE units' activities, on commercial bases after the project end.

- Individual plans were developed and set of sustainable measures were defined for social engagement of Serbian HEIs

- 6 Creativity Centers activities will be supported by student volunteers and financed from universities/faculties own resources, national and EU projects.

- The maintenance of websites will be covered by UKG own resources and updated by UKG team.

Realized deliverables/project products.

- D1.1 Review on EU policies and legal frameworks for establishing university TM

- D1.2 Policy seminar held

- D1.3 Report on existing strategies and laws in RS related to TM dimensions

- D1.4 Reports on existing university regulatory documents and structures supporting TM activities

- D1.5 Benchmarking report

- D2.1 Consensus on revision of policy and legal framework reached

- D2.2. New Serbian policies and law amendments supporting university TM developed and adopted

- D3.1 7 collaborative INNO platforms launched at Serbian universities and regularly updated

- D3.2 Members of INNO platforms trained

- D3.3 7 Workshops delivered

- D3.4.1 Methodology for national competition for best student idea

- D4.1 Integrative university approach in developing CE dimension defined

- D5.1 Universities' SE plans

- D5.2.1 5 Creativity Centers established and functional (4 established)

- D6.1 Quality control and monitoring manual

- D6.3 Project monitored efficiently within consortium

- D7.1 Dissemination and exploitation plan

- D7.2 Project logo, moto and promotional materials

- D7.3 Project web site launched and regularly updated

- D7.6 Ten info days and other raising awareness events held

- D8.1 Manual for contractual and financial management

- D8.2 Efficient overall project management

- D8.3 Efficient local project management

- D8.4 Steering Committee meetings held

- D8.5.1 Partners reports

- D8.5.2 Intermediate and Final reports to EACEA

SECTION 3: QUALITY OF COOPERATION

Project management

Partnership Agreement (PA) was prepared upon the signature of the GA in accordance with the model recommended by EACEA. It includes 8 annexes.

Due to specificities of some partners, two separate PAs were signed in March 2016. One PA was signed with fifteen partners and the other PA with two government bodies participating in the project (Ministry of Education, Science and Technological Development and Intellectual Property Office), since due to their national budget limitations they cannot manage successfully the corresponding grant. Their part of the financial management is realized by the Coordinator as defined in PA.

After the submitting the first PA to the Project Officer, there has been some changes in the contact persons and bank accounts of the partners, which is why the updated version of PA was sent to Project Officer.

Communication among the project partners is realized using emails, meetings, telephone, project website and Trello platform which is also used for collaboration, progress monitoring and as repository for all material produced. For voting of any kind, the Doodle Poll is used. Also, approximately every six months, a Steering Committee meeting is organized. So far one kick-off and three SCM meetings were organized followed by Minutes with revised Action Plan for next 6 months:

- Kick off meeting, University of Kragujevac, 3 and 4 December 2015
- First SCM meeting, University of Nis, 19 and 20 May 2016
- Second SCM meeting, University of Novi Pazar, 22 and 23 September 2016
- Third SCM meeting, University of Belgrade, 21 and 22 March 2017.

At these meetings, the Steering Committee (SC) members as decision-making body votes for the approval of produced results, adjustments of action plan, etc. Project progress is monitored and measured using indicators set in LFM, short and long term impact indicators listed in Application Form, as well as certain metrics for TM.

The management structure adopted at kick-off meeting in December 2015 by the Consortium (Decision on the forming of IF4TM management structures) is composed of Project Coordinator (PC), Steering Committee (SC), Project Support Team (PST), Quality Assurance Project Team (QAPT), WP leaders, Activity leaders.

In June 2016, there was a change in the structure related to the PST Team initially planned in Application Form when its 2 members who assisted on the daily basis Prof. Mandic, were assigned to the International Projects Office of the University of Kragujevac. The measures taken to mitigate this risk was described in Section 1 Quality Assurance.

Four Working Groups (WG) were formed:

- WG1 for analysis, development and amendments of strategies and laws in Serbia related to the third mission of universities, formed in January 2016 by the Ministry of Education, Science and Technological Development and additional 3 WGs formed in September 2016 by the Coordinator for development and monitoring of each TM dimension:
- WG2 for "Technology transfer and innovations"
- WG3 for "Continuing education"
- WG4 for "Social engagement"

Members appointed and tasks of each WG are defined in Decisions, based on the suggestions of each participating institution. Besides teams members, WGs also include relevant stakeholders (Chambers of Commerce, Innovation Fund, Science and Technology Parks, Education center, National Employment Agency, AIESEC, Student Parliament, Pupils Parliament, etc.).

There have been 6 meetings of the WGs:

- Meeting of WG leaders, University of Nis, 30. September 2016
- First meetings of WG2, WG3 and WG4, Ministry of Education, Science and Technological Development in Belgrade, 22 October 2016
- Second meeting of WG2 and WG3, University of Novi Sad, 29 November 2016

Involvement of partners and stakeholders

The responsibilities of partners were assigned in accordance with their expertise and experience. They were assigned the roles of task and WP leaders:

- WP1 leader SUNP (Act1.1 leader IST, Act1.2 tsk leader UM, Act1.3 leader MEST, Act1.4 leader UBG, Act1.5 leader BMU)
- WP2 leader BMU (Act2.1 leader UNI, Act2.2 leader MEST, Act2.3 leader UNS, Act2.4 leader SUNP, Act2.5 leader UM, Act2.6 leader BMU)
- WP3 leader UNS (Act3.1 leader INT, Act3.2 leader INT, Act3.3 leader UBG, Act3.4 leader UNS, Act3.5 leader UKG, Act3.6 leader IST)
- WP4 leader DUK (Act4.1 leader Uniba, Act4.2 leader IPOS, Act4.3 leader UBG, Act4.4 leader BINS, Act4.5 leader IPOS, Act4.6 leader SUNP)
- WP5 leader UoB (Act5.1 leader UNS, Act5.2 leader UoB, Act5.3 leader BITF, Act5.4 leader BICKG, Act5.5 leader UNI, Act5.6 leader UNS)
- WP6 leader UNI (Act6.1 leader UKG, Act6.2 leader DUK, Act6.3 leader UKG, Act6.4 leader SUNP)
- WP7 leader UBG (Act7.1 leader UNI, Act7.2 leader UKG, Act7.3 leader UKG, Act7.4 leader Uniba, Act7.5 leader TCAS, Act7.6 leader UNI, Act7.7 leader UBG)
- WP8 leader UKG (Act8.1 leader UKG, Act8.2 leader UKG, Act8.3 leader SUNP, Act8.4 leader UKG, Act8.5 tsk leader UKG)

The level of partners involvement depends on their expertise and scope of activities where this expertise is required, as it can be seen from the delegation of tasks:

- EU partners-mainly responsible for mapping of EU good practices, delivering trainings for Serbian staff, support in TM development (TTI: IST and UM, CE: DUK and UNIBA, SE: UoB)
- Serbian HEIs-responsible for development and implementation of institutional framework for TM in Serbia
- Business incubators-responsible for support activities for building entrepreneurial capacities (development/delivery of start-up training programs, volunteering, competition, etc.)
- MEST-responsible for development, implementation and review of national legislative and strategies
- IPOS-responsible for supporting the process of building capacities in IP management
- Intranea-responsible for development of Student Inno platforms and accompanying trainings

By the nature of its activities, the whole project is dedicated as direct answer to the needs of Serbian HEIs for development of TM framework in terms of legal and institutional structures supported by human and technical resources. WP/task leaders as part of management structures and appointed project members to each activity take into account current situation in Serbia in the areas of education, research and innovation, identified firstly within preparatory WP1. Also, a comprehensive survey in Act4.1 was conducted to map needs and available resources for CE dimension.

Besides the project partners, project involves public authorities, students and other stakeholders:

- Students-as participants of Competition for best student ideas, as participants of start-up trainings, as volunteers in CCs, organization and participation in infodays, as WG3 and WG 4members
- Other stakeholders
 - WG2: Serbian Chamber of Commerce (1 representative), Innovation Fund (1 rep.), Science and Technology Parks in Belgrade (1 rep.) and Cacak (1 rep.)
 - WG3: Education center of Chamber of Commerce in Belgrade (1 representative), National Employment Agency (1 rep.), president of AIESEC association (1 rep.)
 - WG4: Center for promotion of science (1 representative), Chamber of Commerce in Kragujevac (1 rep.), Development business center (1 rep.), Pupils Parliament of First Grammar School (1 rep.)

External stakeholders were also involved in Policy Seminar, where they participated in discussions and round tables on TM and its development at Serbian HEIs (Ministry of Economy 2 representatives, Innovation Fund 2 rep., Serbian Chamber of Commerce 2 rep., NEO 1 rep., Ministry of defense 1 rep.).

The cooperation with non-academic sectors is increased through this kind of involvement of external stakeholders in development and implementation activities

Management of the grant

For the financial management of the project, the Project Coordinator prepared and distributed to all partners D8.1 Manual for Financial and Contractual Management, Guidelines for the Use of the Grant and presentation for Financial and Technical Reporting. For efficient financial management cash flow tables for each budget category and each partner were prepared and monitored. Specifics of two government bodies included in the Consortium (Ministry and IP Office) related to their restrictions for management of the grant, were resolved by University of Kragujevac taking over their financial management. This was defined in the separate PA signed with those two partners in more details.

Also, each partner defined the modality of reimbursement/remuneration of costs in the Annex II of the PA.

Upon the receipt of the first pre-financing installment from EACEA, the University of Kragujevac transferred the first installment to all partners as defined in PA. The level of spending and/or realization of project activities were reported to Project Coordinator through two Partners Reports:

- 15 October 2016 (extraordinary deadline for partners' financial reports)
- 1 March 2017 (regular deadline as defined in PA for partners' financial and technical reports).

The partners provide their financial documentation in hard copy (original or certified as defined in D8.1 Manual) which is reviewed by the Project Coordinator and UKG team for completeness and compliance with Erasmus+ rules. If more than 70% of the first installment was spent and properly justified, the next installment of grant was transferred to partners. During the preparation of the Partners Report, the UKG team is at disposal to all partners for any problems or questions via daily email and Trello communication.

In the Financial Statement table as part of this Report, only fully justified and accepted expenses from partners are presented.

Based on the reported expenses of all partners, the Project Coordinator compile all of them in unique Financial Statement table, as well as in Cash Flow table consisting of original budget, installments transferred, declared costs, approved costs, and final balance per partner.

Presentation of spending level and other aspects of financial management of the whole Consortium are held at regular SC meetings with provided recommendations for more efficient financial management based on the lessons learned.

During the first half of the project, procedure for financial management changed several times by EACEA. D8.1 Manual for Contractual and Financial management was changed 3 times and presented to all partners, which caused additional efforts by Project Coordinator. Moreover, the lack of Report on Factual Findings during the first half of the project left many questions from partners regarding the financial management opened (since no detailed instructions were provided in the Guidelines for the Use of the Grant), as well as the change of supporting documents and late publication of reporting forms. These issues were resolved one by one in consultations with Project Officer, National Erasmus Office, other projects' coordinators, etc.

Tender procedure is explained in Section Equipment.

Relevance

Relevance to the objectives

Parliamentary elections (February-August 2016) and establishment of new Government (August 2016) caused delay in adoption of new Law on HE that includes important provisions for TTI and SE dimensions of TM. This may prolong Act2.3 related to HEIs' institutional legal framework (statutory changes, rulebooks, etc. connected with new Law).

Changes in E+ procedures (updated Guidelines, late publication of Financial Statement, Reporting Forms, Report on Factual Finding, Note on Staff Costs, etc.) required several D8.1 updates, additional meetings and efforts of Coordinator team in consulting and updating partners.

Project has even higher relevance for Serbia now than at the end of 2014 when the proposal was developed. From the project's start, project members were included in development of new strategy "Research for Innovation" (adopted in March 2016, contributed to SO1, SO3, SO5) and its Action Plan (2016) where following important project elements were included:

- Proof of concept (PoC) programme incorporated (link to Act3.5)
- TRL level significance and improvement through national funding projects (incorporated in their Application Forms, link to Act3.5)
- For promotion of science and innovations, Competition for best student idea (link to Act3.4) and network of Creativity Centers (link to Act5.2) were included
- Introducing top-down strategic projects with topics important for several ministries where promising research teams can participate (mobilizing mapped research potential, link to Act5.5)
- Introduction of crowd-funding model as new financial tool for innovation (link to WP3, TTI Guidelines).

IF4TM directly contributes to 2 actions in Strategy for development of education in Serbia 2020 (VO-ZD26 Strengthening of innovation potential and increase of innovation results, VO-ZD27 Strengthening of entrepreneurial component of HE) through WP3, WP4 and WP5 activities, i.e. SO3, SO4, SO5 realization.

IF4TM contributes to the "year of entrepreneurship 2016" in Serbia through promotion of entrepreneurship and student competition, partnerships with Serbian Chamber of Commerce and Council for Young Entrepreneurship.

New Government strongly supports TTI activities, applied research and development of priority areas in education and science. Three significant intra-ministries teams were formed (Council for IT development, Council for entrepreneurship and Council for dual education) that support TM implementation by contributing to the increased education quality, its relevance for society and industry, strengthening of applied research, commercialization, TTI and strengthening of human resources.

Draft of the Law on HE opens opportunities for achieving stronger impacts of the project by focusing on education of creative young population and by introducing innovative activities at HEIs, spin-off establishment, short cycles in CE, IP management as integrative function of HEIs, etc.

This project is relevant for Priority C (Improving management and operation of HEIs) and particularly for national priority "Development of research and innovative capacities". For modern universities, as well as for Serbian HEIs, TM is of great importance. The introduction of 3 TM dimensions (particularly TTI) contributes to above-mentioned national priority. WG2 elaborated the Guidelines for TTI development where 8 sections were defined with the RoadMap and key steps, applicable for all HEIs in Serbia. Sustainable implementation of students competition, PoC program, integrative approach for CE, individual SE plans and 6 Creativity Centers' activities will contribute to the long-term realization of SO3, SO4, SO5 and SO6.

Amendments of the Law on scientific and research activity, Law on innovation activity, and particularly the adoption of new Law on HE (whose development included project members) and later modification of HEIs' institutional acts, contribute to SO1 and SO2 realization.

EU Education, Cooperation & Development policies

Since Serbia opened and temporarily closed Chapter 26 (January 2017) related to the education, the negotiating position greatly relies on the objectives defined in the Strategy for Development of Education in the Republic of Serbia until 2020, among others on objectives that higher education in Serbia strives to and on promotion of cooperation with employers and industry, strengthening of innovation potential, increase of innovation results and strengthening of entrepreneurial component of higher education.

Through changes of national legislative IF4TM project contributes to the strengthening of this negotiation position and modernization of high education in Serbia, which is very important for EU since Serbia is the candidate country.

Additionally, the Chapter 25 was opened and temporarily closed (December 2016) related to the science which relies mostly on new Strategy "Research for Innovations". Planned activities comprise further synchronization of legal and institutional framework with EU standards in the areas of science, research and innovations.

As it is presented in this report (Section Relevance to the Objectives), IF4TM project and its activities contribute to the implementation of the Strategy "Research for Innovations" through activities related to the technology transfer and innovations, promotion of science, raising Technology Readiness Level, IP management, encouraging entrepreneurship and cooperation with industry.

In a way, through all activities carried out within the project, IF4TM tackles the Strategy Europe 2020, its SEE 2020 Strategy, particularly in R&D and innovation policy dimension within the Smart Growth pillar.

With establishment of better management of IP at Serbian HEIs within this project and taking into consideration national recommendations for IP management, recommendations of EU are applied through The EU Code of Practice (CoP) for IP management.

Third mission is also relatively new to EU level so its development in Serbia as candidate country also provides a great contribution to the third mission implementation in EU. Since the third mission is main topic, although this was not planned within the project, there are some EU partner institutions that are highly dedicated to its implementation and use the results of this project to improve this area at their own institution.

Statistics and Indicators

Statistics and Indicators

Links to EU HEI Policies

- Teacher training
- Vocational Education and Training
- 1st Cycle (e.g. Bachelor)
- 2nd Cycle (e.g. Master)
- 3rd Cycle (e.g. Doctoral)

Training and Mobilities

Event	Purpose	Type of participants	Gender	-	Country of Origin	Country of destination	Duration (in weeks)	%compared to objectives
1	Training	Academic staff – teaching	Number Male	7	Serbia	Slovenia	0,6	100
1	Training	Academic staff – teaching	Number Female	6	Serbia	Slovenia	0,6	100
2	Training	Academic staff – teaching	Number Male	6	Serbia	Italia	0,6	100
2	Training	Academic staff – teaching	Number Female	5	Serbia	Italia	0,6	100
3	Training	Academic staff – teaching	Number Male	10	Serbia	Österreich	0,6	100
3	Training	Academic staff – teaching	Number Female	3	Serbia	Österreich	0,6	100

4	Training	Academic staff – teaching	Number Male	7	Serbia	Portugal	0,6	100
4	Training	Academic staff – teaching	Number Female	4	Serbia	Portugal	0,6	100
5	Training	Academic staff – teaching	Number Male	4	Serbia	United Kingdom	0,6	100
5	Training	Academic staff – teaching	Number Female	5	Serbia	United Kingdom	0,6	100
6	Training	Academic staff – teaching	Number Male	6	Serbia	Slovenia	0,7	100
6	Training	Academic staff – teaching	Number Female	3	Serbia	Slovenia	0,7	100
7	Training	Academic staff – teaching	Number Male	6	Serbia	Österreich	0,7	100
7	Training	Academic staff – teaching	Number Female	2	Serbia	Österreich	0,7	100

Links to EU HEI Policies

Main Target

- Diploma supplement
- Adoption of a system based on three main cycles, undergraduate (Bachelor), postgraduate (Master) and Doctorate
- Introduction of double/multiple or joint degrees
- Establishment of an ECTS system
- Promotion of quality assurance procedures at institutional or national level
- Qualification frameworks
- Lifelong learning policies and approaches
- Modular curriculum structure
- New learning and teaching methods or approaches
- Online education and training material (e-learning)
- University-enterprise cooperation, entrepreneurship and employability of graduates
- The project contributes to youth employment and the integration of young people in the labour market

Links with other EU education programmes

Equipment

books and pedagogic material

audio-visual equipment

Computers and software

lab material

Other

Consortium Meetings

Estimated dates of consortium meetings until the end of the projects

Venue country	Venue city	Date of Meeting
Serbia	Novi Sad	21/09/2017
Serbia	Zrenjanin	15/03/2018
Serbia	Belgrade	15/08/2018

Attachments

Type of File	Name of the File
Budget Table	a) 1-cbhe_2015_-_annex_vi_-_financial_statements-2017-04-12.xlsm
Declaration of Honour	Declaration of honour.pdf
Table of achieved results	c) 4-annex_c_table_of_achieved_planned_results v7.pdf
Dissemination/Exploitation Plan	D7.1 Dissemination_and_exploitation_plan.pdf
Quality Assurance Plan	D6..1 Manual for Quality Assurance and Monitoring.pdf