

# EDUCATION, AUDIOVISUAL & CULTURE EXECUTIVE AGENCY

## ANNEX IV

### **Intermediate Report on implementation of the project (IR), Statement of the costs incurred and Request for Payment**

#### **T E M P U S    IV** **Joint Project / Structural Measure**

**2009 – 4656 / 001- 001**

(Agreement N.)

<b><u>INTERMEDIATE REPORT</u></b>	<b><u>DEADLINE</u></b>
<ul style="list-style-type: none"><li>• Report on implementation of the project</li><li>• Statement of the costs incurred and Request for Payment</li></ul>	When 70% of the 1 <sup>st</sup> pre-financing has been disbursed but <u>not later than</u> : - <b>15 January 2011</b> for 2 year projects - <b>15 July 2011</b> for 3 year projects

#### **Structure of the Report**

Annex IV/2	Declaration
Annex IV/3-5	Report on implementation of the project
Annex IV/6-8	Statistics and Indicators
Annex IV/9	Example showing how to fill in the tables of achieved/planned outcomes
Annex IV/10	Table of achieved/planned outcomes
Annex IV/11	Summary Report for publication
Annex IV/12	Statement of the costs incurred and Request for Payment
Annex IV/13	Acknowledgement of receipt
Annex IV/14	Check-list

**One original (with original signatures) and two copies are to be sent by the deadline by registered mail (date as per postmark) to:**

Klaus Haupt  
Head of Unit  
Education, Audiovisual & Culture Executive Agency  
EACEA P10 / Tempus  
BOUR 02/17  
Avenue du Bourget, 1  
B-1140 Brussels - Belgium

**Please also send the electronic version to [eacea-tempus-project-management@ec.europa.eu](mailto:eacea-tempus-project-management@ec.europa.eu) when submitting the paper version of the report.**

## DECLARATION

This declaration should be completed and signed by the following people:

1. the contact person at the co-ordinator (institution);
2. the person who is legally authorised to represent the co-ordinator (institution).

*We, the undersigned, certify that we have submitted all the required documentation, including the documents mentioned in the checklist.*

*Furthermore, we certify that the information given in this Intermediate report is correct to the best of our knowledge and complies with the requirements of the provisions of Articles I.5 and II.15 of the Grant Agreement.*

*We are aware that amendments to these documents will not be accepted after the date of submission.*

Name of the co-ordinator (institution): UNIVERSITY OF NIS .....

Name of the contact person : Ivan Milentijevic .... Name of the legal representative: Miroljub Grozdanovic .....

Position: Professor .....

Position: Rector .....

Place: Nis .....

Place: Nis .....

Date: 11.07.2011 .....

Date: 11.07.2011 .....

Signature: .....

Signature: .....

Stamp of the co-ordinator (institution):

## **REPORT ON IMPLEMENTATION OF THE PROJECT**

Please provide an overview on **implementation of the project**, by following the instructions below.

### **Overall achievements**

Please provide a description of the activities carried out since the start of the project and describe to what extent, the results achieved since the beginning of the project, are contributing to the project objectives.

A good cooperation between all KNOWTS consortium members (13 institutions from six European countries and three external experts) was established in the first eighteen months of the Project duration. All partners understood both wider and specific objectives as well as their roles within the frame of the Project, and took part in the corresponding project activities. The main project office was opened at the Faculty of Electronic Engineering, University of Nis in February 2010. Kick-off meeting (Nis - April 2010) and two Management board meetings (Dortmund - June 2010 and Vienna December 2010) were held. E-platform for collaborative work was deployed. The web site <http://knowts.elfak.ni.ac.rs> was launched and has been maintained regularly. The Workshop on Knowledge Transfer Experiences was held from 8th to 10th of April 2010 at the University of Nis. All partners took part and confirmed their commitment to achieve Project goals. During the workshop in two sessions, EU partners and external experts presented examples of best practice and experiences concerning knowledge triangle in their countries. The other two sessions were devoted to Serbian experiences and analysis of the state of knowledge transfer at different centers in the Republic of Serbia. Workshop gathered more than twenty participants from Serbian universities, Ministries and other institutions, as well as eight participants from EU. The rich collection of originally prepared workshop presentations represents a valuable material for all stakeholders in the process of knowledge transfer. Conclusions from the Colloquium on knowledge triangle in Serbia – What Serbia really needs?, which was held within the frame of the Workshop, gave the directions for the further development of the National platform for knowledge triangle in Serbia. Main topics were: Inter-Sectoral Cooperation, The Position of Higher Education in the National Innovation System, Commercialization of Research Results and Establishing of Technology Transfer Offices. Members of the Project Management Board from Serbia proposed members for the National Inter-Institutional Advisory Board for research, innovation and education (NIIAB). The distinguished members were selected from the main Serbian Universities, Ministries and Economy Chamber and Companies, while the President of the National Council for Higher Education and the President of the National Council for Science and Technology entered the NIIAB directly from their Councils. The main task of the NIIAB members is to formulate Serbian national platform for knowledge triangle. With that aim we started retraining for NIIAB members at different European University centres where real synergy between research, education and innovation had been achieved. The first stage of retraining was prepared by the Technical University Dortmund as the most experienced partner institution in the field of technology transfer. At the same time the Management Meeting Board was held in Dortmund and all EU partners and experts were involved in the preparation of the program for NIIAB members retraining. According to the Dortmund example the methodology for retraining as well as a model for retraining visits was adopted. It is agreed to involve national innovating system, city or regional initiatives and university mechanisms for each EU partner. UK retraining tour was organized by Canterbury Christ Church University in September 2010. During the visit, UK Knowledge Transfer Partnership program was introduced to the NIIAB members and several knowledge transfer sites were presented (Wolverhampton Science Park, Telford University Campus, e-Innovation Centre, Coventry University and TechoCentre) illustrating different models and mechanisms of technology transfer. The next event organized within the frame of the KNOWTS project was ICT FORUM 2010 in November 2010. The FORUM gathered 150 participants from 13 countries and 30 ICT companies from the region. It was the place where academy met industry. Master students were involved through the program of joint projects with companies which were recognized at technical faculties of the University of Nis as professional internship and were awarded by 9 ECTS. Twenty doctoral students attended sessions on promotion of entrepreneurship and technology transfer mechanisms. Retraining of NIIAB members continued in Vienna in December 2010. Vienna University of Technology demonstrated Austrian innovation system, city of Vienna technology transfer initiatives and incubator mechanisms, and University Research & Transfer Support. In spring 2011 the work on the National Platform continued. The existing Serbian documents (strategies and policies related on research, education and innovation) were analyzed. The main topics for the platform were identified according to EU recommendations, real needs of fragmented Serbian space in research education and innovation, and existing Serbian legal platform.

Simultaneously, preparatory activities on establishing Technology Transfer Offices (KTO) at University of Novi Sad, University of Kragujevac, and University of Nis, were carried out. The University of Belgrade has established the Office for Technology transfer which will be upgraded and networked with other KTOs. Preparing the KTO establishing we noticed that the Universities had no registers of their research capacities. This is the reason why we proposed the development of the expert data base (including research capacities, staff and equipment of research unit, and offered services) under the framework of the Project for all participating Universities from Serbia.

Concerning the future activities, the series of NIIAB meetings are planned for September and October 2011 for the completion of the draft version of the National Platform. It will be followed by joint review of EU experts and public discussion at Serbian institutions. KTO equipping and staff selection will be done by the end of 2011, while complete set up with trained staff and networking is expected in the second half of 2012.

#### **Coherence with the workplan and comments on deviations and modifications**

Please write in this section the main changes which have occurred compared with the original project proposal. (More detailed information is requested in the relevant sections below).

Minor changes in the outcomes 2 and 3, regarding schedule variance, parallelization of tasks, and new identified activities that do not affect overall budget. Details are given in the Table of achieved/planned Outcomes of this document.

All the changes, including delays and overlapping of activities, are proposed with the aim to improve achievement of wider Project goals and its impact.

#### **Obstacles and shortcomings**

Please describe any obstacles and/or shortcomings experienced during the period covered by the report and the measures taken by the project team to address them.

There are no specific obstacles and shortcomings.

#### **Development of programmes and courses**

Please provide a description of the teaching/training programme(s) (undergraduate/postgraduate programmes, intensive courses, training modules to academic or non-academic staff, etc.) that the beneficiaries are developing or of the introduction of the new programme(s) and the state-of-play of these developments at the time of submitting the report. If unforeseen changes in the original plans occurred, please describe the type of changes and the measures taken to address them. Please also indicate the activities you plan to carry out before the end of the project. If this section is not relevant for your project, please write 'Not Applicable'.

All EU partners and experts were involved in the preparation of the program for NIIAB members retraining. The first stage of retraining was prepared by the Technical University Dortmund as the most experienced partner institution in the field of technology transfer. According to the Dortmund example the methodology for retraining as well as a model for retraining visits was adopted. It is agreed to involve national innovating system, city or regional initiatives and university mechanisms for each EU partner. UK retraining was organized by Canterbury Christ Church University in September 2010. During the visit, UK Knowledge Transfer Partnership program was introduced to the NIIAB members and several knowledge transfer sites were presented (Wolverhampton Science Park, Telford University Campus, e-Innovation Centre, Coventry University and TechoCentre) illustrating different models and mechanisms of technology transfer. Retraining of NIIAB members continued in Vienna in December 2010. Vienna University of Technology demonstrated Austrian innovation system, city of Vienna technology transfer initiatives and incubator mechanisms, and University Research & Transfer Support. University of Alicante and Technical University of Lisbon prepared the presentation of their infrastructure, too and will host some of NIIAB members in September and October 2011. EU partners will also develop a short retraining program for KTO staff.

#### **Restructuring: university management and governance**

Please provide information on the institutional changes that the project is introducing in the Partner Country beneficiaries (institutions), the state-of-play of project activities and any changes which occurred compared with the original plans. Please also indicate the activities you plan to carry out before the end of the project. Examples: establishment of new units/faculties, establishment/upgrading of libraries, establishment/restructuring of international relation offices, introduction of reforms to university governance (i.e. decision process, autonomy, accountability). If this section is not relevant for your project, please write 'Not Applicable'.

Legislative and preparatory activities on establishing Knowledge Transfer Offices, as new units, at University of Novi Sad, University of Kragujevac, and University of Nis, are in the process. The University of Belgrade has established the Office for Technology Transfer which will be upgraded and networked with other KTOs. The NIIAB members will assist in establishing KTOs. KTO officers will be trained in EU partner institutions by the financial support of the KNOWTS project.

The role of the KTO at Universities should be: to establish a database of universities research capacities, to serve close research-industry contacts, to deal with patents and intellectual property rights and to promote the

commercialization of research results, to facilitate commercialization of the applicable academic knowledge, to provide platform for integration of individual efforts across the university in the course of knowledge transfer, to provide a range of incentives for generation of spin-off companies from the University laboratories and to provide assistance in sustainable development to the community in the region.

Universities in Serbia also make efforts in order to diversify funding, intend to promote the idea of Knowledge Transfer Office as a focus point aiming at integrating comprehensive applicable knowledge generated across the university, including not only Engineering and Technology, but also Natural and Social Sciences, Law, Medicine, Agriculture, etc.

#### **Staff (re-)training**

Please provide a description of the activities carried out in order to train the staff of the partner country participating institutions. Please also provide an outline of **the selection criteria for the different groups** of people who have participated in the implementation of these activities. Please describe any change in comparison with the original proposal and indicate the activities that you plan to carry out before the end of the project.

The distinguished NIIAB members were selected from the main Serbian Universities, Ministries and Economy Chamber. Staff training in technology transfer for NIIAB members was organized at three institutions. Institutions that hosted retraining were: Technical University of Dortmund, Germany, Canterbury Christ Church University, UK, and Vienna University of Technology, Austria. Training related to technology transfer started at the Technical University of Dortmund, where staff was challenged, through the set of presentations and guided tours, in order to compare the current transition of Serbian universities and companies, and transition that North Rhine-Westphalia region faced and passed a few decades ago. Introducing the staff with the history of technology triangle development in North Rhine-Westphalia region was a good start of the training process. Training continued at the Canterbury Christ Church University, where the staff was introduced with different strategies in knowledge transfer. Knowing different strategies, which are applied in different institutions in UK, gives NIIAB members a good starting point when choosing knowledge transfer strategy in Serbia. The last of the three institutions where the training took part was Vienna University of Technology, where the staff learned from the experiences of the host both in technology transfer and in incubation centres organization.

#### **Staff mobility**

Please provide an outline of the staff mobility scheme and the selection **criteria used for the different groups of people** that participate in mobility. Please describe the activities carried out so far, how mobility activities have been organised by home institutions and how mobility helped and/or will help achieve the project's objectives. Information about how the home institutions recognise the mobility should also be provided. If unforeseen changes in your original plan occurred, indicate the type of changes and the measures taken to address them. Please also indicate the activities that you plan to carry out before the end of the project.

Most of the staff mobility (partner country to EU) was carried out for the purpose of retraining of NIIAB members. Mobility (EU to EU) was used for the management activities where only contact persons and external experts were involved. Mobility within the partner country was employed for Workshops in Serbia, NIIAB members meetings, and for dissemination purposes (promotion of the KNOWTS at scientific conferences YUINFO, ETRAN).

#### **Student mobility**

Please provide an outline of the student mobility scheme and the selection criteria for the different groups of students that participate in mobility. Please describe the activities carried out so far, how mobility activities have been organised by home institutions and how mobility helped and/or will help achieve the project's objectives. Information about how the home institutions recognise the mobility (credit transfer, double diploma, diploma supplement, etc.) should also be provided. If unforeseen changes in your original plan occurred, indicate the type of changes and the measures taken to address them. Please also indicate the activities that you plan to carry out before the end of the project. If this section is not relevant for your project, please write 'Not Applicable'.

Not Applicable

#### **Academic co-ordination and administrative management**

Please describe how the division of labour is managed between the various beneficiaries, for both academic co-ordination and administrative management. Particular attention should be paid to the description of how this division of labour is managed in areas such as communication and the decision-making process used. Please also describe how day-to-day project activities are managed, indicating what kind of administrative support or other support you

have received from the beneficiaries (institutions). If you encountered difficulties related to the management of the project, please indicate the type of problems and the solutions found to address them.

The main project office was opened at the Faculty of Electronic Engineering, University of Nis in February 2010. E-platform for collaborative work, based on content management system with integrated forum, was deployed. Planning and activities management were carried out by the Management Board. Kick-off meeting was held in Niš at the beginning of the Project. All partners understood both wider and specific objectives as well as their roles within the frame of the Project, and took part in the corresponding project activities. Having in mind that coordination of the KNOWTS is a complex and responsible task, the Management Board was powered by external experts who had taken an active part in project management activities. Another two Management Board meetings were held in Dortmund (June 2010) and in Vienna (December 2010). Work progress and the financial flow were considered and the future direction of the Project was decided upon. Beside the live meetings, permanent communication between the Management Board members was maintained by e-mails and numerous e-meetings. All external experts created reports on quality control and on the Project performances. Additionally, the Interim academic and financial report was created.

### **Equipment**

Please outline the equipment purchased, explain where the equipment has been installed, who will benefit from it and have access to it and plans for future maintenance. Please also describe the activities that you plan to carry out before the end of the project, in relation to the equipment purchased/installed. If unforeseen changes in your original plan occurred, indicate the type of changes and the measures taken to address them. If this entry is not relevant for your project, please write 'Not Applicable'.

Purchasing of equipment is planned for the middle of September 2011, along with forming of KTO. The equipment will be installed in KTO and integrated in the existing university computer infrastructure of each university. The maintenance of the equipment will be carried out by the university Computer Centre staff. Until the end of 2011 all the equipment will be completely purchased and installed. Development of the expert data base (including research capacities, staff and equipment of research unit, and offered services) under the framework of the Project for all participating Universities from Serbia will also start in September 2011.

### **Dissemination**

Please describe what has been done to disseminate the results of the activities carried out to date, both within the framework of the project and outside the project. In particular, you should refer to the definition of tasks and the dissemination channels used to make the project results available to larger beneficiary groups. If a web site for the project has been created, please provide the address. If there have been any unexpected positive secondary effects from project activities, please describe them in this section. Please indicate any change which occurred in comparison with the original plans for dissemination and the activities you plan to carry out before the end of the project, to disseminate the project results.

The Project web site has been launched to disseminate the Project results and to serve as an open report to the Commission. The site has been permanently maintained (<http://knowts.elfak.ni.ac.rs>). As a result of the dissemination, the regional ICT Forum was co-organized by the Project. With participation of the Project members from EU and with attendance of regional industry and academic community, the Forum had a very strong dissemination impact. The dissemination was also carried out through the regional Conferences: TREND, YUINFO, ETRAN and ICEST. Several reports about the Project events were broadcasted on five local and regional TV stations, one radio station and in one Serbian newspaper. The 43 minute interview with the Project representatives from Serbia and Germany was broadcasted on the regional TV station "TV 5" in prime time on November 3<sup>rd</sup> 2010 and re-emitted two times in the following days. The links are given in the Table of achieved/planned Outcomes of this document (the 5.5 activity description).

### **Sustainability**

A project is 'sustainable' when it continues to deliver benefits to the project beneficiaries and/or other target groups for an extended period after the EU's financial assistance has ended. Sustainability may not be relevant for all aspects of a project; in each project some activities or results may be continued, while it may not be necessary to continue others. Sustainability is relevant for issues such as: academic/socio-economic/institutional support (describe the measures undertaken to formalise or institutionalise any links with local non-university partners, to obtain official accreditation of new curricula, etc.), involvement of members from the beneficiaries (institutions)(ownership/motivation), effective management and leadership, active participation of the target group, forecast of needs, availability of resources to continue, making the most of results achieved and a measurable medium/long term impact (long-lasting effects of project cooperation, as well as impact on the beneficiaries

(institutions) and target groups). Please explain which of your planned activities and results must be maintained to make your project sustainable. Describe which measures have been taken so far to realistically ensure the continuity of those activities and results beyond the original life-cycle of the project (even when the project is no longer financed by Tempus). Please indicate any changes which occurred in comparison with the original plans and the activities you plan to carry out before the end of the project in order to ensure sustainability.

In order to ensure that the Project will strengthen the knowledge triangle in Serbia, it is planned to establish NIIAB as a high authority in Serbian society, which will continue its work after the Project termination. Careful selection of NIIAB members guarantees the sustainability of the National Platform. Joint work of National Council for Higher Education, National Council for Science and Technology, and NIIAB on the National Platform will provide better impact of the measures proposed in the National Platform. A few chapters of the National Platform are devoted to KTOs and their sustainability. NIIAB will promote KTO and support their sustainability. Establishing KTO within the frame of the university structure in accordance with university legal acts should provide a solid basis for KTO sustainability.

### **Quality control and monitoring**

Please describe what monitoring activities the beneficiaries carry out, in order to assess whether the project proceeds according to the workplan. Please describe the strategy for internal and external evaluation of project results and include measurable quality indicators for progress. In addition to the project results (courses, publications, new institutional structures, etc), you should also pay attention to the project management strategy. In particular, explain what instruments you use to ensure effective quality control (i.e. the Logframe approach, feedback questionnaires for evaluations or surveys, swot analysis, etc.) and who is involved in evaluation (i.e. committee(s), validation commission(s), accreditation board(s), etc.). For external evaluation, please mention the role of independent experts or peer reviewers providing a summary of their evaluation plan and report(s). Please indicate the activities carried out to date, any change which occurred in comparison with the original plans and the activities you plan to carry out before the end of the project.

The Quality Assurance Team (QAT) was formed, consisting of External experts and members of Management Board. The QAT permanently carries out the quality control and monitoring of the Project activities. The QAT closely cooperates with all consortium members and MB. The QAT provides transparency and traceability; and it also keeps records of documentation of the Project, keeps records of attendance lists and monitors Agenda, the outcomes and conclusions of the meetings. The QAT team controls the quality of dissemination material of the Project and review the dissemination material before being available for the public use. The quality control of management activities is carried out by QAT team by regular reviewing of reports. The internal quality control is carried out by members of the MB, whereas the external quality control is carried out by External experts.

### **Gender balance**

Please explain to what extent the principle of equal opportunities has been taken into account in the project implementation (i.e. gender analysis carried out, presence of women in decision-making bodies, balanced percentage share of women among the teachers or the enrolled students, etc.). Describe how the project helped to promote gender balance and to identify and address factors influencing gender discrimination.

The MB of the KNOWTS Project took good care of the gender balance during the selection of the NIIAB members. NIIAB as one of the highest decision-making bodies in the Project, which is creating the National Platform suggesting the measures for the circling of Knowledge triangle in Serbia, is composed of 5 women and 12 men.

### **Any other comment**

Please provide in this entry, any relevant information you think might be useful for the assessment of your project's implementation (i.e. synergies with other projects, any support from external environment, networking with professional bodies, etc.).

## Statistics and Indicators

This section aims to gather statistical data and indicators of performance for the period covered by this Intermediate Report

### Main targets

YES NO N/A

#### Teacher training

Please indicate whether your project has links, targets or objectives related to teacher training

		X
--	--	---

#### VET

Please indicate whether your project has links, targets or objectives related to Vocational Education and Training

		X
--	--	---

#### Qualification levels addressed by the project

Please indicate whether your project has links, targets or objectives related to programmes at :

- Bachelor level
- Master level
- Doctorate level

		X
X		
X		

### Training and mobilities

*Enter the code of the partner country concerned  
in the first lines and figures in the second and third:*

#### Training of partner country staff and students

##### Number of academic staff from the partner country's Higher Education Institutions trained/retrained

Please indicate the number of teaching staff (professors, assistants with teaching tasks, etc.) trained and/or retrained to the date of the report submission:

(Country of origin)

	Country Code: RS	Country Code:	Country Code:	Country Code:	Country Code:
Number Male	23				
Number Female	5				

##### Number of non-academic staff from the partner country's Higher Education Institutions trained/retrained

Please indicate the number University administrative staff (librarians, staff from the International Office, IT specialists, etc.) trained to the date of report submission:

	Country Code: RS	Country Code:	Country Code:	Country Code:	Country Code:
Number Male					
Number Female					

##### Number of staff from the partner country's non Higher Education Institutions trained/retrained

Please indicate the number of staff of non HEI (enterprises, NGOs, Chambers of Commerce, Government, local administration, etc.) trained to the date of report submission:

	Country Code:	Country Code:	Country Code:	Country Code:	Country Code:
Number Male	1				
Number Female	2				

##### Number of students from the partner countries who have attended programmes/courses developed in the framework of the project

Please indicate the number of students from the partner countries that have been trained and/or retrained in the programmes/courses developed by the project to the date of report submission:

	Country Code:	Country Code:	Country Code:	Country Code:	Country Code:
Number Male					
Number Female					

#### Staff mobility

##### Number of partner country - EU mobility flows of more than 2 weeks

Please indicate the number of partner country staff mobility flows from the partner country to the European Union to the date of report submission:

(Country of origin)

	Country Code:	Country Code:	Country Code:	Country Code:	Country Code:
Number Male					
Number Female					

**Number of EU - partner country mobility flows of more than 2 weeks**

Please indicate the number of European staff mobility flows from the European Union to the partner country to the date of report submission:

(Host country)

	Country Code:	Country Code:	Country Code:	Country Code:	Country Code:
Number Male					
Number Female					

**Number of partner country – partner country mobility flows of more than 2 weeks**

Please indicate the number of partner country staff mobility flows within the same co-beneficiary partner country or between two partner countries to the date of report submission:

(Country of origin)

	Country Code:	Country Code:	Country Code:	Country Code:	Country Code:
Number Male					
Number Female					

**Student mobility**

**Number of partner country - EU mobility flows of more than 2 weeks**

Please indicate the number of partner country student mobility flows from the partner country to the European Union to the date of report submission:

(Country of origin)

	Country Code:	Country Code:	Country Code:	Country Code:	Country Code:
Number Male					
Number Female					

**Number of EU - partner country mobility flows of more than 2 weeks**

Please indicate the number of European student mobility flows from the European Union to the partner country to the date of report submission:

(Host country)

	Country Code:	Country Code:	Country Code:	Country Code:	Country Code:
Number Male					
Number Female					

**Number of partner country – partner country mobility flows**

Please indicate the number of partner country student mobility flows within the same co-beneficiary partner country or between two partner countries to the date of report submission:

(Country of origin)

	Country Code:	Country Code:	Country Code:	Country Code:	Country Code:
Number Male					
Number Female					

**Links to European Higher Education policies**

**Diploma supplement**

Please indicate whether the project contributes to the introduction of diploma supplements in the Partner Country university/ies. For information on the diploma supplement please see:

[http://europa.eu/comm/education/policies/rec\\_qual/recognition/diploma\\_en.html](http://europa.eu/comm/education/policies/rec_qual/recognition/diploma_en.html)

YES	NO	N/A
		X

**Adoption of a system based on three main cycles, undergraduate (Bachelor), postgraduate (Master) and Doctorate**

Please indicate whether your project contributes to the achievement of the adoption of a system based on three main cycles.

		X
--	--	---

**Introduction of double/multiple or joint degrees**

Please indicate whether in the framework of your project the institutions involved plan to develop/issue double/multiple or joint degrees.

		X
--	--	---

**Establishment of an ECTS system**

Please indicate whether your project contributes to the introduction and/or development of the European Credit Transfer System at the co-beneficiary partner university(ies). For information on ECTS:

		X
--	--	---

[http://europa.eu/comm/education/programmes/socrates/ects/index\\_en.html](http://europa.eu/comm/education/programmes/socrates/ects/index_en.html)

**Promotion of quality assurance procedures at institutional or national level**

		X
--	--	---

Please indicate whether the project contributes to the enhancement of the Partner Country university/ies' quality assurance strategies. For information on the 'Standards and guidelines for quality assurance in the European Higher Education area' : [http://www.bologna-bergen2005.no/Docs/00-Main\\_doc/050221\\_ENQA\\_report.pdf](http://www.bologna-bergen2005.no/Docs/00-Main_doc/050221_ENQA_report.pdf)

**Qualification frameworks**

		X
--	--	---

Please indicate whether the project contributes to developing of national qualifications frameworks and implementation at university level. For information on the European Qualification Framework, please see: [http://ec.europa.eu/education/lifelong-learning-policy/doc44\\_en.htm](http://ec.europa.eu/education/lifelong-learning-policy/doc44_en.htm)

**Lifelong learning policies and approaches**

		X
--	--	---

Please indicate whether your project contributes to developing lifelong learning approaches  
For information on Life Long Learning European policy: [http://ec.europa.eu/education/lifelong-learning-policy/doc28\\_en.htm](http://ec.europa.eu/education/lifelong-learning-policy/doc28_en.htm)

**Modular curriculum structure**

		X

Please indicate whether your project contributes to the promotion of modular curriculum structure.

**New teaching and learning methods**

		X
--	--	---

Please indicate whether the project contributes to the development of new teaching/learning methods at the Partner Country university/ies.

**E-Learning**

		X
--	--	---

Please indicate whether the project contributes to the development of an e-learning strategy at the Partner Country university/ies.

**University/Enterprise cooperation**

X		
---	--	--

Please indicate whether the project plans to encourage co-operation between the Partner Country university/ies and the private sector.

**Links between the labour market and degree programmes**

		X
--	--	---

Please indicate whether the new/restructured curriculum/curricula responds directly to the needs of the local and national labour market through internships, intensive training in the field, etc.

**Links with other EU education programmes**

		X
--	--	---

Please indicate whether your project is directly linked to other EU education Programmes (other than Tempus) such as Erasmus Mundus or the Life Long Learning Programme. For information on the EU educational programmes, please see: [http://ec.europa.eu/education/index\\_en.htm](http://ec.europa.eu/education/index_en.htm)

**If yes, please indicate with which EU educational programme your project is linked:**

**EXAMPLE**  
USE ONE TABLE PER  
OUTCOME : ADD AS  
MANY TABLES AS  
NECESSARY

81-TEMPUS-1-2009-1-RS-JPHES

Annex IV/11

Table of achieved/planned outcomes

## Table of achieved/planned Outcomes

Insert the title and reference number  
as indicated in the project proposal

Title and reference number of the outcome:

Indicators of achievement and or/performance  
as indicated in the project proposal

Insert the indicators of achievement and/or  
performance as indicated in the project proposal

Activities carried out to date for the achievement of this outcome:

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
Activity number as indicated in the project proposal	Insert the activity title as indicated in the project proposal	State where and when the activity has taken/will take place		Provide a brief description of the activity		Insert specific indicators (qualitative and quantitative) which can help to measure the achievement of the activity result
	Activity Title	Start date	End date	Place	Description of the activity to be carried out	Specific and measurable indicators of progress

Changes that have occurred in this outcome since the original proposal:

Describe any change to the original activity plan  
described in the project proposal

Insert specific indicators (qualitative  
and quantitative) which help  
measure progresses towards  
achieving the required result

## Table of achieved/planned Outcomes

<b>Title and reference number of the outcome:</b>	<i>1. National inter-institutional advisory board for research, innovation and education constituted</i>
---	--

<b>Indicators of achievement and or/performance as indicated in the project proposal</b>	<i>National inter-institutional advisory board for research, innovation and education constituted</i>
--	---

### Activities carried out to date to achieve this outcome:

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
1.1	Selection of members from relevant institutions (Universities, Ministries, Institutes, Economy Chamber, Companies, ...)	15/01/2010	15/03/2010	RS	NCHE, as one of the institutions having highest authority in Higher Education, initiated the forming of an inter-institutional body at the national level. The distinguished members were selected from the main Serbian universities, Ministries, Institutes, Economy Chamber and companies, while some members entered NIIAB directly from the existing National Councils (for Education and for Science and Technology).	The list of 17 proposed NIIAB members is available at: <a href="http://knowts.elfak.ni.ac.rs/the-project/infos-reports/NIIAB.pdf/view">http://knowts.elfak.ni.ac.rs/the-project/infos-reports/NIIAB.pdf/view</a>
1.2	Constitution of National inter-institutional body NIIAB	1/04/2010	09/04/2010	RS	NIIAB constitution document has been agreed and adopted. NIIAB was constituted during the Meeting of Serbian consortium members in Niš.	NIIAB constitution document <a href="http://knowts.elfak.ni.ac.rs/the-project/infos-reports/OdlukaFormiranjeNIIAB.pdf">http://knowts.elfak.ni.ac.rs/the-project/infos-reports/OdlukaFormiranjeNIIAB.pdf</a>
1.3	Training plan, and forming of training material	20/03/2010	25/06/2010	RS, DE	Planning retraining process for NIIAB members has been done. Preparation of retraining materials was carried out. Meeting at the TUD on training plan development was held.	Handouts collection available on the Project web site <a href="http://knowts.elfak.ni.ac.rs/events/1_WSNis-apr10">http://knowts.elfak.ni.ac.rs/events/1_WSNis-apr10</a> <a href="http://knowts.elfak.ni.ac.rs/events/2_RetrainDort-jun10">http://knowts.elfak.ni.ac.rs/events/2_RetrainDort-jun10</a>

						<a href="http://knowts.elfak.ni.ac.rs/events/3_niab_UK">http://knowts.elfak.ni.ac.rs/events/3_niab_UK</a> <a href="http://knowts.elfak.ni.ac.rs/events/vienna">http://knowts.elfak.ni.ac.rs/events/vienna</a>
1.4	Retraining of NIIAB members	23/06/2010	5/12/2010	DE, UK, AT	17 NIIAB members (professors, researchers and Ministry representatives) realized three re-training visits to TUD, CCCU, VUT	Number of retrained NIIAB members. <a href="http://knowts.elfak.ni.ac.rs/events">http://knowts.elfak.ni.ac.rs/events</a>

**Activities to be carried out to achieve this outcome (before the end of the project)**

Activity N°	Activity Title	Start date	End date	Place	Description of the activity to be carried out	Specific and measurable indicators of progress
1.4	Retraining of NIIAB members	1/09/2011	30/09/2011	PT	17 NIIAB members will realize re-training visit to the IST.	IMR

**Changes that have occurred in this outcome since the original proposal:**

--

*Please add as many tables as necessary.*

## Table of achieved/planned Outcomes

<b><u>Title and reference number of the outcome:</u></b>	<i>2. National platform for knowledge triangle formulated</i>
--	---

<b><u>Indicators of achievement and or/performance as indicated in the project proposal</u></b>	<i>National platform for knowledge triangle formulated</i>
---	--

### Activities carried out to date to achieve this outcome:

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
2.1	Best practice and experience from EU partners	15/01/2010	10/04/2010	RS	EU partners and external experts prepared presentations on the best practice and experience concerning knowledge triangle in their countries. Workshop on the best practice and experience in EU was held in Niš, Serbia on 8-9 April 2010.	Workshop on the best practices and experience in EU, 8 participants from EU consortium members, 3 external experts, over 15 presentations, and over 40 participants from Serbia. <a href="http://knowts.elfak.ni.ac.rs/events/1_WSNis-apr10">http://knowts.elfak.ni.ac.rs/events/1_WSNis-apr10</a> <a href="http://knowts.elfak.ni.ac.rs/the-project/infos-reports/WSNisApril8-Minutes.pdf/view">http://knowts.elfak.ni.ac.rs/the-project/infos-reports/WSNisApril8-Minutes.pdf/view</a>
2.2	Data acquisition on research, innovations and education potentials in Serbia from Serbian Ministries, Economy Chambers and relevant companies	20/01/2010	1/04/2010	RS	NIIAB members collected data on research, innovations and education potentials in Serbia.	
2.4	Analyzing current situation	1/04/2010	10/04/2010	RS	Analyzing the current situation in research, education and innovations in Serbia. Obtained results were	Reports on Technology Transfer at Serbian universities: <a href="http://knowts.elfak.ni.ac.rs/the-project/infos-reports/UNI-">http://knowts.elfak.ni.ac.rs/the-project/infos-reports/UNI-</a>

					summarized during the workshop in Niš.	<a href="#">reportDecember2010.pdf/view</a> <a href="http://knowts.elfak.ni.ac.rs/the-project/infos-reports/BU-reportDecember2010.pdf/view">http://knowts.elfak.ni.ac.rs/the-project/infos-reports/BU-reportDecember2010.pdf/view</a> <a href="http://knowts.elfak.ni.ac.rs/the-project/infos-reports/UNS-reportDecember2010.pdf/view">http://knowts.elfak.ni.ac.rs/the-project/infos-reports/UNS-reportDecember2010.pdf/view</a> <a href="http://knowts.elfak.ni.ac.rs/the-project/infos-reports/UKG-reportDecember2010.pdf/view">http://knowts.elfak.ni.ac.rs/the-project/infos-reports/UKG-reportDecember2010.pdf/view</a> Collection of presentations on the current situation in Serbia: <a href="http://knowts.elfak.ni.ac.rs/events/1_WSNis-apr10/presentations/Innovation%20system%20development%20in%20Serbia.ppt/view">http://knowts.elfak.ni.ac.rs/events/1_WSNis-apr10/presentations/Innovation%20system%20development%20in%20Serbia.ppt/view</a> <a href="http://knowts.elfak.ni.ac.rs/events/1_WSNis-apr10/presentations/KNOWTS%20at%20the%20University%20of%20Novi%20Sad.ppt/view">http://knowts.elfak.ni.ac.rs/events/1_WSNis-apr10/presentations/KNOWTS%20at%20the%20University%20of%20Novi%20Sad.ppt/view</a> <a href="http://knowts.elfak.ni.ac.rs/events/1_WSNis-apr10/presentations/SCC%20-%20KNOWTS%20-%20April%202010.ppt/view">http://knowts.elfak.ni.ac.rs/events/1_WSNis-apr10/presentations/SCC%20-%20KNOWTS%20-%20April%202010.ppt/view</a> <a href="http://knowts.elfak.ni.ac.rs/events/1_WSNis-apr10/presentations/Technology%20transfer%20activities%20in%20Serbia%20Nis%20April%202010.ppt/view">http://knowts.elfak.ni.ac.rs/events/1_WSNis-apr10/presentations/Technology%20transfer%20activities%20in%20Serbia%20Nis%20April%202010.ppt/view</a> <a href="http://knowts.elfak.ni.ac.rs/events/1_WSNis-apr10/presentations/KNOWT%20Experience%20-%20University%20of%20Belgrade.ppt/view">http://knowts.elfak.ni.ac.rs/events/1_WSNis-apr10/presentations/KNOWT%20Experience%20-%20University%20of%20Belgrade.ppt/view</a>
2.5	Developing methodology	1/10/2010	20/01/2011	RS	The work methodology for development of the National Platform has been created. Methodology was discussed and adopted during the series of meetings in Kragujevac, Novi Sad and in Belgrade.	Work methodology as the wiki-based collaboration platform was adopted. Wiki collaboration platform has been set up and it is available on the Project web site for NIIAB members only.
2.6	Preparation of	25/01/2011	30/06/2011	RS	Work on the preparation of the	work in progress

	draft version of National Platform				draft version of National Platform has been intense.	<p>The following documents have been taken as a starting point:</p> <ul style="list-style-type: none"> <li>- <a href="http://knowts.elfak.ni.ac.rs/the-project/infos-reports/MainTopicsForNationalPlatformForKnowledgeTriangle.doc/view">http://knowts.elfak.ni.ac.rs/the-project/infos-reports/MainTopicsForNationalPlatformForKnowledgeTriangle.doc/view</a></li> <li>- Chapter 25. Science and Research of the Answers to the EU Commission Questionnaire related to the jurisdiction of the Ministry of Science and Technological Development, <a href="http://www.nauka.gov.rs/eng/images/stories/vesti/00000-11/110203/CH25_Science_and_research_.pdf">http://www.nauka.gov.rs/eng/images/stories/vesti/00000-11/110203/CH25_Science_and_research_.pdf</a></li> <li>- Chapter 7. Intellectual Property Law of the Answers to the EU Commission Questionnaire related to the jurisdiction of the Ministry of Science and Technological Development, <a href="http://www.nauka.gov.rs/eng/images/stories/vesti/00000-11/110203/Chapter__7_Intellectual_property_law.pdf">http://www.nauka.gov.rs/eng/images/stories/vesti/00000-11/110203/Chapter__7_Intellectual_property_law.pdf</a></li> </ul> <p>and also, a set of Serbian documents:</p> <ul style="list-style-type: none"> <li>- Scientific and Technological development Strategy of the Republic of Serbia for the period from 2010 – 2015, <a href="http://www.nauka.gov.rs/eng/images/stories/vesti/Strategy/100501-strategija-ENG-1.pdf">http://www.nauka.gov.rs/eng/images/stories/vesti/Strategy/100501-strategija-ENG-1.pdf</a></li> <li>- Law on Innovation activity ("Official Gazette of the RS", No. 110/2005 and No.18/2010), <a href="http://www.nauka.gov.rs/eng/images/stories/Legislative/Law_on_innovation_activity.pdf">http://www.nauka.gov.rs/eng/images/stories/Legislative/Law_on_innovation_activity.pdf</a></li> <li>- Law on scientific research activities ("Off. Gazette of the RS", No. 110/2005, 50/2006 – corr. and 18/2010), <a href="http://www.nauka.gov.rs/eng/images/stories/Legislative/law_on_scientific_research_activities.pdf">http://www.nauka.gov.rs/eng/images/stories/Legislative/law_on_scientific_research_activities.pdf</a></li> </ul>
--	------------------------------------	--	--	--	--	--

**Activities to be carried out to achieve this outcome (before the end of the project)**

Activity N°	Activity Title	Start date	End date	Place	Description of the activity to be carried out	Specific and measurable indicators of progress
2.6	Preparation of draft	1/07/2011	15/11/2011	RS	The draft version of National Platform will be	Draft version of the National

	version of National Platform				finalized. The Workshop will be organized in Belgrade in the finalization stage of the draft platform.	Platform for knowledge triangle formulated.
2.7	Joint review of the prepared draft version of National Platform	1/12/2011	5/12/2011	ES	NIIAB members will work together with EU colleagues on reviewing the National Platform during the workshop in Alicante. MB meeting will be organized at same time.	Draft version of the National Platform for knowledge triangle reviewed with EU experts.
2.8	Presentation and public discussion at all Serbian Universities	1/12/2011	31/01/2012	RS	NIIAB members will prepare and deliver series of presentations and discussion sessions at four Serbian universities.	Four discussion sessions at Serbian universities. Conclusions published on the Project web site.
2.9	Revision of the prepared documents	1/02/2012	28/02/2012	RS	After the series of public discussions, the National Platform will be revised and the final form of documents will be prepared.	The final version of the National Platform for knowledge triangle formulated.
2.10	Adoption of the platform by NIIB	1/03/2012	1/05/2012	RS	The final version of National Platform will be adopted at the joint meeting of all NIIAB members.	The final version of the National Platform for knowledge triangle adopted.
2.11	Providing inputs to the Ministries in charge for adopting a national strategy for research, innovation and education	1/05/2012	1/07/2012	RS	Support procedure in form of meetings and presentations with authorities representatives will be organized.	Series of meeting with authorities representatives.

**Changes that have occurred in this outcome since the original proposal:**

Extended work on the preparation of draft version of the National Platform (activity 2.6, 6 months longer than in the initial plan) caused delays in the project plan that are not critical for any of the project results.

Activities 2.7-2.11 were directly affected by the extended work on the preparation of the National Platform, and the delay of 4-6 months is inevitable. Having in mind that the elections in Serbia are announced for the early 2012, we plan to perform activities 2.10 and 2.11 after the new government has been established.

Information that should have been gathered within activities 2.2 and 2.3 were given by the ministries and by Serbian Chamber of Commerce, so it was not necessary to gather them additionally within the Project. Thus, half of the budget of 2.2 and whole budget of 2.3 remained unspent. Total savings are 1.270€for administrative costs, and 6.000€for academic costs. It was suggested that the financial savings concerning these activities should be used for the software development, which will be explained in details within the outcome 3.

*Please add as many tables as necessary.*

## Table of achieved/planned Outcomes

<b><u>Title and reference number of the outcome:</u></b>	<i>3. Organizational structure for knowledge triangle at Serbian Universities upgraded</i>
--	--

<b><u>Indicators of achievement and or/performance as indicated in the project proposal</u></b>	<i>KTOs established and equipped</i>
---	--------------------------------------

### Activities carried out to date to achieve this outcome:

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
3.1	Forming of Knowledge Transfer Teams at Serbian Universities	1/03/2011	30/06/2011	RS	Required profile for KTO staff members were identified and possible staff structure was proposed and discussed with all four Serbian universities.	
3.3	Knowledge transfer centers established within the frame of Universities	15/03/2011	30/06/2011	RS	Preparation activities for KTO forming has been performed at Serbian universities.	

### Activities to be carried out to achieve this outcome (before the end of the project)

Activity N°	Activity Title	Start date	End date	Place	Description of the activity to be carried out	Specific and measurable indicators of progress
3.1	Forming of Knowledge Transfer Teams at Serbian Universities	1/07/2011	15/09/2011	RS	NIIAB members will assist university authorities in selection KTO team members and will work with them on their education.	List of selected KTO staff members.
3.2	Retraining of KT team	1/11/2011	30/12/2011	PT, UK, DE, ES	KTO staff members from Serbia will be retrained at IST and CCCU, TUD, UA for work in KTOs.	Number of retrained KTO staff members.
3.3	Knowledge transfer	20/08/2011	31/10/2011	RS	Legislative activities for structuring and establishing	Constitutional acts

	centers established within the frame of Universities				KTOs will be performed. University Senates decisions will be needed to officially form KTOs.	
3.4	Analysis of requirements – equipment, staff positions and staff skills, business processes	1/09/2011	1/11/2011	RS, DE, UK	Requirements for infrastructure, staff skills and business processes will be analyzed during the workshop in Nis. Existing KTO business processes and document management procedures at TUD and CCCU will be analyzed during the short visits of the technical team from Serbia.	
3.5	Equipment tendering, purchase and system integration	15/09/2011	30/11/2011	RS	This activity involves purchasing of equipment and software for KTOs and central intranet infrastructure, Internet and Intranet network set up, installations of operating system and software.	Purchased equipment, installation and integration.
3.6	Knowledge transfer center: web sites and intranet - development and maintenance	1/11/2011	15/01/2013	RS	Public web site for each KTO will be developed and regularly updated. Initial form of intranet system for collaboration and enterprise content management will be developed. KTOs staff will be trained on site for using unified intranet system. One part-time engineer (15% time) will be available for KTOs for support and development of intranet system.	KTO web sites and intranet system.
3.7	Networking and internationalization	1/4/2012	1/11/2012		Networking national KTOs, networking with KTOs from EU consortium members: development of networking plan, support to bilateral agreements, stimulation of information exchange, identifying new topics for international collaboration within European programs. Courses for students: intellectual property, business plan, commercialization of research.	

**Changes that have occurred in this outcome since the original proposal:**

Since the National Platform adoption will be late, it will necessary cause the delaying in the outcome 3 that is intended for upgrading of organizational structure for knowledge triangle at Universities. Initial activities, forming of KT teams and their retraining, will be delayed for 9 months. However, with parallelization of tasks and more intense work, we plan to reduce the delay of consecutive activities to 4-5 months for 3.3 and 3.4, and to eliminate any delays for activities 3.5 and 3.6. Also, we decided to extend time for activity 3.7, Networking and Internationalization. Initially, it was planned for this activity to be carried out within 4 months, but it needs to be extended to 7 months.

Preparing the KTO establishing we noticed that the Universities had no registers of their research capacities. This is the reason why we proposed that the financial savings concerning activities 2.2 and 2.3 should be used for the development of the expert data base (including research capacities, staff and equipment of research unit, and offered services) under the framework of the Project for all participating Universities from Serbia. Within activity 3.4, special attention will be paid to the structure and of the database, which will be implemented within activity 3.5.

*Please add as many tables as necessary.*

## Table of achieved/planned Outcomes

<b>Title and reference number of the outcome:</b>	4 <i>Raised awareness on knowledge triangle importance in Serbian society</i>
---	---

<b>Indicators of achievement and or/performance as indicated in the project proposal</b>	<i>functional KTO network</i>
--	-------------------------------

### Activities carried out to date to achieve this outcome:

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
4.1	Series of presentations of KT role at Universities, Regional Economy Chambers and scientific conferences in Serbia	15/10/2010	30/06/2011	RS	Professors and representatives took part in scientific conferences TREND, ETRAN, YU INFO. Regional ICT Forum was co-organized by the Project. All these activities promoted the Project goals and results.	<a href="http://knowts.elfak.ni.ac.rs/events/ict_forum">http://knowts.elfak.ni.ac.rs/events/ict_forum</a>

### Activities to be carried out to achieve this outcome (before the end of the project)

Activity N°	Activity Title	Start date	End date	Place	Description of the activity to be carried out	Specific and measurable indicators of progress
4.1	Series of presentations of KT role at Universities, Regional Economy Chambers and scientific conferences in Serbia	1/07/2011	15/01/2013	RS	Professors and representatives will continue to take part in the national scientific conferences and in other professional events in order to promote importance of the Project goals and results.	
4.2	Promoting success stories of fruitful cooperation between universities and businesses	1/09/2011	15/01/2012		Finding and promoting existing success stories of the fruitful cooperation between universities and the business at Serbian universities.	

**Changes that have occurred in this outcome since the original proposal:**

--

*Please add as many tables as necessary.*

## Table of achieved/planned Outcomes

<b><u>Title and reference number of the outcome:</u></b>	5 <i>Dissemination</i>
<b><u>Indicators of achievement and or/performance as indicated in the project proposal</u></b>	<i>dissemination material published</i> <i>International conference on Knowledge transfer</i>

### Activities carried out to date to achieve this outcome:

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
5.1	Publishing project web site and dissemination material	15/01/2010	30/06/2011	RS	The Project web site has been launched to disseminate the Project results and to serve as an open report to the Commission. The site has been permanently maintained. The regional ICT Forum was co-organized by the Project. With participation of the Project members from EU and with attendance of regional industry and academic community, the Forum had a very strong dissemination impact.	<a href="http://knowts.elfak.ni.ac.rs">http://knowts.elfak.ni.ac.rs</a> <a href="http://knowts.elfak.ni.ac.rs/events/ict_forum">http://knowts.elfak.ni.ac.rs/events/ict_forum</a> <a href="http://knowts.elfak.ni.ac.rs/events/ict_forum/documents/ICT2010_Call_flyer_eng.pdf/view">http://knowts.elfak.ni.ac.rs/events/ict_forum/documents/ICT2010_Call_flyer_eng.pdf/view</a>
5.5	Presentation of the project in public media	15/03/2010	30/06/2011	RS	Several interviews and reports about the Project events were broadcasted on five local and regional TV stations, one radio station and in one Serbian newspaper. The 43 minute interview with the Project representatives from Serbia and Germany was broadcasted on the regional TV station "TV 5" in prime time.	Reports on three local TV stations : <a href="http://knowts.elfak.ni.ac.rs/events/1_WSNis-apr10">http://knowts.elfak.ni.ac.rs/events/1_WSNis-apr10</a>  Interview with the Project representatives available at: <a href="http://knowts.elfak.ni.ac.rs/events/ict_forum">http://knowts.elfak.ni.ac.rs/events/ict_forum</a>

**Activities to be carried out to achieve this outcome (before the end of the project)**

Activity N°	Activity Title	Start date	End date	Place	Description of the activity to be carried out	Specific and measurable indicators of progress
5.1	Publishing project web site and dissemination material	1/07/2011	15/01/2013	RS	The Project web site will be regularly updated.	<a href="http://knowts.elfak.ni.ac.rs">http://knowts.elfak.ni.ac.rs</a>
5.2	International conference on knowledge transfer	1/05/2012	15/10/2012	RS	The central dissemination activity will be the international conference to be held in Nis with ~ 100 attendances from EU and Serbia. The Conference will consist of three tracks: applied research, education, and innovations. Each of the tracks will have the corresponding session for students. Conference Proceedings, with refereed papers, will be significant dissemination material for the Project.	International conference on Knowledge transfer
5.3	Networking with KTOs in WB countries and inter Tempus project coaching	1/11/2011	15/01/2013	RS, HR, BA, MK, SI, MD, CZ, PL, TN	Networking with KTOs from WB countries (first of all Croatia, Bosnia and Herzegovina and FYROM) and inter-project coaching with countries from CARDS program where relevant similar initiatives have already been carried out (Moldova, Hungary, Slovenia, Czech Republic, Poland, Tunisia).	Number of dissemination visits
5.4	Organizing knowledge transfer days at Universities	1/11/2011	15/01/2013	RS	Professors from partner universities and NCHE representatives will organize Knowledge Transfer Days at their universities.	Number of KT Days organized
5.5	Presentation of the project in public media	1/07/2011	15/01/2013	RS	Professors and representatives from Serbian universities and NCHE will continue to take part in media reports and shows.	

**Changes that have occurred in this outcome since the original proposal:**

In order to provide a better promotion of the established National Platform and functional KTOs, it is much better to organize International Conference on Knowledge Transfer, the central dissemination activity, in the later phase of the Project, so we propose the rescheduling of the Conference from January to October 2012.

*Please add as many tables as necessary.*

## Table of achieved/planned Outcomes

<b><u>Title and reference number of the outcome:</u></b>	6 <i>Sustainability</i>
--	-------------------------

<b><u>Indicators of achievement and or/performance as indicated in the project proposal</u></b>	
---	--

### Activities carried out to date to achieve this outcome:

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
6.1	Developing sustainability plan for National Platform	1/10/2010	30/06/2011	RS	Sustainability plan for the National Platform is developing in parallel with development of the draft version of the National Platform.	

### Activities to be carried out to achieve this outcome (before the end of the project)

Activity N°	Activity Title	Start date	End date	Place	Description of the activity to be carried out	Specific and measurable indicators of progress
6.1	Developing sustainability plan for National Platform	1/07/2011	31/10/2011	RS	Developing sustainability plan for the National Platform.	
6.2	Legal sustainability for National Platform	1/07/2011	15/01/2013	RS	Preparation of legislative documents for sustainability, joint work with representatives of ministries.	

6.3	Legal sustainability for Knowledge transfer centers	15/08/2011	15/02/2012	RS	Preparation of legislative documents for sustainability, joint work with representatives of universities.	
6.4	Establishing National Management Board for KTOs	1/11/2011	31/12/2011	RS	The National Management Board for KTO network will be established.	

**Changes that have occurred in this outcome since the original proposal:**

Sustainability activities are related to the National Platform and KTOs. Since the creation of the National Platform and KTO establishing process are in progress, sustainability activities will be intensified in the incoming phase of the Project.

*Please add as many tables as necessary.*

## Table of achieved/planned Outcomes

<b>Title and reference number of the outcome:</b>	7 <i>Quality control</i>
---	--------------------------

<b>Indicators of achievement and or/performance as indicated in the project proposal</b>	
--	--

### Activities carried out to date to achieve this outcome:

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
7.1	Monitoring and evaluation of project activities	1/03/2010	30/06/2011	RS	Monitoring and evaluation of the Project activities has been performed by the visits of external experts to Serbia. They are constantly having the insight in all Project activities and documents.  Two field monitoring visits of EACEA team in June 2010 and April 2011 provided helpful feedback.	Reports stated in 8.3  <a href="http://knowts.elfak.ni.ac.rs/the-project/infos-reports/Feedback%20Monitoring%20Visit%20June%202010.pdf/view">http://knowts.elfak.ni.ac.rs/the-project/infos-reports/Feedback%20Monitoring%20Visit%20June%202010.pdf/view</a>  <a href="http://knowts.elfak.ni.ac.rs/the-project/infos-reports/Feedback%20Monitoring%20Visit%20April%202011.pdf/view">http://knowts.elfak.ni.ac.rs/the-project/infos-reports/Feedback%20Monitoring%20Visit%20April%202011.pdf/view</a>
7.4	Quality control of dissemination and management activities	1/03/2010	30/06/2011	RS	Content published on the Project web site has been reviewed before publication. The participation of the Project staff on numerous dissemination events gave feedback on the Project work and fine tuning of future dissemination activities. The control of management activities is performed by regular reviewing of reports.	Web site content follows the Project results; participation or organization of 8 dissemination events.

**Activities to be carried out to achieve this outcome (before the end of the project)**

Activity N°	Activity Title	Start date	End date	Place	Description of the activity to be carried out	Specific and measurable indicators of progress
7.1	Monitoring and evaluation of project activities	1/07/2011	15/01/2013	RS	Monitoring and evaluation of the Project activities will be performed by external experts.	Purchased equipment, KTO foundation, number of dissemination activities, completion of legislative foundation for NIIAB and KTO, overall schedule and budget maintaining.
7.2	Quality control of National Platform for Knowledge triangle	1/07/2011	5/12/2011	RS	Particular attention will be devoted to the quality control of the National Platform for knowledge triangle, which is planned to be the main Project outcome. Several reviewing milestones will be set in the development of the Platform, and the crucial one will be the joint review of the prepared draft version of the Platform. It will provide better quality of the final version.	Review of draft version, reports from meetings on the National Platform development.
7.3	Quality control of Knowledge transfer centers	15/08/2011	15/01/2013	RS	All activities related to the establishing of Knowledge transfer centers at Serbian universities will be monitored by QAT and Management Board members from EU partner institutions. KTOs staff will prepare periodical reports with progress indicators levels. The report frequency will follow milestones in the project plan.	Purchased equipment; KTO foundation; number of established contacts with centers in EU partner countries; numbers of projects acquired from companies and financial support amount; number of master theses organized within KTO projects; number of students engaged in KTO projects

**Changes that have occurred in this outcome since the original proposal:**

--

*Please add as many tables as necessary.*

## Table of achieved/planned Outcomes

<b><u>Title and reference number of the outcome:</u></b>	8 <i>Management</i>
--	---------------------

<b><u>Indicators of achievement and or/performance as indicated in the project proposal</u></b>	<i>continuous project management</i>
---	--------------------------------------

### Activities carried out to date to achieve this outcome:

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
8.1	Planning and management of activities	15/01/2010	30/06/2011	RS, DE, AT, UK, PT, ES	Planning and activities management were carried out by the Management Board. Kick-off meeting was held in Niš at the start of the Project. All the project activities have been agreed. Having in mind that coordination of the KNOWTS is a complex and responsible task, the Management Board was powered by external experts who had taken an active part in project management activities. Our external experts have respectable experience and knowledge related to European project management, considering that each of them was a grant applicant or a coordinator of Tempus projects.	Minutes of meetings <a href="http://knowts.elfak.ni.ac.rs/the-project/infos-reports">http://knowts.elfak.ni.ac.rs/the-project/infos-reports</a>
8.2	Management Board meetings	1/04/2010	30/06/2011	RS, DE, AT	Kick-off meeting was held in April 2010 in Niš. Another two Management Board meetings were held in Dortmund (June 2010) and in Vienna (December 2010). Work progress and the financial flow	<a href="http://knowts.elfak.ni.ac.rs/the-project/infos-reports/WSNisApril8-Minutes.pdf/view">http://knowts.elfak.ni.ac.rs/the-project/infos-reports/WSNisApril8-Minutes.pdf/view</a> <a href="http://knowts.elfak.ni.ac.rs/the-project/infos-reports/Minutes%20of%20MC%20meeting%20TUD.pdf/view">http://knowts.elfak.ni.ac.rs/the-project/infos-reports/Minutes%20of%20MC%20meeting%20TUD.pdf/view</a>

					were considered and the future direction of the Project was decided upon. Beside the live meetings, permanent communication between the Management Board members was maintained by e-mails and numerous e-meetings.	<a href="http://knowts.elfak.ni.ac.rs/the-project/infos-reports/Minutes_ManagementMeeting_Vienna_Dec2010.pdf/view">http://knowts.elfak.ni.ac.rs/the-project/infos-reports/Minutes_ManagementMeeting_Vienna_Dec2010.pdf/view</a>
8.3	Reporting and matching the performance indicators	1/04/2010	30/06/2011	RS, DE, AT, UK, PT, ES	The Performance Indicators were matched during the visits of EU professors within activity 7.1. All external experts created reports on quality control and on the Project performances. Additionally, the Interim academic and financial report was created.	<a href="http://knowts.elfak.ni.ac.rs/the-project/infos-reports/First%20Assessment%20Report.pdf/view">http://knowts.elfak.ni.ac.rs/the-project/infos-reports/First%20Assessment%20Report.pdf/view</a> <a href="http://knowts.elfak.ni.ac.rs/the-project/infos-reports/Self-assessment%20no10001%20Georgouli.pdf/view">http://knowts.elfak.ni.ac.rs/the-project/infos-reports/Self-assessment%20no10001%20Georgouli.pdf/view</a> <a href="http://knowts.elfak.ni.ac.rs/the-project/infos-reports/KNOWTS-report-year1%20Gusev.pdf/view">http://knowts.elfak.ni.ac.rs/the-project/infos-reports/KNOWTS-report-year1%20Gusev.pdf/view</a> <a href="http://knowts.elfak.ni.ac.rs/the-project/infos-reports/Feedback%20Monitoring%20Visit%20June%202010.pdf/view">http://knowts.elfak.ni.ac.rs/the-project/infos-reports/Feedback%20Monitoring%20Visit%20June%202010.pdf/view</a>

**Activities to be carried out to achieve this outcome (before the end of the project)**

Activity N°	Activity Title	Start date	End date	Place	Description of the activity to be carried out	Specific and measurable indicators of progress
8.1	Planning and management of activities	1/07/2011	15/01/2013	RS, DE, AT, UK, PT, ES	Planning and managing activities will be carried out by the Management Board.	
8.2	Management Board meetings	1/07/2011	15/01/2013	PT, RS	At least two Management Board meetings will be held: one in Lisbon, and the final Management Board meeting in Serbia.  For discussing non-critical issues, the flexible alternative of e-meetings will be used. Extra live meeting could be organized on request, if important issues arise. The final report will be prepared and fine tuned on the final Management Board meeting.	

8.3	Reporting and matching the performance indicators	1/07/2011	15/01/2013	RS, DE, AT, UK, PT, ES	The Performance Indicators will be matched during future visits of EU professors within activities 7.1, 7.2, 7.3. The final report will be prepared for the Commission.	
-----	---	-----------	------------	------------------------	---	--

**Changes that have occurred in this outcome since the original proposal:**

--

*Please add as many tables as necessary.*

## **Summary Report for Publication**

### **Project title**

National Platform for Knowledge Triangle in Serbia

### **Objectives**

Wider objectives:

- to straighten the role of Universities in the Serbian society by using University capacities in economy development,
- to improve synergy between research, education and innovation in Serbia, and
- to enhance the quality of organization in research, education and innovation

Specific project objectives:

- to gather all relevant stakeholders in research, education and innovation in Serbia
- to establish National Platform for knowledge triangle
- to rise awareness on knowledge triangle importance
- to develop links between policy-making bodies, Higher Education, research institutions and companies
- to develop organizational structure for knowledge transfer at the main Serbian Universities

### **Outcomes**

- 1 *National inter-institutional advisory board for research, innovation and education constituted*
- 2 *National platform for knowledge triangle formulated*
- 3 *Organizational structure for knowledge triangle at Serbian Universities upgraded*
- 4 *Raised awareness of knowledge triangle importance in Serbian society*
- 5 *Dissemination*
- 6 *Sustainability*
- 7 *Quality control*
- 8 *Management*

## Activities

List of project activities:

- 1.1 Selection of members from relevant institutions (Universities, Ministries, Institutes, Economy Chamber, Companies, ...)
- 1.2 Constitution of National inter-institutional body NIIAB
- 1.3 Training plan, and forming of training material
- 1.4 Retraining of NIIAB members
- 2.1 Best practice and experience from EU partners
- 2.2 Data acquisition on research, innovations and education potentials in Serbia from Serbian Ministries, Economy Chambers and relevant companies
- 2.3 Questionnaires on current state of cooperation between Universities, Institutes and companies in Serbia
- 2.4 Analyzing current situation
- 2.5 Developing methodology
- 2.6 Preparation of draft version of national platform
- 2.7 Joint review of the prepared draft version of national platform
- 2.8 Presentation and public discussion at all Serbian Universities
- 2.9 Revision of the prepared documents
- 2.10 Adoption of the platform by NIIB
- 2.11 Providing inputs to the Ministries in charge for adopting a national strategy for research, innovation and education
- 3.1 Forming of Knowledge Transfer Teams at Serbian Universities
- 3.2 Retraining of KT team
- 3.3 Knowledge transfer centers established within the frame of Universities
- 3.4 Analysis of requirements – equipment, staff positions and staff skills, business processes
- 3.5 Equipment tendering, purchase and system integration
- 3.6 Knowledge transfer center: web sites and intranet - development and maintenance
- 3.7 Networking and internationalization
- 4.1 Series of presentations of KT role at Universities, Regional Economy Chambers and scientific conferences in Serbia
- 4.2 Promoting success stories of fruitful cooperation between universities and businesses
- 5.1 Publishing project web site and dissemination material
- 5.2 International conference on knowledge transfer
- 5.3 Networking with KTCs in WB countries and inter Tempus project coaching
- 5.4 Organizing knowledge transfer days at Universities
- 5.5 Presentation of the project in public media
- 6.1 Developing sustainability plan for national platform
- 6.2 Legal sustainability for national platform
- 6.3 Legal sustainability for Knowledge transfer centers
- 6.4 Establishing National Management Board for KTCs
- 7.1 Monitoring and evaluation of project activities
- 7.2 Quality control of national platform for Knowledge triangle
- 7.3 Quality control of Knowledge transfer centers
- 7.4 Quality control of dissemination and management activities
- 8.1 Planning and management of activities
- 8.2 Management Board meetings
- 8.3 Reporting and matching the performance indicators

### Progress to date

A good cooperation between all KNOWTS consortium members (13 institutions from six European countries and three external experts) was established in the first eighteen months of the Project duration. All partners understood both wider and specific objectives as well as their roles within the frame of the Project, and took part in the corresponding project activities. The main project office was opened at the Faculty of Electronic Engineering, University of Nis in February 2010. Kick-off meeting (Nis - April 2010) and two Management board meetings (Dortmund - June 2010 and Vienna December 2010) were held. E-platform for collaborative work was deployed. The web site <http://knowts.elfak.ni.ac.rs> was launched and has been maintained regularly. The Workshop on Knowledge Transfer Experiences was held from 8th to 10th of April 2010 at the University of Nis. All partners took part and confirmed their commitment to achieve Project goals. During the workshop in two sessions, EU partners and external experts presented examples of best practice and experiences concerning knowledge triangle in their countries. The other two sessions were devoted to Serbian experiences and analysis of the state of knowledge transfer at different centers in the Republic of Serbia. Workshop gathered more than twenty participants from Serbian universities, Ministries and other institutions, as well as eight participants from EU. The rich collection of originally prepared workshop presentations represents a valuable material for all stakeholders in the process of knowledge transfer. Conclusions from the Colloquium on knowledge triangle in Serbia – What Serbia really needs?, which was held within the frame of the Workshop, gave the directions for the further development of the National platform for knowledge triangle in Serbia. Main topics were: Inter-Sectoral Cooperation, The Position of Higher Education in the National Innovation System, Commercialization of Research Results and Establishing of Technology Transfer Offices. Members of the Project Management Board from Serbia proposed members for the National Inter-Institutional Advisory Board for research, innovation and education (NIIAB). The distinguished members were selected from the main Serbian Universities, Ministries and Economy Chamber and Companies, while the President of the National Council for Higher Education and the President of the National Council for Science and Technology entered the NIIAB directly from their Councils. The main task of the NIIAB members is to formulate Serbian national platform for knowledge triangle. With that aim we started retraining for NIIAB members at different European University centres where real synergy between research, education and innovation had been achieved. The first stage of retraining was prepared by the Technical University Dortmund as the most experienced partner institution in the field of technology transfer. At the same time the Management Meeting Board was held in Dortmund and all EU partners and experts were involved in the preparation of the program for NIIAB members retraining. According to the Dortmund example the methodology for retraining as well as a model for retraining visits was adopted. It is agreed to involve national innovating system, city or regional initiatives and university mechanisms for each EU partner. UK retraining tour was organized by Canterbury Christ Church University in September 2010. During the visit, UK Knowledge Transfer Partnership program was introduced to the NIIAB members and several knowledge transfer sites were presented (Wolverhampton Science Park, Telford University Campus, e-Innovation Centre, Coventry University and TechoCentre) illustrating different models and mechanisms of technology transfer. The next event organized within the frame of the KNOWTS project was ICT FORUM 2010 in November 2010. The FORUM gathered 150 participants from 13 countries and 30 ICT companies from the region. It was the place where academy met industry. Master students were involved through the program of joint projects with companies which were recognized at technical faculties of the University of Nis as professional internship and were awarded by 9 ECTS. Twenty doctoral students attended sessions on promotion of entrepreneurship and technology transfer mechanisms. Retraining of NIIAB members continued in Vienna in December 2010. Vienna University of Technology demonstrated Austrian innovation system, city of Vienna technology transfer initiatives and incubator mechanisms, and University Research & Transfer Support. In spring 2011 the work on the National Platform continued. The existing Serbian documents (strategies and policies related on research, education and innovation) were analyzed. The main topics for the platform were identified according to EU recommendations, real needs of fragmented Serbian space in research education and innovation, and existing Serbian legal platform.

Simultaneously, preparatory activities on establishing Technology Transfer Offices (KTO) at University of Novi Sad, University of Kragujevac, and University of Nis, were carried out. The University of Belgrade has established the Office for Technology transfer which will be upgraded and networked with other KTOs. Preparing the KTO establishing we noticed that the Universities had no registers of their research capacities. This is the reason why we proposed the development of the expert data base (including research capacities, staff and equipment of research unit, and offered services) under the framework of the Project for all participating Universities from Serbia.

**Future developments**

Concerning the future activities, the series of NIIAB meetings are planned for September and October 2011 for the completion of the draft version of the National Platform. It will be followed by joint review of EU experts and public discussion at Serbian institutions. KTO equipping and staff selection will be done by the end of 2011, while complete set up with trained staff and networking is expected in the second half of 2012.

**Other remarks**

## STATEMENT OF THE COSTS INCURRED

### Tempus project N°158881-TEMPUS-1-2009-1-RS-JPHES

- Column “1. Project Costs” and Column “3. Project Finance”: please input the estimated budget of the project as indicated in Annex II of your Grant Agreement or in subsequent amendments to Annex II.
- Columns under “2. Project Expenditure to date”: please indicate the expenditure made to date (paid directly from the Tempus grant and/or co-financed). The declared amounts must represent AMOUNTS ACTUALLY PAID (meaning that a disbursement has been made) and NOT committed amounts.
- “Bank interest” is to be declared if it represents a significant amount, and must be included in the Final Report (see Article II.16.4 of the Grant Agreement).

		<b>1. PROJECT COSTS €</b> Estimated budget of the project (Annex II)
I	Staff costs (incl. replacement costs)	363,322.00
II	Travel costs and Costs of Stay	359,404.00
III	Equipment	160,880.00
IV	Printing and publishing	12,500.00
V	Other costs	12,200.00
VI	Indirect costs <sup>1</sup>	63,358.00

<b>TOTAL ELIGIBLE COSTS<sup>2</sup> (I.4.2)</b>	
---	--

<b>2. PROJECT EXPENDITURE TO DATE €</b>		
Declared Paid from Tempus	Declared Co-financed	TOTAL Declared
87,452.15	13,260.33	100,712.48
68,324.56	0.00	68,324.56
0.00	0.00	0.00
0.00	0.00	0.00
838.98	0.00	838.98
11,209.86	0.00	11,209.86
<b>Total</b>	<b>Total</b>	<b>TOTAL</b>
167,825.56	13,260.33	181,085.89

	<b>3. PROJECT FINANCE €</b>
Co-financing	92,772.00
Total from the Tempus grant	878,892.00

<b>TOTAL PROJECT FINANCE (I.4.2)</b>	<b>971,664.00</b>
--------------------------------------	-------------------

<b>Bank interest</b>	<b>87.87</b>
----------------------	--------------

## REQUEST FOR PAYMENT

In accordance with Articles I.5 and II.15 of the Grant Agreement of this project, I hereby confirm that (please tick the appropriate box):

☐ **I have already spent 70%** of the first installment of pre-financing, and thus **request** the second installment of pre-financing to the following bank account: **IBAN<sup>3</sup>** \_\_\_\_\_

☒ **I have not yet spent 70%** of the first installment of pre-financing, and thus **do not** request the second installment of pre-financing.

Date and signature of the legal representative of the co-ordinator (institution):

**Date:** 11.07.2011 \_\_\_\_\_

**Signature:** \_\_\_\_\_

<sup>1</sup> Indirect costs may not be co-financed (art. 8.2 Guidelines for the use of the grant).

<sup>2</sup> As indicated in art. I.4.2 of the Grant Agreement.

<sup>3</sup> BIC code for countries where the IBAN code does not apply.

## ACKNOWLEDGEMENT OF RECEIPT

Your name: Ivan Milentijevic		
Complete address: University of Nis, Faculty of Electronic Engineering Aleksandra Medvedeva, 14 Nis Serbia		
.....RS -	..... 18000	.....Nis
Country code	Postal code	City

**This page of the form will be returned to you on receipt of your Intermediate Report. Therefore please enter your name and address in the box above. Please remember to send in this page with each of your reports.**

For internal use only	Tempus Project N°
under the Tempus programme.	
Yours sincerely,	
Done at .....	Date .....

## CHECK-LIST

### WHAT INFORMATION NEEDS TO BE SENT?

- ☒ Declaration, duly signed by the contact person and the legal representative of the co-ordinator (institution) – Annex IV/2
- ☒ Report on implementation of the project – Annex IV/3-5
- ☒ Statistics and Indicators – Annex IV/6-8
- ☒ Table of achieved/planned outcomes – Annex IV/9-10
- ☒ Summary Report for Publication – Annex IV/11
- ☒ Statement of the costs incurred and Request for Payment – Annex IV/12
- ☒ Acknowledgement of receipt – Annex IV/13