



Steering Committee meeting

11th May 2011, Tivat

Perceived problems and recommendations by EACEA, NTOs

Prof. Dr. Vesna Mandic, Project Coordinator



- ❖ SWOT analysis and development of Action plan for CTCs for period 2011-2012 have been postponed again
- ❖ Despite of the fact that CTC Kragujevac has established cooperation with enterprises, local and national governmental bodies, there is a problem with institutional sustainability;
- ❖ Reason lies in the fact that there are many centers established under previous and ongoing projects, and they somehow find each other competitors
- ❖ Market and marketing activities should be more intensive in the WBC region in order to provide financial sustainability; we suggest that all CTCs prepare **MARKETING PLAN** (analysis of competitors, target groups, market tools and strategy; experts from economics can be engaged.
- ❖ CTC managers have to establish cooperation with Chambers of Commerce, Regional agencies, Ministries (BOTTOM-UP initiative transforms in TOP-DOWN)



- ❖ University administration and academic staff is not motivated and interested to participate in implementation of proposed WBC model, thus CTCs do not have full support for their activities
- ❖ Responsible Ministries are not involved in sufficient extent in this so important activity
- ❖ All partners should be more active in promotion, assessment and implementation of WBC model, within their business environment
- ❖ Moreover, it is necessary to involve regional stakeholders in this activity, as they will implement model in the future
- ❖ SME partners are not involved sufficiently in this activity; they should disseminate information in their business environment, facilitate WBC model implementation and provide good case studies for its assessment
- ❖ Implementation of PPP programme, especially mobility PC-PC and PC-EU should start immediately, in order to realize 19 flows, duration of 1 month, until the end of year



- ❖ Recommendation for CTC managers - Precise Action and travel plan is needed, with time table and delegated activities to team members, students, lecturers
- ❖ There is delay in IFP implementation due to economic crisis in the WBC; SMEs are not in position to provide fellows, although IFP offers benefits for them
- ❖ Further delay may cause problems with achieving planned indicators of progress IFP programme (30 fellows), and PPP programme (10 flows PC-EU, 10 flows PC-PC, 80 PPP in PC)
- ❖ Rectorates, Faculties and Centres for Career development should be involved in PPP promotion and implementation
- ❖ Participation of SME partners is crucial in this activity
- ❖ CTC managers should organize additional individual meetings with managers of SMEs, presentation of IFP for companies in cooperation with Chambers of Commerce, Regional Development Agencies, Ministries and their departments, national Employment Agencies etc.



- ❖ EU partners did not participate at any Motivational seminar (Kragujevac, Banja Luka, Rijeka); UPD and IPU did not participate at Workshops; there is a problem with flight cancelation from Denmark
- ❖ Travel costs planned for these mobilities should be allocated to other budget lines or to other partners
- ❖ Communication among partners is mainly unilateral, from Project Coordinator, without feedback
- ❖ There is problem with different administrative and financial rules in TEMPUS programme and national (regional) legislative (for example, per diems, daily rates for staff, travel cost calculation, tax obligations ...);
- ❖ It seems that administrative and financial staff at universities are not so much efficient, especially where there is no fully integrated university
- ❖ Cofinancing was not provided from all partners, in accordance with PA
- ❖ Partners reports are not delivered in time from all partners (1st period -7 PP, 2nd period – 11 PP, 3rd period – 5 PP)



Feedback from Monitoring visits (EACEA, NTOs) – should be discussed

1. Monitoring visit to UKG, 26st January 2011

- ❖ “We are very glad that the project is confirmed to progress well and the consortium is achieving good results in the activities planned for fostering integration of the knowledge triangle. It also appears that specific objectives have been met and that some results have been also exceeded.”
- ❖ “It is positive to see that the cooperation between University and industry has been developed more intensively than it was planned by project application and, indirectly, it would appear there is a reason to believe that this kind of link between University and Industry would give students prospects of better employability.”
- ❖ “Indeed the example of Practical placements and Industrial fellowships Programmes can be applied to the whole system of HE in the country”
- ❖ “It is important that project results will be disseminated among other universities and enterprises in Serbia after project lifetime as well. This can be useful in providing more sources for financial sustainability of the achieved results.”



Feedback from Monitoring visits (EACEA, NTOs) – should be discussed

1. Monitoring visit to UKG, 26st January 2011

- ❖ Recommendations from Project Officer Mrs. Antonella Giorgio:
 - ✓ “We strongly recommend you to make an effort to ensure financial sustainability for functioning of Training Centres, special vocational trainings, Industrial Fellowship Programme and Practical Placement Programme;
 - ✓ It would be advisable to connect Students’ Practical Placement Programme to the University Centre for Career Development and Student Counselling Services;
 - ✓ Having in mind the very positive feedback from the industry regarding special vocational training, we think it would be useful if they can be adopted and applied at other faculties (Faculties of Economics, Arts and Languages..) of the University of Kragujevac as well.
 - ✓ Please ensure the dissemination of this feedback to your project partners and do not hesitate to contact us should you need any clarification”.



Feedback from Monitoring visits (EACEA, NTOs) – should be discussed

2. Monitoring visit to UP, 4th October 2010

- ❖ “The visit confirms that in Montenegro the project activities are being realized in accordance with the project objectives, as it already appeared from the Intermediate Report we received in July.
- ❖ The project is well institutionalized at the University of Montenegro and the Rectorate, as well as the faculty management, is being regularly updated on the project implementation, and fully support it.
- ❖ It was positively noted that Montenegrin enterprise in the project has been very active, taking participation in all the project activities. Moreover, it is good to know that the project will serve as a good example for similar faculties to develop the links with the enterprises.
- ❖ The communication with other partners and with the grantholder is confirmed to be very good and all disbursements of funds have been regularly received.
- ❖ Dissemination activities seem to be at the satisfactory level, and the local coordinator is using every opportunity to promote the project and its results and outside the Faculty of Mechanical Engineering”.



Feedback from Monitoring visits (EACEA, NTOs) – should be discussed

2. Monitoring visit to UP, 4th October 2010

- ❖ Recommendations from Project Officer Mrs. Antonella Giorgio:
 - ✓ “Although project prescribes the limited number of teaching staff in the project, it is proposed to involve a higher number of teaching staff that could be involved in the project and take participation in the trainings and meetings;
 - ✓ Given the fact that in Montenegro the university/enterprise cooperation is rather low in general terms, it seems that topic should be more promoted in public. Due to such situation, the publication on university-enterprise cooperation did not produce high response from the academic community.
 - ✓ To conclude, although the project produced very good results up to now, it would seem that on the basis of the monitoring visit there is still a room for improvement in promoting the cooperation with industry in public, and promoting the published book on university – enterprise cooperation”.



Feedback from Monitoring visits (EACEA, NTOs) – should be discussed

3. Monitoring visit to UBL, 17th May 2010

- ❖ “I'm glad to know that the visit at the University of Banja Luka confirmed the positive results found out at the University of Rijeka in Croatia.
- ❖ Thus far it would seem that the project is running as planned and regular cooperation among partners has been established.
- ❖ Most of the activities planned to be implemented in the first year (e.g. 2009) and the first half of the second year (e.g. 2010) have been implemented successfully without major delays, ”.



Feedback from Monitoring visits (EACEA, NTOs) – should be discussed

3. Monitoring visit to UP, 17th May 2010

- ❖ Recommendations from Project Officer Mrs. Antonella Giorgio:
 - ✓ “However, it seems that there have been some delays in organising the trainings for the CTC staff and industry. This activity was planned to be completed by May 2010, but then it was prolonged until September 2010 due mainly to the complicated procedures in BiH for VAT and customs exemptions, which caused some delays in purchasing of the equipment necessary for organization of these trainings.
 - ✓ According to the feedback received, there is a relatively low interest by local authorities and stakeholders for the project, as well as the lack of financial support from other sources. The project relies mainly on external source of funding (e.g. grants).
 - ✓ Therefore we would strongly encourage you to increase the involvement of local stakeholders, to continue to promote university-enterprise cooperation with aim to increase employment possibilities for students and to analyse other potential sources of funding that would provide longer term financial sustainability.”



Feedback from Monitoring visits (EACEA, NTOs) – should be discussed

3. Monitoring visit to UR, 15th February 2010

- ✓ “The project is progressing well, at least the part of the project involving the Croatian partner, and the most of the activities planned in the application have been finalized.
- ✓ The overall conclusions of the Croatian's NTO visit are positive and no specific critical issue has been reported.
- ✓ Every consortium member seems to be familiar with the planned project outcomes and they clearly understand the main purpose of the project.
- ✓ The local management of the project is being well implemented, on the basis of defined partnership agreements and that disbursement of funds has been regular and well organized, particularly through the drafting of cash flow tables.
- ✓ We are glad to know that efficient new training service needs (TSNA) system analysis has been developed and we hope that in the meantime the CTC for the knowledge and technology transfer have been formed at the University of Rijeka.
- ✓ Even if the Croatian Employment Service is not a member of the Consortium, collaboration with this service has been established and this will contribute to the graduates' employability and project's sustainability”.



Feedback from Monitoring visits (EACEA, NTOs) – should be discussed

3. Monitoring visit to UP, 17th May 2010

- ❖ Recommendations from Project Officer Mrs. Antonella Giorgio:
- ✓ “We know that a dissemination strategy has been set up by the consortium, however it's highly recommended to enhance dissemination strategy also after the expiry of the eligibility period.
- ✓ In particular it has been suggested to reinforce the media promotion of the project.”



**Subject: 144684 – TEMPUS – 1 - 2008 – RS – JPHESS
Intermediate Report and Request for Payment and St**

Brussels, 28. 10. 2010
EACEA/P10/KH-mt D(2010) 10D0230206
File code: 144684-2008 (2008-4654)

Dear Prof. MANDIC,

We would like to inform you and your project partners that we have carried out the assessment of your Intermediate Report dated 1 July 2010 and we are pleased to inform you that it has been approved. In particular we would like to congratulate you on the results you have produced so far and for the activities you have implemented during this first period.

We are happy to learn that the project activities have been carried out and that the minor delays incurred in some activities for the reason explained did not affect the progress of the project according to the initial working plan.

We took note with pleasure that some important project objectives have been successfully achieved, in particular the creation of the 4 Collaborative Training Centres (CTC), the establishment of VMnetwork that now includes 830 members and the development of a new WBC Regional Model for university-enterprise cooperation. We appreciate the Practical Placement Programme Action Plan that has been prepared and we hope that the development of the Industrial Fellowship Programme will be ready soon.

Perceived problems in the project implementation



On the basis of the analysis of your report, we would like to make the following remarks, which we hope you will take into consideration during the implementation of the last part of your project. We also would like to receive detailed information on the follow-up of these comments in your final report.

- We are glad to learn that the list of trainings has been defined by CTCs in collaboration with the enterprises, and we hope these courses have already started to be implemented in August/September 2010, as planned. However, we did not find any information about the selection of the participants, how they have already been selected and which were the selection criteria. The same information is missing concerning the participants that will join the Industrial Fellowship Programme and the Practical Placement Programme. We look forward to receiving more information on this in your final report.

- As it was already mentioned in the recommendation letter we sent you with the contract, the approach and the procedure of accreditation should be better explained. Moreover nothing is mentioned in your report concerning the procedure for the acknowledgement and assignment of ECTS master credits to the trainees who will attend the training courses. Please note that this information should be included in your final report.

It is advisable to explain in greater detail the approach and procedures to accreditation taking into account country specificities.

Perceived problems in the project implementation



- We appreciated that a dissemination strategy has been implemented on the basis of the Programme for public information, dissemination and raising awareness and that the project website has been created. Concerning the website we would like to advice you to post on line not only the events that have been organised until now but also the dissemination events that will be organised in the future in order to provide the website visitors with the information about the dates and location. Please also note that on the website such as on the dissemination materials only the logo of Tempus – European Commission should be used and not the one of Directorate General for Education and Culture.

- Concerning the sustainability of the project, it is mentioned that all the 4 CTCs should continue to operate after the end of the project and to extend the offer of training and services to the enterprises and labour market. Please explain in your final report how this will happen and how the centres will become self-financed.

We wish you a successful continuation of your activities.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Klaus Haupt', with a long horizontal stroke extending to the right.

Klaus Haupt
Head of Unit





Discussion...

Thank you for your attention