



# QUALITY CONTROL MANUAL – ANNEX I

**Acronym:** WBC-VMnet

**Name of project:** WBC Virtual Manufacturing Network – Fostering an Integration of the Knowledge Triangle,

**Number of project:** 144684-TEMPUS-2008-RS-JPHES

**Date:** 31<sup>st</sup> July 2009,

**Location:** University of Kragujevac

## **ANNEX I: Technical report**

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

- Report on implementation of the project
- Statistics and indicators
- Table of achieved/planned outcomes
- Statement of the costs incurred

## REPORT ON IMPLEMENTATION OF THE PROJECT

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| <p><b><u>OVERALL ACHIEVEMENTS</u></b><br/>         Please provide a description of the <u>activities carried out</u> since the start of the project and describe to what extent, the <u>results</u> achieved since the beginning of the project, are contributing to the project objectives.</p>  |
| <p><b><u>COHERENCE WITH THE WORKPLAN AND COMMENTS ON DEVIATIONS AND MODIFICATIONS</u></b><br/>         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).</p>  |
| <p><b><u>OBSTACLES AND SHORTCOMINGS</u></b><br/>         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.</p>  |
| <p><b><u>DEVELOPMENT OF PROGRAMMES AND COURSES</u></b><br/>         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 consortium is 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'.</p>                             |
| <p><b><u>RESTRUCTURING: UNIVERSITY MANAGEMENT AND GOVERNANCE</u></b><br/>         Please provide information on the institutional changes that the project is introducing in the Partner Country's consortium 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'.</p> |
| <p><b><u>STAFF (RE-)TRAINING</u></b><br/>         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.</p>  |
| <p><b><u>STAFF MOBILITY</u></b><br/>         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 organized by home institutions and how mobility helped and/or will help achieve the project's objectives. Information about how the home institutions recognize 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.</p>  |

### **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 organized by home institutions and how mobility helped and/or will help achieve the project's objectives. Information about how the home institutions recognize 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'.*

### **ACADEMIC CO-ORDINATION AND ADMINISTRATIVE MANAGEMENT**

*Please describe how the division of labor is managed between the various consortium institutions, for both academic co-ordination and administrative management. Particular attention should be paid to the description of how this division of labor 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 partner 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.*

### **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'.*

### **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.*

### **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 formalize or institutionalize any links with local non-university partners, to obtain official accreditation of new curricula, etc.), involvement of consortium members (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 partner 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.*

### **QUALITY CONTROL AND MONITORING**

*Please describe what monitoring activities the consortium carries 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.*

### **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 Partner Report.

### Training and mobilities

| <b>TRAINING OF PARTNER COUNTRY STAFF</b>  | <b>NUMBER</b> |
|---|---------------|
| Number of academic staff from the partner country's Higher Education Institutions trained/retrained.<br><i>Please indicate the number of teaching staff (professors, assistants with teaching tasks, etc.) trained and/or retrained.</i>                |               |
| Number of non-academic staff from the partner country's Higher Education Institutions trained/retrained.<br><i>Please indicate the number University administrative staff (librarians, international office's staff, IT specialists, etc.) trained.</i> |               |

| <b>STAFF MOBILITY FROM A PARTNER COUNTRY PERSPECTIVE</b>  | <b>NUMBER</b> |
|---|---------------|
| Number of partner country – EU mobility flows of more than 2 weeks.<br><i>Please indicate the number of partner country staff mobility flows performed from the partner country to the European Union.</i>                      |               |
| Number of EU – partner country mobility flows of more than 2 weeks.<br><i>Please indicate the number of European staff mobility flows performed from the European Union to the partner country.</i>                             |               |
| Number of partner country – partner country mobility flows.<br><i>Please indicate the number of partner country staff mobility flows performed within the same consortium partner country or between two partner countries.</i> |               |

| <b>STUDENT MOBILITY</b>   | <b>NUMBER</b> |
|---|---------------|
| Number of partner country – EU mobility flows of more than 2 weeks.<br><i>Please indicate the number of partner country student's mobility flows performed from the partner country to the European Union.</i>                      |               |
| Number of EU – partner country mobility flows of more than 2 weeks.<br><i>Please indicate the number of European student's mobility flows performed from the European Union to the partner country.</i>                             |               |
| Number of partner country – partner country mobility flows.<br><i>Please indicate the number of partner country student's mobility flows performed within the same consortium partner country or between two partner countries.</i> |               |

## TABLES OF ACHIEVED/PLANNED OUTCOMES

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| <b><u>Title and reference number of the outcome:</u></b> | <b>OUTCOME 1:</b> Four Collaborative Training Centres (CTC) are established and equipped in each partner country, whose staff are able to effectively perform In-Service-Training by June 2010 |
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| <b><u>Indicators of achievement and or/performance as indicated in the project proposal</u></b> | Four WBC CTC have human and technical potential and capabilities to do effective training and knowledge transfer programme in the area of virtual product and process development by June 2010 |
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### 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.        | Found and equip four CTC and define Action plan |            |          |       |   |   |
| 1.2.        | Re-training for staff                           |            |          |       |   |   |
| 1.3.        | Market and marketing activities                 |            |          |       |   |   |
|             |   |            |          |       |   |   |
|             |   |            |          |       |   |   |

### 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 |
|-------------|---|------------|----------|-------|---|--|
| 1.1.        | Found and equip four CTC and define Action plan |            |          |       |   |  |
| 1.2.        | Re-training for staff                           |            |          |       |   |  |
| 1.3.        | Market and marketing activities                 |            |          |       |   |  |

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**Proposed changes from the original proposal for the outcome in reference**

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| <b>Title and reference number of the outcome:</b> | <b>OUTCOME 2:</b> VMnet network is enlarged throughout the WBC region providing the enhanced collaboration between the leading players in the knowledge triangle |
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| <b>Indicators of achievement and or/performance as indicated in the project proposal</b> | VMnet brings at least 10 new experts from multidisciplinary fields and 300 new members per year from WBC region (professors, reserachers, managers, engineers, entrepreneurs, SMEs, national and regional authorities, ministry staff and other stakeholders...) |
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#### 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         | Develop collaborative web tools and communication strategy         |            |          |       |   |   |
| 2.2         | Bring new VMnet members and experts for multidisciplinary approach |            |          |       |   |   |
| 2.3         | Update existing systematization knowledge e-base with new topics   |            |          |       |   |   |
|             |  |            |          |       |   |   |
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#### 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 |
|-------------|--|------------|----------|-------|---|--|
| 2.1         | Develop collaborative web tools and communication strategy |            |          |       |   |  |

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|-----|--|--|--|--|--|--|
| 2.2 | Bring new VMnet members and experts for multidisciplinary approach |  |  |  |  |  |
| 2.3 | Update existing systematization knowledge e-base with new topics   |  |  |  |  |  |
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**Proposed changes from the original proposal for the outcome in reference**

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| <b>Title and reference number of the outcome:</b> | <b>OUTCOME 3:</b> Model for university-enterprise cooperation developed in consultation with community members and EU partners and validated using up to case studies |
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| <b>Indicators of achievement and or/performance as indicated in the project proposal</b> | New regional model adopted, validated by at least three case studies in each of WBC, and carried out, leading to measurable improvements in university-enterprise cooperation |
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#### 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         | Analyze the EU models for cooperation in the knowledge triangle |            |          |       |   |   |
| 3.2         | Develop, assess and adopt the new regional model of cooperation |            |          |       |   |   |
| 3.3         | Set up joint structure of SMEs                                  |            |          |       |   |   |
| 3.4         | Case studies– benchmarking best practice                        |            |          |       |   |   |
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#### 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         | Analyze the EU models for cooperation in the knowledge triangle |            |          |       |   |  |

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| 3.2 | Develop, assess and adopt the new regional model of cooperation |  |  |  |  |  |
| 3.3 | Set up joint structure of SMEs                                  |  |  |  |  |  |
| 3.4 | Case studies– benchmarking best practice                        |  |  |  |  |  |
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**Proposed changes from the original proposal for the outcome in reference**

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| <b>Title and reference number of the outcome:</b> | <b>OUTCOME 4:</b> Training/service needs identified and trainers/service providers selected and retrained, by May 2010 |
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| <b>Indicators of achievement and or/performance as indicated in the project proposal</b> | Data for quality TSNA analysis collected through at least 400 interviews of SMEs staff and representatives throughout WBC, and TSNA finished by December 2009. At least 15 trainers and service providers selected and retrained by May 2010. |
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#### 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         | Training/service needs analysis (TSNA)                      |            |          |       |   |   |
| 4.2         | Selection and re-training of trainers and service providers |            |          |       |   |   |
| 4.3         | Quality monitoring of training/services                     |            |          |       |   |   |
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#### 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         | Training/service needs analysis (TSNA)                      |            |          |       |   |  |
| 4.2         | Selection and re-training of trainers and service providers |            |          |       |   |  |
| 4.3         | Quality monitoring of training/services                     |            |          |       |   |  |

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**Proposed changes from the original proposal for the outcome in reference**

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| <b><u>Title and reference number of the outcome:</u></b> | <b>OUTCOME 5:</b> Programme of vocational training, industrial fellowship and student practical placement developed and carry out successfully throughout the WBC region |
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| <b><u>Indicators of achievement and or/performance as indicated in the project proposal</u></b> | At least 10 new or modernized training courses and instruction material developed and redesigned simultaneously for e-learning on Moodle platform by September 2010. At least 30 Industrial fellowship programme realized in cooperation with industry by the end of project. At least 100 students of engineering pas-sed PPP programme in industry and improve their practical skills by the end of 2011. Over then 15 dissemination and awareness events performed during the whole project, with good impact on public at large. |
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#### 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         | Develop and delivery vocational trainings for SME, unemployed graduates, non-university teachers and students |            |          |       |   |   |
| 5.2         | Develop and redesign instructional material for e-learning  |            |          |       |   |   |
| 5.3         | Develop and conduct Industrial Fellowship Programme (IFP) for graduates and engineers from                    |            |          |       |   |   |

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|     | industry   |  |  |  |  |  |
| 5.4 | Develop and conduct Practical Placement Programme (PPP) for students |  |  |  |  |  |
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**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         | Develop and delivery vocational trainings for SME, unemployed graduates, non-university teachers and students |            |          |       |   |  |
| 5.2         | Develop and redesign instructional material for e-learning  |            |          |       |   |  |
| 5.3         | Develop and conduct Industrial Fellowship Programme (IFP) for graduates and engineers from industry           |            |          |       |   |  |
| 5.4         | Develop and conduct Practical   |            |          |       |   |  |



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|  | Placement Programme (PPP) for students |  |  |  |  |  |
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**Proposed changes from the original proposal for the outcome in reference**

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| <b>Title and reference number of the outcome:</b> | <b>OUTCOME 6:</b> Dissemination |
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| <b>Indicators of achievement and or/performance as indicated in the project proposal</b> | Over then 15 dissemination and awareness events performed during the whole project, with good impact on public at large. |
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#### 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         | Prepare Programme for public information, dissemination and raising awareness |            |          |       |   |   |
| 6.2         | Printing and publishing of brochures, leaflets and other material             |            |          |       |   |   |
| 6.3         | Information days and public appearances                                       |            |          |       |   |   |
| 6.4         | Organize three motivational seminars  |            |          |       |   |   |
| 6.5         | Organize three workshops  |            |          |       |   |   |
| 6.6         | Organize three brokerage 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 |
|-------------|-------------------|------------|----------|-------|---|--|
| 6.1         | Prepare Programme |            |          |       |   |  |

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|     | for public information, dissemination and raising awareness       |  |  |  |  |  |
| 6.2 | Printing and publishing of brochures, leaflets and other material |  |  |  |  |  |
| 6.3 | Information days and public appearances                           |  |  |  |  |  |
| 6.4 | Organize three motivational seminars                              |  |  |  |  |  |
| 6.5 | Organize three workshops  |  |  |  |  |  |

**Proposed changes from the original proposal for the outcome in reference**

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| <b><u>Title and reference number of the outcome:</u></b> | <b>OUTCOME 7: Sustainability</b> |
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| <b><u>Indicators of achievement and or/performance as indicated in the project proposal</u></b> |  |
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**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         | Institutional sustainability |            |          |       |   |   |
| 7.2         | Financial sustainability     |            |          |       |   |   |
|             |                              |            |          |       |   |   |
|             |                              |            |          |       |   |   |
|             |                              |            |          |       |   |   |

**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         | Institutional sustainability |            |          |       |   |  |
| 7.2         | Financial sustainability     |            |          |       |   |  |
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**Proposed changes from the original proposal for the outcome in reference**

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| <b>Title and reference number of the outcome:</b> | <b>OUTCOME 8:</b> Quality control and monitoring |
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| <b>Indicators of achievement and or/performance as indicated in the project proposal</b> | Quality control and monitoring strategy developed by QAPT team, by April 2009; all procedure and QC forms prepared and ready for usage. Quality control manual available in printed and electronic version, and distributed to all project partners. Frequently Asked Questions document on application of Quality control procedures (from QC manual) is on WEB project site. Management plans, regulations and appropriate management structure in place. Reports completed in time. |
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#### 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         | Develop quality control and monitoring strategy     |            |          |       |   |   |
| 8.2         | Internal monitoring and interviews of target groups |            |          |       |   |   |
| 8.3         | External monitoring and inter-Tempus coaching       |            |          |       |   |   |
|             |   |            |          |       |   |   |
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#### 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 achievement |
|-------------|---|------------|----------|-------|---|---|
| 8.1         | Develop quality control and monitoring strategy     |            |          |       |   |   |
| 8.2         | Internal monitoring and interviews of target groups |            |          |       |   |   |

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|-----|---|--|--|--|--|--|
| 8.3 | External monitoring and inter-Tempus coaching |  |  |  |  |  |
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**Proposed changes from the original proposal for the outcome in reference**

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| <b><u>Title and reference number of the outcome:</u></b> | <b>OUTCOME 9:</b> Management of the project |
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| <b><u>Indicators of achievement and or/performance as indicated in the project proposal</u></b> |  |
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**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 |
|-------------|---|------------|----------|-------|---|---|
| 9.1         | Overall project management and administration |            |          |       |   |   |
| 9.2         | Local management on the level of WBC partners |            |          |       |   |   |
| 9.3         | Local management on the level of EU partners  |            |          |       |   |   |
|             |   |            |          |       |   |   |
|             |   |            |          |       |   |   |

**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 |
|-------------|---|------------|----------|-------|---|--|
| 9.1         | Overall project management and administration |            |          |       |   |  |
| 9.2         | Local management on the level of WBC partners |            |          |       |   |  |
| 9.3         | Local management on the level of EU           |            |          |       |   |  |



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|  | partners |  |  |  |  |  |
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**Proposed changes from the original proposal for the outcome in reference**

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## STATEMENT OF THE COSTS INCURRED

### Tempus project N°144684-TEMPUS-2008-RS-JPHES

- Column “1. Project Costs” and Column “3. Project Finance”: please input the estimated budget of the project as indicated in the Partner Budget table, within Partnership Agreement obtained during Kick off meeting.
- 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 (Re. Article II.16.4 of the Grant Agreement).

|   |   | 1. PROJECT COSTS €<br>Partner budget table | 2. PROJECT EXPENDITURE TO DATE € |                      |                |
|---|---|--|----------------------------------|----------------------|----------------|
|   |   |  | Declared Paid from Tempus        | Declared Co-financed | TOTAL Declared |
| I   | Staff costs (incl. replacement costs)               |  |                                  |                      |                |
| II  | Travel costs, costs of stay and institutional costs |  |                                  |                      |                |
| III   | Equipment   |  |                                  |                      |                |
| IV  | Printing and publishing                             |  |                                  |                      |                |
| V   | Other costs   |  |                                  |                      |                |
| VI  | Indirect costs <sup>1</sup>                         |  |                                  |                      |                |
|   |   |  |                                  |                      |                |
| <b>TOTAL ELIGIBLE COSTS<sup>2</sup> (A.4)</b> |   |  |                                  |                      |                |
|   |   |  | <b>Total:</b>                    | <b>Total:</b>        | <b>TOTAL:</b>  |
|   |   |  |                                  |                      |                |

|     |                       | 3. PROJECT FINANCE € |
|-----|-----------------------|----------------------|
| A   | Co-financing          |                      |
| B+C | Total from the Tempus |                      |

|                                    |  |
|------------------------------------|--|
| <b>TOTAL PROJECT FINANCE (A.4)</b> |  |
|------------------------------------|--|

|                      |  |
|----------------------|--|
| <b>Bank interest</b> |  |
|----------------------|--|

Date and signature of the **legal representative** of the beneficiary institution:

**Date:**

**Signature:**

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

<sup>2</sup> As indicated in point A.4, first page of the Grant Agreement.