Tempus Project University of Kragujevac

WBCVMnet

WBC Virtual Manufacturing Network
Fostering an Integration of the Knowledge Triangle

QUALITY CONTROL MANUAL

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: 31st July 2009,

Location: University of Kragujevac

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Revision Sheet

Release No.	Date	Revision Description
Rev. 1	30/04/2009	The first QC Manual version prepared by QAPT team, without Annexes
Rev. 2	31/07/2009	QC Manual with annexes prepared by QAPT team, and revised by Project Coordinator
Rev. 3	30/09/2009	The final version with all Annexs

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TABLE OF CONTENT

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1. PROJECT MONITORING

1.1. Basic principles of monitoring

Monitoring is of key importance in ensuring high quality project performance. Identifying problems early on can avoid the investment of significant resources into the completion of ineffective activities and can help to identify mistakes that need to be rectified.

Monitoring is carried out by assessing both the work completed to date, and the planned activity. Effectively this means through assessment against logical framework, your Workplan and Budget table (cash flow).

Two principle questions should be asked:

- Have the activities completed to date had the required results?
- Have the results contributed sufficiently to the achievement of the specific objective?

Monitoring should take into account a variety of information from a variety of different sources.

Types of monitoring activities
Site visits Interviews with staff or project personnel Research e.g. questionnaires to suppliers or clients Observation of project activities Analysis of Logical Framework Matrix (LFM) Analysis of technical reports and other documents Analysis of financial documents

1.2. Monitoring techniques

Three mechanisms are required to ensure all grants are carried out successfully:

- Internal monitoring
- External monitoring
- Technical and financial reporting

1.2.1. Internal monitoring

Internal evaluation by the Project partners – this is the most important. This should be a continuous process and not one something that is done solely prior to the preparation of the six – monthly or final reports. This is an internal process and should be carried out in consultation with a range of stakeholders. These may include clients, suppliers and partners.

It is also essential that the monitoring is carried out through consultation with the end users. If we are providing services to businesses we should be getting feedback from them regarding the quality of the services delivered and how they could be improved. If we are providing trainings then survey how effective is it. What results do we intend to achieve? Increased productivity? Export contracts? Improved knowledge and skills of trainees?

Using LFM for self – evaluation and monitoring

Look at LFM to assess the following:

- Have your activities led to the achievement (partial or total) of a result?
- To what extent are your results leading to the achievement of your specific objective?
- Are your assumptions fulfilled? If not, what are the implications?
- Are your indicators accurately reflecting your progress? If not why not?

1.2.2. External monitoring

The purpose of the monitoring process is to provide support and guidance to individual site managers and project management teams. It is designed to assist them in areas where they require support. The QAPT (Quality Assurance Project Team) will be able to offer an objective point of view and be „a fresh pair of eyes“ in assessing progress to date.

The timing of the formal monitoring visits will be agreed with project partners. The frequency of the monitoring visits depends on the complexity and the degree of risk of each project.

After the completion of the visits, a „Monitoring Report“ will be sent to site manager of visited project partner. This will include any corrective measures recommended. The format of this report is attached as **Annex III**.

2. TECHNICAL AND FINANCIAL REPORTING

2.1. Basic principles of reporting

There are two main purposes of the reporting. The formal reporting, by UKG, provides the necessary information to the Education, Audiovisual and Culture Executive Agency (EACEA) to assure them that our project is being implemented according to our contract and that payments should therefore be released. The six - monthly reports provide information to the PST (Project Support Team) to allow them to support project partners with implementation.

Reporting also helps us to view our progress objectively.

The six – monthly (technical and financial) reports are linked to transfer of grant to partners from UKG. The Final Report though must be approved by EACEA before the final payment to UKG is released. No report is required to secure the advance payment.

The reports should accurately reflect Project Partner (PP) progress during the reporting period, highlighting any key issues and providing justification for any deviations from the Description of the project as set out in Annex I of Grant Agreement.

It is significantly quicker to prepare the technical reports if information is added to them at the time the activity takes place. This can always be amended later but it makes sure that the recommendations for corrective action and for improving the programme are not lost. Equally, the Work plan should be updated whenever necessary changes are identified and submitted along with the six - monthly report if there are any changes. All changes must be justified in writing.

2.2. Standards of all reports

All reports should be typed and should be in English. Copy of each report and supporting documents should be provided to the PST, as well as an electronic version. Six – monthly report form are provided in the Annex 1 of Quality control manual.

2.3. Reporting schedule

Project partners are required to produce two types of technical and financial reports:

- Six - monthly reports (six in total), prepared by the project partners
    - I Partner Report – 30th September 2009;
    - II Partner Report – 15 days before deadline of Intermediate report, defined in Annex III of Grant Agreement;
    - III Partner Report – 30th September 2010;
    - IV Partner Report – 31st March 2011;
    - V Partner Report – 30th September 2011
    - VI Partner Report - 30 days before deadline of Final report, defined in Annex III of Grant Agreement;

- Final report, prepared by the UKG

The six-monthly reports are linked to a payment. Information contained in the reports will be reviewed as part of the monitoring process. It is not intended that these reports will provide all the detail of what is happening on the project. The six-monthly reports focus on activities and results. If further detail is required for clarification then PP will be contacted separately.

The Final Report is submitted along with your request for payment of the balance owed to UKG. Payment of this request is conditional on the approval of the Final technical and financial reports. The focus of the Final report is to assess the level of achievement of project's specific objective and to confirm how project activities will be sustained.

2.4. Six – monthly partner reports (Inter project reporting)

The UKG can only submit technical implementation and financial reports, as well as financial statements to the Commission by providing proof of progress of the project.

Therefore, in order to provide adequate information on the progress of the project, each Project partner has to submit a **Six – monthly partner report** to the UKG consisting of:

- **Technical report** (**Annex I**) describing the activities carried out and their outputs and results during the reporting period, and
- **Financial report** (**Annex II**) presenting the costs incurred in accordance with the approved Application Form.

The six – monthly financial report will be checked to ensure the following:

- Conformity of the expenditures with the budget of the project;
- Eligibility of the expenditures;
- Correct use of the procurement procedures, whenever required;
- Correctness and completeness of all supporting documents;
- Correctness of the calculations and exchange rates;
- That any changes which occurred between budget lines and/or headings are eligible and justified.
- All copies of the six – monthly reports must be signed in original by the appointed contact person;
- Expenditures must be in conformity, including full eligibility, with the approved Budget of the Grand Agreement.

If the PST is not satisfied with the documents presented they may make recommendations for how this situation can be rectified prior to the submission of the final report.

2.4.1. Technical report

Apart from narrative report on the action's implementation, describing local administrative and academic management, obstacles, mobility and other issues, Technical report must contain **Table of achieved/planned outcomes (one table per outcome)**, with following describing elements:

1. Activities carried out and indicators of achievement,
2. Planned activities and indicators for progress,
3. Any proposed changes (people involved, budget, remaining activities…).

Structure of Technical report:

- Report on the implementation of the project,

- Statistics and indicators,
- Table of achieved/planned outcomes,
- Statement of costs incurred.

Next page describes some fields of Table of achieved/planned outcomes.

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

…f the outcome:	
…nd or/performance …posal	

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

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

Insert specific indicators (qualitative and quantitative) which can help to measure the achievement of the activity result

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 application

Insert the activity title as indicated in the project proposal

State where and when the activity takes place

Provide a brief description of the activity

Activities to be carried out for the achievement of this outcome (entire project period: 2 or 3 years)

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of progress

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

Proposed changes from the original proposal for the outcome in reference

Describe any change which occurred, compared to the original activity plan in the project proposal

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2.4.2. Financial report

The Partner financial reports should be drawn up in Euro. In case that Project Partner is from State which have not adopted the Euro as their currency are participating in the project, the Project Partner shall convert into Euro the amounts of expenditure in the list of invoices incurred in national currency before submission report to UKG. The expenditures shall be converted into Euro using the monthly accounting exchange rate of the Commission in force in the last month of the reporting period. (http://ec.europa.eu/budget/inforeuro/index.cfm?Language=en).

Structure of Financial report:

- Staff costs table,
- Travel costs table,
- Equipment costs table,
- Cash flow

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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

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REPORT ON IMPLEMENTATION OF THE PROJECT

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.*
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).*
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.*
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 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'.*
RESTRUCTURING: UNIVERSITY MANAGEMENT AND GOVERNANCE *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'.*
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.*
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 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.*

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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.*

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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.).*

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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

TRAINING OF PARTNER COUNTRY STAFF	NUMBER
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.*	
Number of non-academic staff from the partner country`s Higher Education Institutions trained/retrained. *Please indicate the number University administrative staff (librarians, international office`s staff, IT specialists, etc.) trained.*	

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

STUDENT MOBILITY	NUMBER
Number of partner country – EU mobility flows of more than 2 weeks. *Please indicate the number of partner country student`s mobility flows performed from the partner country to the European Union.*	
Number of EU – partner country mobility flows of more than 2 weeks. *Please indicate the number of European student`s mobility flows performed from the European Union to the partner country.*	
Number of partner country – partner country mobility flows. *Please indicate the number of partner country student`s mobility flows performed within the same consortium partner country or between two partner countries.*	

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TABLES OF ACHIEVED/PLANNED OUTCOMES

Title and reference number of the outcome:	**OUTCOME 1**: Four Collaborative Training Centres (CTC) are established and equipped in each partner country, whose staff are able to effectivelly perform In-Service-Training by June 2010

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

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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Title and reference number of the outcome:	**OUTCOME 2**: VMnet network is enlarged throughout the WBC region providing the enhanced collaboration between the leading players in the knowledge triangle

Indicators of achievement and or/performance as indicated in the project proposal	VMnet brings at least 10 new experts from multidisciplinary fields and 300 new members per year from WBC region (professors, reserachers, managers, engineers, entreprenaurs, SMEs, national and regional authorities, ministry staff and other stakeholders…)

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					

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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Title and reference number of the outcome:	**OUTCOME 3**: Model for university-enterprise cooperation developed in consultation with community members and EU partners and validated using up to case studies

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

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					

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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Title and reference number of the outcome:	**OUTCOME 4**: Training/service needs identified and trainers/service providers selected and retrained, by May 2010

Indicators of achievement and or/performance as indicated in the project proposal	Data for quality TSNA analysis collected through at least 400 interwievs 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.

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					

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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Title and reference number of the outcome:	**OUTCOME 5**: Programme of vocational training, industrial fellowship and student practical placement developed and carry out successfully throughout the WBC region

Indicators of achievement and or/performance as indicated in the project proposal	At least 10 new or modernized training courses and instruction material developed and redesigned simultanuoslly for e-learning on Moodle platform by September 2010. At least 30 Industrial felowship 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 awarenes events performed during the whole project, with good impact on public at large.

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					

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					

	Placement Programme (PPP) for students					

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Title and reference number of the outcome:	**OUTCOME 6**: Dissemination

Indicators of achievement and or/performance as indicated in the project proposal	Over then 15 dissemination and awarenes events performed during the whole project, with good impact on public at large.

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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Title and reference number of the outcome:	**OUTCOME 7**: Sustainability

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

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					

Proposed changes from the original proposal for the outcome in reference

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Title and reference number of the outcome:	**OUTCOME 8**: Quality control and monitoring

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

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					

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					

Proposed changes from the original proposal for the outcome in reference

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Title and reference number of the outcome:	**OUTCOME 9**: Management of the project

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

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					

Proposed changes from the original proposal for the outcome in reference

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 € 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[1]				
			Total:	Total:	TOTAL:
TOTAL ELIGIBLE COSTS[2] (A.4)					

		3. PROJECT FINANCE €
A	Co-financing	
B+C	Total from the Tempus	
TOTAL PROJECT FINANCE (A.4)		

Bank interest	

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

Date: **Signature:**

[1] Indirect costs may not be co-financed (Art. 8.2 Annex IV, Guidelines for the use of the grant).

[2] As indicated in point A.4, first page of the Grant Agreement.

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ANNEX 2: Financial report

Structure of the Report:

- Staff costs table
- Travel costs table
- Equipment costs table
- Cash flow

STAFF COSTS TABLE

I. STAFF COSTS (including replacement costs)*

IMPORTANT NOTE: This Excel sheet is not protected or pre-formatted, meaning that you can insert rows and use calculations according to your needs. Please check your calculations carefully and ensure that the declared amounts are correct.

No. to be copied on the supporting documents	Name of person	Institution of Origin (see annex III/14)			Tasks performed for the project	Employed			Salary rate (per day) applied** (EURO)	Paid from Tempus - **Total Tempus (EURO)**	Co-financed*** **Total Co-financed (EURO)**	**TOTAL STAFF COSTS (EURO)**
		Ref. No.	Country Code	Current occupation at home institution		Dates (dd/mm/yy)		Total number of days working on the project				
		(3)	(4)	(5)		from	to					
1												
2												
3												
...												
	please insert rows											
total no. of supporting documents* =									**TOTAL**			

Column 3 : indicate the reference number of the sending institution as indicated in the original application form;

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Reference Number	Partners	Country Codes
0	University of Kragujevac	RS
2	University of Podgorica	ME
3	University of Banja Luka	BA
4	Regional Economic Development Agency of Sumadija and Pomoravlje	RS
5	SCGM d.o.o.	RS
6	University of Ljubljana	SI
7	University of Padova	IT
8	Institute for Production Engineering (IPU)	DK
9	c3m d.o.o.	SI
10	University of Rijeka	HR
11	ELCON Geratebau d.o.o	HR
12	METALIK d.o.o.	ME
13	TRI BEST d.o.o.	BA

Column 4 : indicate the country code of the sending institution;

Column 5 : for staff: indicate the status of the person claiming reimbursement at his home institution;

for students: indicate which course the students are following at their home institution, (e.g. B.Sc., MA., PhD, etc.) and the number of years they have already studied this course;

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TRAVEL COSTS TABLE

(*Will be delivered by EACEA as soon as possible*)

II. TRAVEL COSTS AND COSTS OF STAY*

IMPORTANT NOTE: This Excel sheet is not protected or pre-formatted, meaning that you can insert rows and use calculations according to your needs. Please check your calculations carefully and ensure that the declared amounts are correct.

		Origin			Destination					Expenditure						
		Institution			Institution		Dates (dd/mm/yy)		Duration	Total Travel costs**	Total Costs of stay **	Total amount of travel costs + costs of stay:		Institutional costs (for students only)****		
No. to be copied on supporting doc.	Name of person	Ref. No.	Country code	Current occupation at home institution	Ref. No.	Country code	from	to	(in days)	(EURO)	(EURO)	Paid from Tempus (EURO)	Co-financed*** (EURO)	Paid from Tempus EURO)	Co-financed (EURO)	Total travel costs and costs of stay (EURO)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8/1)	(8/2)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(12)+(13) +(14)+(15)
1																
2																
3																
...																
	please insert rows															
total no. of Individual Mobility Reports* =											**TOTAL**					

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Column 1 :	please use consecutive numbers and include the reference on the corresponding supporting documentation
Column 2 :	indicate the name of the person;
Column 3 :	indicate the reference number of the sending institution as indicated in the original application form;
Column 4 :	indicate the country code of the sending institution;
Column 5 :	for staff: indicate the status of the person claiming reimbursement at his home institution; for students: indicate which course the students are following at their home institution, (e.g. B.Sc., MA., PhD, etc.) and the number of years they have already studied this course;
Column 6 :	indicate the reference number of the host institution as indicated in the original application form;
Column 7 :	indicate the country code of the host institution;
Column 8 :	indicate the start and end dates of the mobility flow;
Column 9 :	indicate the duration of the stay abroad in DAYS;
Column 10:	indicate the travel costs;
Column 11 :	indicate the grant given to cover the costs of stay;
Columns 12 & 13:	indicate the total of travel costs plus costs of stay, which should correspond to the amount reported on the Individual Mobility Report (Annex IV/2 of the Grant Agreement) and provide the ‘Amount Paid from Tempus’ (12) and the ‘Amount Co-financed’ (13) separately in the two columns;
Columns 14 & 15:	for students only: indicate the amount for institutional costs and provide the ‘Amount Paid from Tempus’ (14) and the ‘Amount Co-financed’ (15) separately in the two columns.

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EQUIPMENT COSTS TABLE

(*Will be delivered by EACEA as soon as possible*)

III. EQUIPMENT*

IMPORTANT NOTE: This Excel sheet is not protected or pre-formatted, meaning that you can insert rows and use calculations according to your needs. Please check your calculations carefully and ensure that the declared amounts are correct.

No. to be copied on supporting doc.	Nature, type and specifications of the item	Invoice date	Beneficiary Institution	Country Code	VAT and Taxes ** (EURO)	Equipment purchase costs (EURO)	Transport and installation costs (EURO)	Maintenance and insurance costs (EURO)	Paid from Tempus - **Total Tempus (EURO)**	Co-financed*** - **Total Co-financed (EURO)**	**Equipment Costs Total (EURO)**
						(excluding VAT and taxes)* *					
1											
2											
3											
....											
	please insert rows										
total no. of Equipment items* =								**TOTAL**			

CASH FLOW – STAFF TABLE

Project Partner staff costs						Exchange rate*							I reporting period April - September 2009	
	Results/activities	Person	No hours	hourly rate	Total staff costs	Amount spent up to this repo-rting period	Amount spent this reporting period: April 2009	May 2009	Jun 2009	July 2009	August 2009	September 2009	Total amount spent to date	Balance remaining
1.	**Four Collaborative Training Centres (CTC) are established**				**2620**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**2620,00**
1.2	Re-training for staff	Act.1.2, ac.staff, Re-training of WBC staff, 80 hours x262/8 EUR	80	32,75	2620	0,00							0,00	2620,00
3.	**Model for university-enterprise cooperation developed …**				**6108**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**6107,50**
3.1	Analyze the EU models for cooperation in the knowledge triangle	Act.3.1, ac.staff, Analyze EU model, 15hours x 4months x349/8 EUR	60	43,625	2617,5	0,00							0,00	2617,50
3.2	Develop, assess and adopt the new regional model of cooperation	Act.3.2, ac.staff, Dev.Ass.Ad. model, 20hours x 4months x349/8 EUR	80	43,625	3490	0,00							0,00	3490,00
4.	**Training/service needs identified and trainers/service providers…**				**3055**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**3055,00**
4.1	Training/service needs analysis (TSNA)	Act.4.1, ac.staff, TSNA methodology, 20hours x 4months x349/8 EUR	40	43,625	1745	0,00							0,00	1745,00
4.2	Selection and re-training of trainers and service providers	Act.4.2,ac.staff, Re-training of trainers and ser.prov., 80 hours x262/8 EUR	40	32,75	1310	0,00							0,00	1310,00
5.	**Programme of vocational training, industrial fellowship and student practical placement**				**4146**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**4146,25**
5.3	Develop and conduct Industrial Fellowship Progr.(IFP) for graduates	Act.5.3, ac.staff, Develop IFP, 60 x262/8 EUR	60	32,75	1965	0,00							0,00	1965,00
5.4	Develop, adopt and carry out Practical Placement Programme for students	Act.5.4, ac.staff, Develop and cond PPP, 50 hours x349/8 EUR	50	43,625	2181	0,00							0,00	2181,25
6.	**Dissemination**				**2014**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**2013,75**
6.4	Organize three motivational seminars	Act.6.4, EU expert-trainer x 3sem x 30 hours x 179/8 EUR	90	22,375	2014	0,00							0,00	2013,75
9.	**Management of the project**				**6048**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**6048,00**
9.2	Local management on the level of EU partners	Act. 9.2, manager, 3 hours x 36months x 448/8 EUR	108	56	6048	0,00							0,00	6048,00
		TOTAL person costs			**23991**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**23990,50**

* Put in fields I3, J3, K3, L3, M3, N3 applied exchange rate for conversion into Euro the amounts of expenditure in the list of invoices incurred in national currency. The expenditures shall be converted into Euro using the monthly accounting exchange rate of the Commission in force in the last month of the reporting period. (http://ec.europa.eu/budget/inforeuro/index.cfm?Language=en).

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CASH FLOW – TRAVEL TABLE

Project partner travel costs											Exchange rate*							I reporting period April - September 2009	
	Results/activities	Person	Type travel	No flows	Duration days	Cost stay	Stay costs	Trav.cost/ flow	Travel costs	Total trav. Costs	Amount spent up to this repo-rting period	Amount spent this reporting period						Total amount spent to date	Balance remaining
												April 2009	May 2009	Jun 2009	July 2009	August 2009	September 2009		
6.	**Dissemination**									**4880**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**4880,00**
6.4	Organize three motivational seminars	1 EU expert trainer	EU-PC	3	4	576	**1728**	400	**1200**	2928	0,00							0,00	2928,00
6.6	Organize three brockerage events	1 EU academic staff	EU-PC	2	4	576	**1152**	400	**800**	1952	0,00							0,00	1952,00
9.	**Management of the project**									**5746**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**5746,00**
9.1	Overall project management	1 EU project staff	EU-PC	4	4	576	**2304**	400	**1600**	3904	0,00							0,00	3904,00
		1 EU project staff	EU-EU	2	4	576	**1152**	345	**690**	1842	0,00							0,00	1842,00
TOTAL travel costs										**10626**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**10626,00**

* Put in fields N3, O3, Q3, P3, R3, S3 applied exchange rate for conversion into Euro the amounts of expenditure in the list of invoices incurred in national currency. The expenditures shall be converted into Euro using the monthly accounting exchange rate of the Commission http://ec.europa.eu/budget/inforeuro/index.cfm?Language=en.

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ANNEX 3: Monitoring Report

Number of project		144684-TEMPUS-2008-RS-JPHES	
Visit completed by		Signature	
1.Project partner information			
1.1. Name			
2. Visit information			
2.1. Location of visit (country, street, number)			
2.2. Date of visit			
2.3. Contact person	Name	Position	
3. Summary of progress to date			
3.1. Summarize progress of activities against the implementation schedule			
3.2. Summarize progress against specific objective indicators from the logical framework matrix			
3.3. Is there a risk that the project will fail to meet its key indicators? (if yes, please describe what corrective actions can be taken)			
3.4. Is there a risk that the Project partner will not be able to spent the all the money according to the Partner budget table?			

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4. Description and status of the activities within project workplan

Generally, is the project proceeding in accordance with the workplan?
Specifically, which activities have not taken place which should have according to the workplan?
What is the level of risk of the project not being completed on time or to the intended standard?

5. Progress against indicators

Outputs	***Indicator***	***Achieved to date***	***Plan to achieve indicator***
Output / Outcome 1	1.		
	2.		
	3.		
Output / Outcome 2	1.		
	2.		
	3.		
Output / Outcome 3	1.		
	2.		
	3.		
Output / Outcome 4	1.		
	2.		
	3.		
Output / Outcome 5	1.		
	2.		
	3.		
Output /	1.		

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Outcome 6	2.		
	3.		
Output / Outcome 7	1.		
	2.		
	3.		
Output / Outcome 8	1.		
	2.		
	3.		
Output / Outcome 9	1.		
	2.		
	3.		

6. Finance

6.1. Is the Project partner obtaining all necessary supporting documentation and storing this properly? If not, what action will the Project partner take to rectify the solution?

6.2. Is the Project partner experiencing any problems in terms of cash flow? This includes any problems caused by delays with payment from the UKG?

6.3. Are any underspends or overspends anticipated? For overspends, what is the solution to keep within Partner budget table? For underspends, are there proposals for how this can be used?

6.4. Other

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7. Main problems encountered and recommendations		
Related to	***Description of problem***	***Project partner Solution/s and/or recommendation/s***
Procurement/installation		
Development of VMnet network		
Practical placement programme		
Industrial fellowship programme		
Delivery of trainings and services		
Marketing/public relations		
Technical and financial reporting		
Relations with Project coordinator and PST team		
Other		

Report received by the Project partner			
I confirm that I have received and read the monitoring report			
Name		Date	
Scheduled date of next visit			
Personnel to be present from the Project partner			
1.			
2.			
3.			