LOGICAL FRAMEWORK MATRIX – LFM

Wider Objective: *What is the overall broader objective, to which the project will contribute?*	***Indicators of progress:*** *What are the key indicators related to the wider objective?*	***How indicators will be measured:*** *What are the sources of information on these indicators?*	
• To contribute to the establishment of institutional framework for the third mission of the universities in Serbia, encompassing three dimensions: technology transfer and innovation, continual education and social engagement	• Established institutional framework for the third mission of universities in Serbia	• Policy documents of Ministry of Education, Science and Technological Development • Annual Reports and Fact Sheets from seven HEIs in Serbia • Progress reports of NEOs	
Specific Project Objective/s: *What are the specific objectives, which the project shall achieve?*	**Indicators of progress:** *What are the quantitative and qualitative indicators showing whether and to what extent the project's specific objectives are achieved?*	**How indicators will be measured:** *What are the sources of information that exist and can be collected? What are the methods required to get this information?*	**Assumptions & risks:** *What are the factors and conditions not under the direct control of the project, which are necessary to achieve these objectives? What risks have to be considered?*
• To define legal and policy framework supporting the development of universities' third mission in Serbia by M16 • To adjust existing and define new legal framework at seven Serbian HEIs in line with national regulative requirements by M20 • To develop technology transfer and innovation dimension of the third university mission, through INNO platforms for innovation management at seven Serbian HEIs, proof-of-concept programme raising Technology Readiness Level and involvement of students in creative ideas development • To develop continuing education dimension for capacity building of university staff, researchers and students in the areas of entrepreneurship, innovation and	• New policies and law ammendments in the Republic of Serbia developed and adopted by M16 • Developed new and modified existing regulatory documents at five RS universities in compliance with law ammendements by M20 • Staff of seven Serbian HEIs trained for implementation of third mission activities by M33 • Technology transfer and innovation dimension developed by M14 and implemented at seven Serbian HEIs throughout the project • TRL level raised • Students involved in creative ideas development • Integrated approach in continuing education dimension developed by M14 and implemented at seven Serbian HEIs throughout the project	• Official gazette of Republic of Serbia • Web-sites of the Serbian Government and the Ministry of Education, Science and Technological Development • Decisions of the University Councils • Legal acts published on universities' web-sites • Policy seminar report and list of participants • Operational manual for the implementation of the third mission • Final report on implementation of third mission activities and their impact in Serbia • Project web-site • RS universities' web-sites • Trainings' reports • Meetings' minutes • Workshops' reports • Good practices	• Serbian government is dedicated to EU accession processes and within them they will adjust the whole set of laws in accordance with EU legislative • Readiness of government bodies to adopt the new law and law amendments within the set deadlines • Besides the Serbian and EU partners on the project, National Council for Higher Education, National Council for Science and Technological Development and Chamber of Commerce of the Republic of Serbia are actively engaged in defining of legal and policy framework at national level • Since the elections of management at state universities in Serbia will be held in 2015, new management will be committed to establishment of

intellectual property management • To develop universities' social engagement dimension unlocking and mobilizing university resources and capacities to society and enterprises needs • To establish five Creativity Centres in Serbia as space facilitating creativity in teaching and learning, ideas development and proving concept through interdisciplinary communication and creation of working prototype	• Researchers and students trained in the areas of IP management, entrepreneurship, business planning, creating of start-ups or spin-offs • Universities social engagment dimension developed by M14 and implemented throughout the project • Five Creativity Centres established (M12) in Serbia, equipped (M18) and operational • Pupils and students engaged in entrepreneurial and creative activities within five Creativity Centres in Serbia • University resources unlocked and mobilized to society and enterprises needs	• Number of start-ups and spin-offs	universities third mission and will support the achievement of set objectives • Possible change in the management struture of the Ministry of Education, Science and Technological Development due to regular elections in the beginning of 2016 • Due to economic crises, demands from enterprises for development of innovations and realization of joint innovative project with universities are occasional
Outputs (tangible) and Outcomes (intangible): • *Please provide the list of concrete DELIVERABLES - outputs/outcomes (**grouped in Workpackages**), leading to the specific objective/s.:* D1.1-Review on EU policies/legal frameworks D1.2-Policy seminar held D1.3-Report on RS strategies and laws D1.4 Reports on UNI regulatory documents D1.5 Benchmarking report D2.1 Consensus on revision reached D2.2 New Serbian policies and laws adopted D2.3 New and modified UNI regulatory documents adopted D2.4 CB Programme delivered D2.5 Operational manual for 3rd mission	**Indicators of progress:** *What are the indicators to measure whether and to what extent the project achieves the envisaged results and effects?* • Policies and legal frameworks in third mission activities in at least 5 EU countries and 10 EU universities presented and analysed by M5 • At least 20 policy makers in Serbia trained for third mission by M6 • Strategies and laws in RS analysed by M5 • Regulatory documents and structures analysed at 7 Serbian HEIs by M5 • Benchmarking analysis performed by M7 • Consensus on revision of legal framework reached by M8 • New policies and law ammendments	**How indicators will be measured:** *What are the sources of information on these indicators?* • Publication: "Review on EU policies and frameworks" • Seminar report • Report on RS strategies and laws • 7 reports on university regulatory documents • Benchmarking report • Consensus meetings' minutes • Review of new Serbian policies and law amendments • Review of new and modified university regulatory documents • Report on CBP implementation • Operational manual for the third mission • Seven INNO platforms	**Assumptions & risks:** *What external factors and conditions must be realised to obtain the expected outcomes and results on schedule?* • Policy makers outside the consortium will be able to actively participate in Act.1.2 and Act.1.5 • Representatives of National councils for education and science , Chamber of Commerce of the Republic of Serbia and other policy makers that can contribute to the development of the third mission will be able to actively participate in policy seminar (Act1.2), as well as benchmarking analysis and preparing recommendations (Act1.5) • Adoption of law ammendments and policies are time-consuming and depends on polictical will

D2.6 Final report on 3rd mission D3.1 7 INNO platforms D3.2 Members of INNO platforms trained D3.3 – 7 Workshops delivered D3.4.1 – Methodology for national competition for students D3.4.2 – Final Report on competition D3.5.1 – Operational manual for Proof-of-concept programme D3.5.2 – Report on PoC implementation D3.6 – Report on IP valuations and commercialization strategies D4.1 – Integrative UNI approach in continuing education D4.2 – 5 Trainings on IP management delivered D4.3 – 5 Trainings on market strategy delivered D4.4 – 5 Start-up trainings delivered D4.5 – Final report on improved faculties' study programmes D4.6 – Final report on continuing education D5.1 – Universities' social engagement plans D5.2.1 – Five Creativity Centers D5.2.2 – Reports on Creativity Centers' activities D5.3 – Workshops delivered D5.4 – Report on volunteering activities D5.5 – Review of engaged university resources	in RS developed and adopted by M16 • New/modified university regulatory documents developed and adopted by M20 • 5 CB trainings for 100 university staff by M25 • Operational Manual published by M22 • Final report on implementation of third mission by M36 • 5 new and 2 upgraded INNO platforms operational by M12 • 5 workshops organized (100 trainees) by M20 • At least 250 INNO suite users trained by M16 • 2 National competitions for best student ideas ogranized by M33 • TRL level improved at 7 Serbian HEIs • At least 10 research tems selected by M20 and supported in PoC and IP valuation • Operational Manual for PoC developed and publicized by M18 • At least 100 trainees trained in IP management by M33 • At least 100 partic. trained in market strategy by M33 • At least 50 trainees completed start-up trainings by M33 • At least 10 study programmes improved with entrepreneurial and IP topics • Social engagement plans developed by M18	• Report on INNO trainings • Workshops' reports • Methodology for national competition for students • Final Report on competition • Operational manual for Proof-of-concept programme • Report on PoC implementation • Report on IP valuations and commercialization strategies • Report on continuing education dimension • Trainings' reports • Final report on improved faculties' study programmes • Final report on continuing education activities • 7 Universities' social engagement plans • 5 Decisions on Establishment of Creativity Centers • Reports on Creativity Centers' activities • Workshops' reports • Report on volunteering activities • Review of engaged university resources • Report on open-innovation campaigns • QC and monitoring manual • Metrics for third mission • External monitoring reports • Dissemination and exploitation plan • Project promotional materials	• Consensus on directions of revision of the legal framework and policies in the Republic of Serbia supporting third mission activities reached within the planned time frame (M7, M8) • University managers and administrators are reluctant to participate in CB programme and to change their mind-set. • Due to regular study load of students, they may not be able to be fully commited to additional activities related to the idea development, start-up creations and participation in the comeptitions, regardless of their great potential • Universities in Serbia are not fully integrated and faculties have defragmented resources and supply for continuing education so the development of integrative approach to certain extent depends on faculties' readiness to implement this approach • Study programmes at faculties have been accredited and only 20% of curriculum is allowed to be changed in accordance with Accreditation Standards, based on the Decision of the Faculty Council, so involvement of IP and entrepreneurial topics into curriculum is possible to this extent • Some senior professors, heads of centers and departments are reluctant to unlock and mobilize the

D5.6 – 10 open-innovation campaigns launched D6.1 - QCM manual D6.2 – Metrics for 3rd mission defined D6.3 – Project monitored efficiently D6.4 – External monitoring reports D7.1 - Dissemination and exploitation plan D7.2 – Project promotional materials D7.3 – Project web site D7.4 - Review of policies for promoting third mission D7.5 – Good practices D7.6 - 10 info days and other raising awareness events held D7.7 – Final Conference proceedings D8.1 - Manual for contractual and financial management D8.2 - Efficient overall project management D8.3 – Efficient local project management D8.4 – Steering Committee meetings held D8.5.1 – Partners' reports D8.5.2 – Interim and Final reports to EACEA	• 5 Creativity Centres established by M12 and equipped by M18 • Workshops organized by CCs (100 trainees) by M30 • At least 100 students involved in volunteering • At least 25 services/projects with enterprises • 10 Open Innovation campaigns • QCM Manual developed by M3 • Metrics for third mission defined by M20 • Dissemination and Exploitation plan defined by M6 • Project visual identity designed by M2 • Web-site launched by M3 • 10 good practices • 10 Info days (300 part.) • Final report on 3rd mission activities • Final conference proceedings • Manual for Contractual and Financial Management by M2 • 1 kick off and 6 SC meetings • 51 Partners' Reports • 2 report to EACEA	• Project web site • Review of policies for promoting third mission • Good practices • Final report on implementation of third mission • Final Conference proceedings • Manual for contractual and financial management • Steering Committee meetings' minutes • Partners' reports • Interim and Final reports to EACEA	resources of their laboratories and centres within the social engagement dimension.

Activities:	Inputs:		Assumptions, risks and pre-conditions:
What are the key activities to be carried out (__grouped in Workpackages__) and in what sequence in order to produce the expected results?	*What inputs are required to implement these activities, e.g. staff time, equipment, mobilities, publications etc.?*		*What pre-conditions are required before the project starts? What conditions outside the project's direct control have to be present for the implementation of the planned activities?*
• Act1.1 Analysis of EU policies and legal frameworks	• Workload		• Efficient procedure of acquisition, VAT exemption and import of equipment and software
• Act1.2 Policy seminar	885 working days of category 1		• Timely availability of human and technical resources
• Act1.3 Analysis of RS strategies and laws	1627 working days of category 2		
• Act1.4 Analysis of regulatory documents for third mission at Serbian HEIs	520 working days of category 3		• Places are available at WBC universities for planned training events and dissemination activities
• Act1.5 Benchmarking analysis	1402 working days of category 4		
• Act2.1 Consensus meetings	• Equipment		• Realization of financial transactions from EC, within deadline specified in the contract
• Act2.2 Development of new policies /law amendments	Computers and peripherals: Projectors, Mini pocket projectors, PC Computers, Laptops, APC Smart UPS, Servers, WiFi routers, Photocopying machine		
• Act2.3 Dev. of new and modification of existing universities' regulatory documents	Equipment for teaching purposes: Magnetic whiteboards, Interactive touch tables		• Quality and control monitoring strategy implemented by administrative staff of participating organisations in Consortium
• Act2.4 CB programme for university staff	Laboratory equipment: milling machines, 3D printers, 3D scanners, 3D pens		• Readiness, availability and the interest of target groups to participate in the project activities
• Act2.5 Development of Operational manual for implementation of third mission	Educational materials: Consumable material for 3D printers and 3D pens, spare parts for 3D printers		
• Act3.1 Setting-up 5 new and upgrading 2 existing INNO platforms	Software: Software for Design, Software for 3D modeling, Software for virtual prototyping		• Administrative staff of participating institutions will use online platform for financial management activities on regular basis
• Act3.2 Trainings for INNO platform users	• Mobilities		
• Act3.3 Seven Workshops "Methodology guide for innovation"	254 flows PC to EU		
• Act3.4 National competitions for best student ideas	162 flows EU to PC		
• Act3.5 Improving TRL through PoC programme	105 flows within Serbia		
• Act3.6 IP valuation and			

commercialization strategy • Act4.1 Defining integrative approach in continuing education • Act4.2 5 trainings on IP mngt. • Act4.3 5 trainings on market strategy • Act4.4 5 start-up trainings • Act4.5 Improving faculties' study programmes • Act4.6 Final assessment of continuing education activities • Act5.1 Defining universities' social engagement plans • Act5.2 Establishing 5 Creativity Centres • Act5.3 Dev./delivery of workshops on entrepreneurship and creative thinking • Act5.4 Students' volunteering • Act5.5 Unlocking university resources • Act5.6 Open-innovation campaigns • Act6.1 Developing QCM manual • Act6.2 Defining third mission metrics • Act6.3 Internal monitoring • Act6.4 Monitoring of defined metrics • Act7.1 Elaboration of Diss. and Exploitation Plan • Act7.2 Design of project visual identity • Act7.3 Design/upgrade of web-site • Act7.4 Defining institutional policies to promote third mission • Act7.5 Good practices on Tech. transfer and Innovation			

• Act7.6 10 Info days and other events • Act7.7 Final Conference on university third mission • Act8.1 Elaboration of Manual for contractual and financial mngt. • Act8.2 Overall project mngt • Act8.3 Local management • Act8.4 SC meetings • Act8.5 Reporting			