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1 PUBLISHABLE SUMMARY

This section will be edited by the Commission as such. The length of this part cannot exceed 4000 characters and has to include a summary description of the main results achieved so far, the expected final results and their potential impact and use (including the socio-economic impact and the wider societal implications of the project so far). This summary report has to be updated at the end of each reporting period.

Current EU intentions to increase its competitiveness based on knowledge, accompanied by strategic orientation to EU integration of the national Government, inevitably positions research higher on the agenda in Montenegro.

In order to be able to respond to the needs and maintain its position of the main research performer in the country, the management of the University of Montenegro (UoM) decided to respond to these demands by putting stronger emphasis to its research function. Since this process is complex and demanding, it was only natural to include European partners in it.

Appropriate framework and support were provided by the FP7 project EVOLUNIMONT.

Objectives of the project:

- **Attain an evidence based and widely recognised profile of the existing research quality and capability of UoM and its prospects**
- **Acquire sufficient knowledge for responsible decision-making in the process of evaluation and Strategic planning of research at the UoM**
- **Set strategic goals for the research function of the University of Montenegro, as support to national and regional economic development**
- **Raise awareness of the importance of evaluation and strategic planning of research among the research community and wider public**

Intended results:

The overall goal to provide the UoM with the framework for stimulating its research activities, the following was accomplished:

- **Report on external evaluation of research** with joint SWOT analysis, based on the self-evaluation reports of the University units, and external evaluators' on the spot visits, interviews and workshop
- **Strategic research plan**, developed by the strategic planning expert, based on the exchange of knowledge and good practice, external evaluation report

and strategic planning workshop that enabled contribution of all University units, University management and individual researchers to the process

Intentions for Use and Impact

Use of the project results was threefold:

- results from the first phase were used for the project second phase, i.e. evaluation results in strategy development;
- the results such as established standard for evaluation of research, gained knowledge on evaluation of research and research management have been and will be used throughout the research community of the UoM (workshops, on-line, dissemination).
- knowledge on research evaluation and example of good practice was spread over the region (regional workshop)

Work and Results per Work Package:

WP1

- **Agreement with EC evaluators` committee**
- **Protocol for evaluation**
- **Internal evaluation conducted**
- **External evaluation**
- **Report on external evaluation**

WP2

- **Regional workshop on Evaluation of science and technology institutions and research management** was prepared and conducted by the UNIMAN experts (Manchester Institute of Innovation Research). It took place in Kotor in July 2009, with regional participation.
- **Study visit to Brno University of Technology** was conducted in late August 2009.

WP3

- **Strategic planning expert** was selected through a public call, based on Terms of reference
- Strategic planning expert envisaged and prepared the **strategic planning workshop**. The workshop was held on January 27-28 in Milocer.

WP4

- **Press relations and promotional material**
- **Web-site** of the project (www.evolutimont.ac.me)

- **Final workshop** was conducted in a form of public discussion, aimed at discussion on Strategic document

WP5

- Sound administrative, financial and event management was carried out throughout the project.

The University of Montenegro is the coordinator of the project. The project was conducted cooperation with the Manchester Institute of Innovation Research and Brno University of Technology. Also, important role played the EC appointed evaluation commission (evaluation), and strategic planning expert (strategy development).

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2 Project objectives

Objectives of the project were :

- **Attain an evidence based and widely recognised profile of the existing research quality and capability of UoM and its prospects**

The objective was reached through performing **internal and external evaluation** of the existing research capacities (both, material and human) at all University units. In the project work plan, the related activities were grouped within **WP1**.

The process of **internal evaluation** of the research function was conducted by the University units individually, whereas the overall process was coordinated by the project coordinator and her team.

- **Acquire sufficient knowledge for responsible decision-making in the process of evaluation and Strategic planning of research at the UoM**

This objective was reached within **WP2**. There were two main activities envisaged to accomplish it, and they both involved partner institutions:

Workshop on evaluation of research was prepared and conducted by experts from the Manchester Institute of Innovation Research. It was of regional character.

Study visit to Brno Institute of Technology gave opportunity to members of the project boards as well as to the strategic planning expert to increase their knowledge and exchange experience on successful support mechanisms to research.

- **Set strategic goals for the research function of the University of Montenegro, in order to support national and regional economic development**

WP3 was dedicated to the strategy planning process. The activities ranged from drafting and selecting a strategic planning expert to development of the strategic document. Strategic planning process was based on participative involvement of all University units.

- **Raise awareness of the importance of evaluation and strategic planning of research among the research community and wider public**

First of all, the project in general was an opportunity to involve broader research public in the process, thus contributing to **raising awareness** and changing general attitude of the UoM research community towards significance of research, evaluation of research and planning in research.

Dissemination of the project was carried out through development of promotional materials, development and maintenance of the project web-site, providing the media coverage of the project activities. This part was primarily the subject of the **WP4** activities.

3 Work progress and achievements

3.1 WP1 - Evaluation of research quality and capability

Task 1.1 Agreement on the conditions for the work of EC evaluators (4 members)

The committee of 4 experienced evaluators was appointed by the EC. They were:

Prof Baruch RAZ

Prof Vito SARDO

Prof Nikos KYRISTIS

Prof Irina RIBAROVA

After that, the coordinator of the project, with the Chair of the Evaluation Committee, agreed on the terms and conditions for the evaluators' work. The activities were carried out through on-line communication and a meeting, held on 14th -15th June, 2009.

Then the Agreement was prepared and signed by each of the evaluators and UoM.

Task 1.2 Defining the Protocol for evaluation

The Evaluation Committee prepared a proposal of evaluation process in consultations with project coordinator, in accordance with the ToR. One of the main tasks of the meeting of the Chair and the project coordinator was also to discuss this protocol.

Following stages of the evaluation were defined:

- Development and approval of the Self-evaluation questionnaire
- Self-evaluation of all the University departments
- Review of the answers by the project team
- Analysis of Self-evaluation questionnaires by external evaluators
- On-spot external evaluation of the University of Montenegro I
- On- spot external evaluation of the University of Montenegro II
- Preparation of the Report on external evaluation
- Presentation of the Report on external evaluation to the University Senate and its adoption by the Senate

(full document is attached to this report as a project deliverable)

Task 1.3 Informing the project team about the proposed Protocol for evaluation

The coordinator was in charge of distributing the proposal of the protocol to the project bodies (MB, AB) for their comments and suggestions.

Task 1.4 Defining the form for the internal evaluation

The internal evaluation procedure is usually divided into two sets of activities: production of SWOT analyses for the individual University units and filling in the questionnaires. In order to enable provision of unified data from each of the University

units, Members of the project team together with the strategic planning expert, developed the appropriate self-evaluation form that covered both types of data needed.

The form covered the following data categories:

- general data
 - organisation of the department
 - resources (human, material, RTD budget)
 - scientific output (achievements, projects, plans, articles, papers, conferences, awards and merits, IPR, international cooperation)
- (the form is attached to this report as one of the project deliverables)

Task 1.5 Carrying out the internal evaluation

Each of the University units was involved in the internal evaluation process, with the assistance of the project team if needed. The process was carried out in the period after the adoption of the form in June 2009 and end of September, 2009.

Task 1.6 Adoption procedure for Self-Evaluation document

Each of the units appointed representatives to be in charge of filling out self-evaluation form. Each of these was adopted by the respective faculty/institute council.

Next, the project coordinator forwarded them to the members of the Administrative and Management Board of the project for their comments.

Finally, the inputs have been forwarded to the Evaluators committee.

Task 1.7 Collection of the existing data

The task of collecting the available data was under responsibility of project assistants. Apart from coordinating collection of the evaluation forms, they were in charge of providing the following documents to the evaluators attention: Data on research output (data base presently in development at the Rectorate, data-bases at single University units, MOES data bases on human resources and projects); External evaluation report on higher education at the University of Montenegro (completed at the end of 2007); Segments of the National strategy for scientific-research activities (adopted in July 2008); Law on scientific-research activities; Law on higher education; Constitution of Montenegro; Collective agreement for University staff; Statute of the University of Montenegro; Report on the mobility of researchers in Montenegro (from a workshop held in 2007); Report from round tables of an independent association of University professors and researchers (held during 2007); The task also involved translation of materials into the English language where required.

Task 1.8 Creation of a contact data-base of the stakeholders

A simple data base of the stakeholders to be involved in both processes – evaluation and strategic development, was prepared by the project assistants. In this respect, they relied on the database of the Montenegrin NCPs, as well as e-cris database of researchers (http://e-cris.cg.cobiss.net/search/rsr_search1.aspx?lang=scg).

Task 1.9 Preparation for the Evaluation of the UoM

After adopting the Self-evaluation document and having all available background material at disposal, the Coordinator forward them to the Evaluation Committee.

Task 1.10 Carrying out the Evaluation

The evaluation took place in on-line work and on-the spot, according to the adopted Protocol for evaluation (done in Task 1.2).

It consisted of two 5-day on-the spot visits:

The first round of visits took place on September 7 – 11, 2009.

The second round of visits took place on November 2 – 6, 2009

The visits included meetings with the University management, then visits to all the units, interviews with their the management, individual researchers as well as PhD students and young researchers. The visitis also included insight into the current level of the infrastructure and facilities and laboratories each of the units has at its disposal.

The September visit consisted only of the above described activities. The evaluators visited faculties in Podgorica, Cetinje and Kotor.

However, the visit in November was partly dedicated to completion of the visits to the units. Also, during this visit, a workshop with participation of the UoM units` representatives and management took place (November 5). It was organized and developed by the evaluators and moderated by them, with the assistance of the project team. The workshop was based on model of identifying drivers-state-response by the University representatives. The workshop was divided into several tasks, in accordance with the heading. There were four groups present, and each participated in each of the tasks providing its own input. Later, based on the input, the joint proposal of the UoM was made and compared to the one of the evaluators. What is significant is that the strategic planning expert also took part in the workshop, which was a good starting point to meet representatvies of the University units and also to establish connections with the evaluators, thus enabling necessary synergy between the two parts of the process.

After those, the **on-line consultations** of the evaluators took place within following weeks, in order to compose their report. After that, they came to Montenegro for **third time**, on December 7-8, 2009. This time they met to finalise their findings, their work and through meetings with the project coordinator and rest of the University management, in order to get additional clarifications, provide another chance for the local input, and make final amendments to the Report on external evaluation.

3.2 WP2 – Gaining knowledge on evaluation of research and research management

Main objective of this WP was to prepare the project team for the processes of evaluation and strategic planning. Therefore, the activities within this WP were carried out at the same time as the WP1 activities.

Basically, two events took place:

- **Regional workshop on Evaluation of science and technology institutions and research management**, performed by the experts from the Manchester Institute of Innovation Research of the University of Manchester – UNIMAN;
- **Study visit to Brno University of Technology (BUT)**

Task 2.1 Organising a regional workshop on Evaluation of science and technology institutions and research management

It was also aimed at wider audience, from the region of the Western Balkans, apart from representatives from other universities in Montenegro.

The workshop took place from July 6 – 8, 2009, in Kotor, Montenegro. It was carried out by the Institute for Innovation Research of the University of Manchester in the organization of the University of Montenegro – EVOLUNIMONT team, helped by the Faculty for Tourism and Hotel Management from Kotor.

There were 35 participants at the workshop.

The workshop provided a good knowledge base about state of the art in the field of evaluation of research, scientific output and impact, the present historical moment in development of Universities in Europe and in the region and its relation to the research function and the third mission of the University. Lastly, the workshop provided a framework for considering different methodologies in strategic planning of the Universities.

The experts from the UNIMAN were Prof. Katherine BARKER and Maria NEDEVA.

The organisation of the workshop was also supported by the Ministry of Education and Science of Montenegro.

(more detailed information can be found in D 2.5)

Task 2.2 Establishing partnership through a study visit to a high rank European University

BUT was identified as an appropriate partner for this activity, due to the established services and support mechanisms they offer to the researchers.

The main purpose of the Study Visit was to acquire first-hand knowledge and experience through direct contact with BUT expert teams and practitioners in the field of research, technology transfer, incubation, and best practices in research management and research funding.

Three participants from Montenegrin side were involved into the visit: Ms Luisa MILIC, MSc, strategic planning expert, Ms Slobodanka KOPRIVICA, MSc, member of the project Advisory Board, and Prof. Dr Sasa MILIC, member of the project Management Board.

The visit took place on August 26 – 28, 2009, with following activities:

- Tuesday, 26th August:

Presentation on the Brno University of Technology and principles of financing R&D

Tour of the Rectory Building

Visit to the University's Technology Transfer Office (TTO)

- Wednesday August 27th :

Visit to the South Moravian Innovation Centre, part of which is the incubator of Brno University of Technology (<http://www.jic.cz/en/>)

Visit to the Czech Technology Park in Brno

- Thursday August 28th :

Final discussion with Prof. Michal Kotoul about the Study Visit

(detailed information on the event are subject of the D2.5)

3.3 WP3 – Developing the University of Montenegro Research Strategy

The process of strategic planning was designed having in mind the following objectives:

- Selection of a strategic planning expert to lead the process
- Inclusion of relevant stakeholders in the strategic planning process
- Development of the UoM Research Strategy

Task 3.1 Selection of strategic planning expert

The selection process took place in parallel with the selection of evaluators in the WP1. First it was based on an internal call for proposals, and the intention was to involve somebody from UoM staff. (*Terms of reference for strategic planning expert* are available as Appendix 4.2, page 34 in the project DoW)

However, since nobody from the local experts applied, it was then appointed to the only applicant, Ms Luisa MILIC, MSc, who lives and works in the UK, but is of Montenegrin origin, so, the it was able to carry out this process in the Montenegrin language and full participation of the research community was still possible.

She was selected in agreement with the Project Officer, and, since the costs of her work were above the allocated amount from the project budget, some adjustments were made.

Task 3.2 Preparation for Strategic planning workshop

It was the responsibility of the expert to prepare the process of strategic planning that took place after the reception of Report on external evaluation.

She worked closely with the project coordinator and her team on the task.

Next, the strategic planning expert was a member of the project delegation that visited Brno University of Technology in August 2009, where she gained new experience and acquired specific knowledge related to management in the sector of research.

Also, she took part in the Evaluation workshop in November, when she met the evaluators and they jointly discussed the strategic planning plans.

As to the background material, together with the project coordinator and members of the team she developed *Intermediate Delivery Planning Work Plan* for two periods: one from May to end of December 2009, and second from the period of January – March 2010.

Task 3.3 Strategic planning workshop

The next activity related to strategic planning was a 2-day workshop on formulating the Strategy that took place on January 27-28 on the Montenegrin coast.

Each of the University units appointed a person to be member of the Working Group for strategy development, and they took part in the workshop. The persons appointed were at the same time researchers and representatives of the unit management – deans, directors of the institutes, vice-deans for research or international cooperation. Also, a representative of the University professors and researchers forum took part, as well as representatives of the Montenegrin Academy of Sciences and Arts. The high University management also took active part: rector, vice-rectors and secretary general of the UoM.

In order to provide good preparation grounds and make the workshop as productive as possible, the *Strategic Research Planning Workbook* was developed and sent in advance to the participants. The workbook was in line with the activities planned and carried out at the workshop. The following aspects of the strategic planning were included:

- Planning audit
- Value audit brainstorming session
- Mission statement brainstorming session
- Strategic planning activity mind map exercise
- Vision statement brainstorming session
- Selection of research program priorities
- Goals, objectives, strategy formulation

What was characteristic of the workshop is high commitment of the participants as well as quality input to the strategic document.

Task 3.4 Debate and adoption procedure

The draft document was put to a two-step adoption procedure:

- Round table debate involving the research community was organised on March 19th, 2010. It was open to broader research public. Also, representatives of the media had a chance to talk to the rector, project

Dissemination level: RE

coordinator and strategic expert at a press conference held shortly before the beginning of the debate.

The Draft document was posted to the project web-site and research community and other stakeholders were notified on that in advance, so that they were able to read it and give informed comments and suggestions on the spot.

The impressions and comments were positive in general, from both: researchers that have not participated in the process, and members of the Working Group, since their opinion and inputs were appropriately incorporated into the Draft

- the document and the round table conclusions and recommendations are being forwarded to the University Governing Board (as the highest decision-making body of the UoM) for discussion and final adoption, which is currently pending

3.4 WP4 – Dissemination

Objectives of this Work Package are to:

- Inform the public, especially the interested groups, on the project and its importance for the future development of the UoM
- Enhance dissemination component of all the other activities of the project (workshops, meetings, public debates)
- Develop a web-site for promotion of the project and as a two-way communication tool
- Establish press relations for promotion of the project in the media, and take advantage of the project to raise the awareness on the role of the University in the knowledge-based society.
- Organise a final workshop at the conclusion of the project, after adoption of the University Research Strategy, as a distinguished public event
- Hire a PR assistant

Task 4.1. Open a vacancy for PR assistant (part-time) and hire the suitable candidate

Since there had been budgetary shifts in the project, due to the changes in strategic planning, it was decided that the tasks of PR assistant should not be separated from other activities of the Project Assistants. Also, the PR service of the University was involved in the activities related to press

Task 4.2 Establish press relations and produce promotional materials

Promotional materials (poster and brochure) will be developed and distributed within the research community to incite its interest in the project.

Media were invited to all relevant events organised under the umbrella of the project and TV and printed coverage was noted.

Task 4.3 Develop a web-site

The project web-site (www.evolunimont.ac.me) was created and posted, as a means of communication between the team members and with the research community, with important information on the project, information on events, related documents posting, etc

Task 4.4 Organise final workshop to disseminate the results of the project

As an opportunity to disseminate results of the project, the debate on the draft strategy event was used, since the Strategy document is the most important product of EVOLUNIMONT. All of the national intended representatives of the workshop (research community, line ministry, industry) took part in the event.

3.5 WP5 – Management

This WP had following objectives:

- Ensure smooth evolvement of the project
- Provide support to the central activities of the project (evaluation and strategic planning)
- Ensure participation of all the relevant actors in the process
- Ensure rational job division and compliance to the decision making processes established in the proposal
- Ensure compliance with the contractual obligations and financial regulations for the EC funded projects

Task 5.1 Overall project monitoring

Overall project monitoring was responsibility of the project coordinator.

She was in charge of the quality of deliverables and timely execution of project activities.

Special emphasis was put on the critical points of the project (evaluation Protocol, and consensus on the produced evaluation and Strategy).

She was in charge of communication with the Evaluation Committee and strategic planning expert.

The coordinator chaired the Management Board meetings.

Reporting to the Commission is also responsibility of the Coordinator.

Task 5.2 Event management

The team of assistants was in charge of the organisation of all events and meetings organised during the project:

- the stay and work of the team of evaluators, meetings, workshops and debates (WP1);
- logistics for the study visit and workshop (WP2);
- logistics of the strategy planning workshop and final debate
- boards meetings
- press relations

Task 5.3 Administrative and financial management

Administrative assistants provided support to the collection of materials for the evaluators (policy documents, reports, and fact sheets), translation to English and preparation of the calls for experts, keeping minutes and PR activities. Also, contracting of the evaluators and expert were among their tasks.

The coordinator, together with a project assistant, kept records of project finances.

The University accounting, together with a project assistant, was in charge of preparation of financial statements for the final report.

4 Deliverables and milestones

Del. no.	Deliverable name	WP no.	<i>Estimated indicative P-M</i>	Nature	Dissemination level	Delivery date
D2.1	Report on the workshop on evaluation of research and research management	2	0.1	R	RE	1
D3.2	Report on the selected expert for action planning	3	0.1	R	PU	2
D4.3	Web site	4	2	O	PU	3
D1.4	Self-evaluation document	1	1	O	RE	5
D2.5	Report on the study visit	2	0.1	O	RE	6
D4.6	Final plan for use and dissemination of foreground	4	0.2	O	RE	12
D2.7	Report on awareness and wider societal implications	2	0.2	R	PU	12
D5.8	Final report –m12	5	0.5	O	RE	12

List and schedule of milestones					
Milestone no	Milestone name	WP no's	Lead beneficiary	Delivery date	Comments
MS1	Protocol for evaluation of the University of Montenegro	WP1	UoM	M 3	(Written document)
MS2	Report on External Evaluation of Research at the UoM, including SWOT	WP1	UoM	M8	(Written document),
MS3	University of Montenegro Research Strategy	WP3	UoM	M12	(Written document)
MS4	Final workshop	WP4	UoM	M12	Project review

5 Project management

Apart from the project coordinator, who is at the same time the Vice-rector for international cooperation and research activities, Management Board and Advisory Board were the management bodies of the project. Also, even though not officially recognized within the project, University management (rector, Vice-rectors and University Secretary General) took active part throughout the process, which only confirms the general commitment to the project, and importance and role it played.

Members of the Management Board were members of the project team and different University units.

Members of the Advisory Board were representatives of the Montenegrin Academy of Sciences and Arts, Ministry of Education and Science, and other partners.

