



EXTERNAL EVALUATION

Final report on external evaluation

[Covering activities until 30th June 2011]

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Introduction

The aim on external evaluation in the project "Creating R&D Capacities and Instruments for boosting Higher Education-Economy Cooperation" (R&D Capacities) is to provide feedback to the project coordinator and partners concerning project progress, project interim results and communication within the project. The main aim is to ensure the sustainability of know-how transfer, analyses and development work resulting in the establishment of the R&D Service Centres at the four South Eastern European partner universities¹. So the **focal point on external evaluation lies on the establishment and maintenance of the R&D Service Centres** (according to the proposal outcomes 3, 4 and 5). This process started in the second project half and accompanied the project until approximately 6 months before its official end, a timeframe in which feedback during the project can also be implemented by change processes and corrective measures if necessary.

The following steps on external evaluation have been implemented:

1. Initial external evaluation
2. R&D Service Centres: Implementation status and plans I
3. Progress evaluation
4. R&D Service Centres: Implementation status and plans II
5. Final report on external evaluation

Steps 1 and 2 consisted of the analyses of the documents which have been provided in the interim reporting period of the project (the starting point on external evaluation) and interviews with R&D Service Centres representatives at the meeting in Montenegro. The results were summarised in the 1st report on external evaluation "R&D Service Centres: Implementation status and plans I" (25/11/2010).

The progress evaluation (step 3) was based on the available project documentation as well as a questionnaire answered by each of the four R&D Service Centres. The results were summarised in the external progress evaluation report (15/03/2011).

Steps 4 and 5 consisted on interviews with R&D Service Centres representatives at the meeting in Macedonia by discussing the implementation status and the completion of a questionnaire that was finalised in July 2011. The results of these two steps and the previous reports are the bases for this document, the final report on external evaluation.

This document combined with the previous two written external evaluation reports outlines progress which was made in the project and thereby mainly focuses on the development of the R&D Service Centres. The final report on external evaluation also repeats some recommendations which have been highlighted before and points out challenges which appeared during the project implementation.

It has to be mentioned that the project R&D Capacities will be finalised in January 2012. So this report is not a summative evaluation on the very end of the project. The purpose to draft the final report on external evaluation approx. 6 months before the end of the project is to give partners time to implement measures wherever possible and realistic within the given capacities.

¹ Following Partner Country Universities are involved in the project (in brackets abbreviations used): Ss. Cyril and Methodius University (U. Macedonia or UM), University of Sarajevo (U. Sarajevo or US), University of Prishtina (U. Prishtina or UP), University of Podgorica (U. Montenegro or UoM).

Executive Summary

The final report on external evaluation which summarises the main results of the external evaluation process is issued six months before the end of the TEMPUS project R&D Capacities, to give partners the chance to consider the evaluation results in the finalisation phase of the project. External evaluation mainly reflects on the development of the R&D Service Centres at the four partner country universities (PCU) and the sustainable installation of these centres.

Chapter 1 “R&D Service Centres: Evaluation against proposed targets” summarises the conformity of project outcomes and activities to outputs and activities defined in the project application and the revised work plan. Thereby output 3, 4 and 5 mainly address R&D Service Centres.

In general most activities defined concerning the “Establishment of R&D Service Centres at each PCU” (Output 3) and the “Development of R&D services and instruments at each PCU” (Output 4) have been implemented or are under progress and will be finalised until the project end. Also activities concerning the “Implementation of pilot project at each PCU” (Output 5) have been reported but here a better documentation of activities, selection and evaluation procedures will be necessary.

An overview about achievements of the R&D Service Centres which have been investigated by progress (01/2011) and final (07/2011) evaluation questionnaire are outlined in the following chapter. There an overview about service centres staff and infrastructure, the main services developed and implemented as well as the pilot projects is provided. This underlines the comments made in chapter one and at the same time is, together with information gathered at interviews with R&D Service Centre representatives (09/2010 and 05/2011), the basis for the conclusions outlined in the last chapter “Challenges and Recommendations”.

Challenges for the future of the R&D Service Centres are mainly grouped around the two subject areas “Staff and Infrastructure” and “Services and Cooperation”. Thereby on the one side the importance of human resources and the general positioning of the centre in the university structure and the commitment and support are discussed. On the other side we discuss main challenges of certain services like support and consultancy in fundraising and international project management, networking support and collaboration with industry and the introduction of a database and newsletter but also refer to more general processes in the R&D Service Centres like dissemination and public appearance and monitoring and quality assurance.

R&D Service Centres: Evaluation against proposed targets²

The R&D Capacities project application defines the main outcomes and activities related to the R&D Service Centres in Output 3, 4 and 5:

- Developed R&D Service Center at each PCU
- Developed R&D services and instruments at each PCU
- Implemented pilot projects at each PCU

The following summary outlines how far the envisaged outputs and activities have been implemented until approx. six months before the project ends.

Establishment of R&D Service Centres at each PCU (Output 3)

All four R&D Service Centres have been physically established, have between one and three full time equivalent staff (which is also co-financed by the TEMPUS project R&D Capacities) and have access to appropriate infrastructure. Different approaches have been chosen whereby three of the service centres are closely connected to other university services and partly share resources: The R&D Service Centre at U. Montenegro collaborates with University International Relations Office, at U. Prishtina with Academic Development Office and Unit for Quality Assurance and at U. Macedonia it is established as a part of the grid of Centres CIRKO (Centre for research, development and continuous learning) owned by the Faculty of Mechanical Engineering. At U. Sarajevo the R&D Service Centre is part of the rectorate.

So within output 3 activities 3.1, 3.2 and 3.3 have been fulfilled. Activity 3.4, the definition of business plans, has also been implemented whereby an intensive revision process has been launched to elaborate business plans which are valuable for the future positioning of the R&D Service Centre.

Development of R&D services and instruments at each PCU (Output 4)

A status quo analysis was conducted to define available services at EU universities and potential services for the R&D Service Centres (Activity 4.1) and selected services and instruments (Activity 4.2) have been developed and already offered. This is also closely connected to the development of the business plans. The main services which have already been offered by all centres are so far to support the preparation of applications for project funding, to provide information about funding opportunities for research projects and to organise events. These services shall be enhanced and will be provided in future.

The service centre staff received peer support and training at/from the EU partners (Activity 4.3). The support process is still under progress by ongoing communication within the R&D Capacities project consortium and visits from EU universities to Partner Country Universities (PCUs).

All R&D Service Centres report to work on the collection of data for the researchers and projects database and have partly already entered data (<http://www.rd-database.org>). (Activity 4.4) The databases will also be one of the future services of all centres. The project database

² See overview on progress evaluation results for more detailed information about the four R&D Service Centres.

currently (08/2011) mainly contains information provided by U. Sarajevo, in the researchers database there is only few information about researchers at the four Universities.

The centres at the Universities Sarajevo and Montenegro have created their own R&D SC websites where general information and actual news are published.

Activity 4.5, status quo analysis³ of impact point systems, will be implemented by September 2011 according to the revised work plan for 2011/12.

The consortium agreed to publish common newsletters instead of an e-science magazine (Activity 4.6) which are distributed by the project partners. Two common newsletters have been sent out.

Implementation of pilot project at each PCU (Output 5)

All service centres have started to select pilot projects. (Activity 5.1) The planning and implementation status is rather different at the four service centres (see the overview about pilot projects in the next chapter.) In general the definition of what a pilot project can be is rather open in the project application. It says that researcher groups will be selected and by the offered services motivated to intensify their research efforts. It is necessary to make a clear documentation of this process and to outline how which researcher groups have been selected and how they have been supported. (This is closely connected to the comment below about the QA system.)

Activity 5.2 is related to the implementation / operation of the defined services, as summarised in the services overviews in the next chapter.

It is so far not clear which quality assurance and evaluation systems for the offered services have been/will be introduced and applied at any of the partner country universities as planned in Activity 5.3. But Activity 5.3. is currently running and the consolidation process shall be finished until October 2011. As a consequence it is also not clear which improvements were made based on the evaluation of the services. (Activity 5.4)

³ According to the revised workplan 2010/2011 the initially planned "development and implementation of an impact point system" was changed to "status quo analysis of an impact point system" because of different already developed approaches at the PCUs.

Achievements

Staff and Infrastructure

There were no significant changes in the infrastructure of the centres during the half year period (01-06/2011). All centres operate as established.

R&D SC	U. Prishtina (UP)	U. Montenegro (UoM)	U. Macedonia (UKIM)	U. Sarajevo (UNSA)
Number of staff (full time equivalent) in the R&D SC	2	01/2011: 2 (1 full t. equivalent) 06/2011: 1,5 full t. equivalent	1,5	3
Office Location (Address)	University of Prishtina - Faculty of Philosophy, Room 107. Str. Mother Tereza, n.n. 10.000 Prishtina – Kosovo	Cetinjska 2, Podgorica	Faculty of Mechanical Engineering - New Building 3th floor, Ruger Boskovik b.b., 1000 Skopje, Republic of Macedonia	Zmaja od Bosne bb
Office space (approx. m ²)	20		40	48
Number of PCs/Laptops	2PC	2PC, 2LT	5	4
Internet connection	Analog/ISDN	10-100Mbit	10-100Mbit	DSL-Light
Other office infrastructure	Tel/Fax, scan, copy machine			TV LCD, fax machine, printer machine, scanner, 2x cordless phones, projector, DVD.
Additional Information	Supporting Unit of Scientific Research operates under the Academic Development Office (ADO) at the University of Prishtina. We share office and infrastructure together with ADO and Unit for Quality Assurance (UQA).	The Centre staff closely cooperates (and shares staff and office space) with the University International Relations Office. RD Staff is situated in the Rectorate building of the UoM, in 2 separate offices. It has at its disposal several meeting halls, as the rest of the Rectorate.	The Centre is being established as a part of the grid of Centres CIRKO (Centre for research, development and continuous learning) owned by the Faculty of Mechanical Engineering .	So far, we have to say that R/D SC didn't manage to establish strong relationships with other Centres. We only had a meeting at the institute for genetic engineering and biotechnology where we tried to present the Centres services. Maybe it is worth to say that we have applied for one Tempus Project jointly with the World University Centre of Sarajevo.

Services until 01/2011

U. Prishtina	U. Montenegro	U. Macedonia	U. Sarajevo
<p>Collecting information for research and development activities in the Faculties of the UP</p> <p><i>Achievements: Data collection forms distributed to all 17 faculties of the University</i></p>	<p>Assistance in writing project applications</p> <p><i>Achievements: We assisted in writing one successful TEMPUS application in 2010. (DellCo project). We assisted in writing two TEMPUS applications in ongoing call. Consultancy in several other applications (TEMPUS, IPA, Report).</i></p>	<p>Direct support to project application</p> <p><i>Achievements: 5 project applications submitted</i></p>	<p>Support with Tempus project application</p> <p><i>Achievements: Two TEMPUS applications submitted. Five clients to whom we offered our service; Three of them worked with us on concrete projects using our service; Five project initiated; Feedback is very positive as the R/D SC is a unique as such at our University. Revenue depends on whether the projects will accepted for grant by EC.</i></p>
<p>Support to research project writing and preparation</p> <p><i>Achievements: 5 project proposals supported</i></p>	<p>Assistance in project management</p> <p><i>Achievements: 4 TEMPUS and one IPA project are currently managed by R&D centre. We offered advisory assistance to many other project at UoM.</i></p>	<p>Disseminate information on relevant programmes</p> <p><i>Achievements: In the scope of the Researchers' Night 15 researchers contacted the R&D Support Centre Staff</i></p>	<p>Financial management of the Tempus project (Setting up the budget for Tempus project)</p> <p><i>Achievements: s.a.</i></p>
<p>Dissemination of information and coordination of research activities.</p> <p><i>Achievements: Continuous information dissemination about research events/calls for UP staff/researchers, such as: FP7, Tempus, MEST call for proposal, Kosovo week of science, research workshops, scientific journals and conferences, etc. Series of meetings with European commission leasing office in Kosovo, Series of Ministry of Education, Science and Technology, Series of meetings OSCE, etc.).</i></p>	<p>Dissemination of information on funds, open calls</p> <p><i>Achievements: Two presentations at the Ministry and two presentations at UoM.</i></p>	<p>Targeting funds</p> <p><i>Achievements: Offered info for funding scheme requirements and criteria to 12 researchers</i></p>	<p>Organization of the conferences/events</p> <p><i>Achievements: Two events organized in cooperation with R&D SC. Federal ministry for science and education used R&D SC as a coordinator for complete organization. Feedback is positive; two projects initiated; One client; In total for the organisation of two events R&D SC earned 5100 BAM.</i></p>

Developing cooperation and networking	Contracts with industry	Fostering cooperation between academia and industry	
Coordination of research activities -Developing criteria for application of Kosovar researchers	Organization of trainings, workshops	Organization of International Conference on Entrepreneurship, Innovation and Regional Development	
Coordination of research activities - Developing primary research regulation according to Bologna declaration standards.	Contacts with international partners (together with IRO)	Establishing links with the university alumni for future cooperation	
Support to research activities at UP		Support for drafting National Innovation Strategy 2012-2020	

Services 01/2011 – 06/2011

U. Prishtina	U. Montenegro	U. Macedonia	U. Sarajevo
<p>Science Strategy (Development of the first draft of scientific strategy for the University of Prishtina.)</p> <p><i>Achievements: Establishment of the working group for development of scientific strategy for the University of Prishtina. The working groups consist by twenty members with high professional background. The working group has identified the objectives and activities of the strategy.</i></p>	<p>Project management (offered to university, researchers, professors)</p> <p><i>Achievements: At the moment we manage 5 EU projects (3 of them to expire until the end of 2011.). We discuss to take over management of 3 more projects.</i></p>	<p>Direct support to project application</p> <p><i>Achievements: 5 project applications prepared: 1 in the CIP/EIP program 2 in the USAID Development Grants Program Sector: Microenterprise 2 SEE Transnational program – 3rd call</i></p>	<p>R&D SC was a part of a big conference organization. The intention was to foster our service "Event organization". All three employees were engaged on this conference.</p> <p><i>Achievements: Revenue: some honoraria for the R&D SC staff; Qualitative achievement: some new contacts.</i></p>
<p>ISI web of science (Organization of training session for the UP academic staff.)</p> <p><i>Achievements: Four training sessions for all academic staff of the 17 faculties. Distribution of knowledge how to access to the ISI web of science; how to establish contacts with the international science community; how to publish in scientific journals with impact factors.</i></p>	<p>Project application (Consultancy and assistance in project application process; keeping record.)</p> <p><i>Achievements: We took part in 5 project applications in last six months, 3 of them were successful.</i></p>	<p>Make a list of contacts that exist from former projects at your university / faculty</p> <p><i>Achievements: 13 project data collected</i></p>	

<p>Dissemination of information and coordination of research activities.</p> <p><i>Achievements: Continuous information dissemination about research events/ calls for UP to staff/researchers, such as: FP7, Tempus, MEST call for proposal, Kosovo week of science, research workshops, scientific journals and conferences, etc. Series of meetings with a European commission leasing offices in Kosovo, Series of Ministry of Education, Science and Technology, Series of meetings OSCE, etc.).</i></p>	<p>Organisation of events, dissemination and training</p> <p><i>Achievements: R&D Centre is currently running the Fair of young inventors in Montenegro.</i></p>	<p>Disseminate information on relevant programmes: Organizing of a International Conference for Entrepreneurship, Innovation and Regional Development</p> <p><i>Achievements: 477 participants (researchers, policy makers, entrepreneurs, etc.); 186 full academic papers from 377 authors, coming from 42 Countries</i></p>	
<p>Developing cooperation and networking: Supporting the memorandum of understanding between the University of Prishtina and the Montana University of Leoben.</p> <p><i>Achievements: Memorandum of understanding between the University of Prishtina and Post Telekom of Kosova for further cooperation.</i></p>	<p>Contacts with industry and agencies</p>		
<p>The R&D Service Center has developed the new regulation for doctoral studies, forms of evaluation, guidelines and procedures according to the Bologna declaration standards.</p>			
<p>Project promotion material - University of Prishtina, project: Creating R&D Capacities and Instruments for boosting Higher Education-Economy Cooperation (on going activity).</p>			

Services defined in the TEMPUS project application

Service	U. Prishtina	U. Montenegro	U. Macedonia	U. Sarajevo
Establishment of IT-based information system (4.4) ⁴	<ul style="list-style-type: none"> - Developed data base with the UP professors (1500 UP staff connected) - Data base industry (10 companies contacted) - Collection of data for data base on projects and researchers. 	<ul style="list-style-type: none"> - Web-site of the centre has been developed www.rd.ac.me - Database on ongoing EU projects is currently being developed. 25 EU projects in database currently. - Collection of data for data base on projects and researchers. - Database on researchers is developed by the national Ministry, so R&D Centre does not develop such database. 	-	<ul style="list-style-type: none"> - SC website www.rdc.unsa.ba - Collection of data base on projects and researchers. There are already in a large amount of projects and a few (approx. 10) researchers.
Status quo analysis of the impact point system (4.5) [Development and implementation of an impact point system] ⁵	According to updated project plan in summer/autumn 2011			
Development and implementation of an e-science magazine (4.6) [changed to newsletter]	Development of four R&D Newsletter and distribution to the business, academic and researchers communities.	e-mail addresses of researchers from the institution, as well as important governmental and industry players to whom newsletter will be sent was established. Newsletters are to be launched together with IRO. → Under preparation, due to limited capacities, launching has been postponed from June for October.	Two Newsletters has been developed. 261 recipients, mainly from the Uni management and the Technical-technology campus has received the first two Newsletters and has respond to it very positively	Newsletter is already created.

⁴ Within the framework of the project a database system was developed to cover researchers' profiles and projects at university level; the collection of data for this is in different stages at the four PCUs. Additionally, the R&D SCs and their universities pursue similar activities on university or national level (see above).

⁵ This activity has been revised in the workplan for 2010/2011 and will now *only include a status quo analysis* of the impact point system at the PCUs, to be carried out during September 2011.

Pilot projects

U. Prishtina	U. Montenegro	U. Macedonia	U. Sarajevo
<p>1. Project title: "Understanding and Mitigating Potential Food Safety Risks Associated with Smallholder Dairy Farms in Kosovo and the United States of America"</p> <p>Project Objectives: Collaboration between experts from Wisconsin and Kosovo will serve a dual purpose to:</p> <ul style="list-style-type: none"> – Helping Kosovo improve their ability to identify and address food safety risks; – Conduct a risk assessment of milk quality at collection sites in Kosovo to identify current practices and create a comprehensive baseline measurement of the present state of milk quality at collection sites. – Collaborative field-based research with university, government, and extension specialists from the United States and Kosovo in order develop, based on information collected during the first stage of the project, a pre-harvest food safety program that <ul style="list-style-type: none"> – Increases milk quality and enhances food safety, – Deliver program using a co-teaching model administered jointly by American and Kosovar faculty and extension agents; – Use these research and training activities to develop a risk assessment tool for evaluating food safety risks associated with the collection and distribution of milk from small scale collection sites – Used in Kosovo to improve the quality and safety of milk – Adapted for use in the United States for evaluating milk quality and food safety risks in the burgeoning domestic farmstead dairy industry. <p>Stakeholders involved: University of Wisconsin – Extension; University of Minnesota; Milk Industry in Kosovo (Milk Processing Association, Milk Producing Association), The University of Prishtina – The Faculty of Agriculture and Veterinary, and Ministry of Agriculture Forestry and Rural Development of Kosovo.</p>	<p>We already participated in writing 3 TEMPUS and one IPA proposals and this maybe can be considered as pilot projects. Another project R&D centre is currently working on is the Fair of Youth Innovation of Montenegro. The partner on the project is Foundation "Young Inventors of Montenegro". The promotion of the project is to be done by PR office at U. Montenegro. The project will last from February until October 2011. The goal is to encourage students to propose their innovative ideas in different fields of Science, Engineering and Social Sciences. The Board formed at U. Montenegro will make selection of proposals and provide advices for young inventors. Finally, in October, the selected ideas will be presented at Fair of Young inventors. There is also intention to provide small grants for selected ideas. Starting from March, we will try to implement more relatively small local pilot projects. This will be done after contacts with local industry. At the moment, selection has not been completed, several ideas are being discussed.</p>	<p>R&D SC Staff already took part in:</p> <ul style="list-style-type: none"> + Preparation of full applications for Cross-border collaboration program Macedonia - Greece (waiting for approval): <ol style="list-style-type: none"> 1. "Facilitating Knowledge Transfer for Green Supply Chain Management in the Greece-FYROM Interregional Area (Green Logistics)" , 2. Promoting "Standardization - Certification - Market - Control" In the Interregional Areas of GREECE - FYROM IPA Cross Border Program (MARKET CONTROL) + Participation in already running project within SEE Transnational Cooperation Program: <ol style="list-style-type: none"> 3. "SEE-IFA Network - South East European Innovation and Finances Network" + Application in USAID call on the Development Grants Program (Passed on Concept note, but it was rejected at full application phase) 4. Entrepreneurial Macedonia + Application in SEE Transnational Cooperation Program (passed 1st round, but failed on final application): 5. Show-IN-novation 	<p>Pilot projects are actually the services offered so far. Thus, we can say the same for pilot projects as for the services.</p> <p>Update 06/2011: No changes reported</p>

<p>Financed by: USAID Total budget: 1.169,58 \$ US Duration of the Project: 2 year (January 2011 – December 2012)</p> <p>2. Title of the Project: Development of University Education and Research Programme for the Water Sector In Kosovo</p> <p>Project Objective: The goal of the Support to the Kosova Water Task Force (WTF) is to establish a conducive legal framework, Identify missing profiles/ subjects (programmes) to the University of Prishtina; Develop jointly with different ministries and the University of Prishtina faculty members a program of graduate and post-graduate studies to be taught at the Faculty of Water and Environmental Engineering, or other suggested faculty, e.g. project management, environmental management or similar; Estimate resources needed for operation of such programmes and identify foreign institutions of higher education willing to cooperate and support (e.g. the University of Prishtina) in this field; Prepare a program for collaboration between MESP and MEST to enable doctoral studies to be used for particular research projects in the water sector; Establish stimulus mechanisms for universities (public and private) to open such departments. Stakeholders involved: Kosova Water Task Force Prime Minister office; University of Prishtina (Faculty of Natural Sciences; Faculty of Civil Engineering and Architecture; Faculty of Agriculture) Ministry of Agriculture Forestry and Rural Development of Kosovo, Ministry of Environment and Special Planning; Water regulatory bodies, etc. Financed by: Kosova Water Task Force Total budget: No financial resources delivered to UP Duration of the Project: 5 months (October 2010 – February 2011)</p>	<p>Update 06/2011: The project "Fair of young inventors" is currently ongoing and is to be completed in January 2012. This event is organized together with Foundation for young inventors in Montenegro.</p>	<p>Update 06/2011: South East European Development, SEED (SEE Transnational program – 3rd call)</p> <p>SEE Smart specialization regions using the platform and new cluster policy learning regions using the platform and new cluster policy learning (SEE Transnational program – 3rd call)</p> <p>Strengthening the micro and small enterprise sector via public-private dialogue – USAID call for proposals (Development Grants Program Sector: Microenterprise)</p>	
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Challenges and Recommendations

Staff and Infrastructure

Human resources

During the R&D Capacities project staff costs for the administration and management of the service centers are co-financed. Nevertheless all center representatives expressed that in future additional staff or/and staff which is explicitly assigned to activities of the R&D Service Center (and not “shared” with other units) will be necessary to implement the ambitious business plans. A key success factor for the future of the centers will also be certain staff continuity, supported by clear job/role definitions, empowerment, vision and mission of the center, organisation structure, responsibilities as well as clear work contracts etc.

Position within the university

In the interviews the representatives of the R&D Service Centers expressed that progress was made to strengthen the position of the center within the university (faculty) structure, to clarify responsibilities and to foster the commitment of authorities. For the sustainability of the R&D Service Centers it is on the one hand important to offer well elaborated, relevant and significant services to the target groups, what is the responsibility of the service center. On the other hand commitment and support by the responsible university authorities is of high importance to safeguard the existence of the R&D Service Centers after the end of the TEMPUS funding period.

Services and Cooperation

Support and consultancy in fundraising and international project management

All service centres offer information about funding possibilities to researchers, participate/d in the preparation of project applications and partly manage projects. These services seem to be successful and well defined.

A challenge concerning these services is to define how to select researcher groups and how to decide to whom which service is offered. As pointed out above even the selection process for the pilot projects is rather unclear. Taking into consideration the limited (staff) resources of all centres, the definition of clear selection procedures, priorities etc. (like also planned in the R&D Capacities project application) is essential for the sustainability of the R&D Service Centres.

Currently most mentioned projects are in the framework of TEMPUS focussing on the modernisation of higher education in general. To really support research (researchers searching for funding possibilities for their work) a stronger focus on other funding opportunities like the European framework programme (FP7) and other programmes directly focussing on research and innovation seems appropriate.

Dissemination and public appearance

During the project R&D Capacities several dissemination activities have been implemented and dissemination and target group orientation is also one important item in the business plans. Own events and organisational support to the university to organise events has been provided, supporting the visibility of the centres.

But once again it has to be highlighted that the TEMPUS project R&D Capacities is not represented sufficiently at some of the PCUs websites. It is recommended to place a project description, a link to the project website (www.rd-capacities.org) and the website of the respective R&D Service Centres in those cases where this has not been done yet.

The R&D SCs at U. Sarajevo and U. Montenegro have already developed centre websites. But the web-appearance of the project R&D capacities in general and specifically the R&D Service Centres and the offered services at U. Prishtina and U. Macedonia is not appropriate.

Networking with industry

As highlighted in previous evaluation reports there seems to be still a lack in ideas how to support university-enterprise collaboration. Even if some approaches have been launched like the collaboration with business incubators (U. Montenegro) there is less evidence for clearly targeted networking with industry. In the project application there is a clear commitment to support a stronger collaboration between university and economy. Obviously this topic is difficult for all PCUs because of various reasons (for example missing tradition in university-enterprise collaboration like highlighted in interviews and also in the previous evaluation report).

Introduction of a database and newsletter

These services are explicitly defined in the R&D Capacities project application but so far have only partly been implemented by the project partners.

The database established by the project (www.rd-database.org) currently provides only very limited information about projects and researchers at the four universities. It has to be filled with more information and also future maintenance has to be clarified to make it a sustainable source of information.

The status of newsletters is rather different at the service centres. It has to be highlighted that this instrument is important for the internal and external awareness of the work of the centre.

Monitoring

As already mentioned in the previous evaluation report each R&D Service Centres should define processes to monitor and evaluate the different services financially and in terms of impact on the target group/s. These processes should include quantitative (for example numbers of persons addressed with a certain service, participants, success rates etc.) and qualitative (for example satisfaction) indicators.