

Internal Report No. 9

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Project acronym:	ADA
Project full title:	Advanced Data Analytics in Business
Project No:	598829-EPP-1-2018-1-RS-EPPKA2-CBHE-JP
Funding scheme:	ERASMUS+
Project start date:	November 15, 2018
Project duration:	36 months

Abstract	This report is integral Internal Report No. 9, i.e. the report of internal quality control and monitoring of the ADA project, for the period from 15 June 2022 until 14 November 2022 and it is a result of the activity 5.3 Internal Project Control and Monitoring. It consists of the internal quality reports of each project partner as well as a summary of all activities during reporting period.
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UNIVERSITÀ DEGLI STUDI DI ROMA



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Internal Report No. 9 - Summary

Internal Report No. 9 is a regular, periodical report of quality control and monitoring of the Erasmus+ ADA project. It is scheduled by WorkPlan in the Project Application and covers period from 15 June 2022 to 14 November 2022, i.e. end of the ADA project. The Report is an output of the project activity 5.3 Internal Project Control and Monitoring. Each ADA project partner prepared its own internal report, with more details about the activities, experienced problems and measures taken by each partner and all these reports are presented in the Annexes section.

One of the most important outcomes of the ADA project is the implementation of new master study programs in advanced data analytics at three Serbian HEI partners. Since UNS and UB have accredited their study programs in the previous period, during the reporting period both institutions enrolled the first generation of the students at the new master study program (accredited under ADA project) and started with the lectures in October 2022. Part of the lectures at UNS was organized by the professors from foreign universities-project partners, with the support of the ADA project. Third Serbian partner, UNI, has successfully ended the process of accreditation of its new master study program by the National Accreditation Body. First enrolment call for the students to the ADA in Business master course has been published in October 2022 and the second call for enrolment will be published in December 2022.

Regarding the second cycle of LLL courses, organized during previous reporting period, as planned by the Project application and Quality and Assessment plan of the project, the survey of the quality of the LLL courses was performed by UNIKG, responsible for WP5 Quality control and monitoring and also for the implementation of LLL program. The survey was organized online, using Google Forms and survey template for LLL



courses, from the Quality and Assessment plan, adapted to online courses. An e-mail invitation was sent to each applicant to the course, followed by two reminders, to those who didn't reply to the first invitation. All LLL courses were highly graded by the attendees, with average grades ranging from 4.37 to 4.86 (on a scale 1-5).

Thanks to the fact that the situation with the COVID-19 pandemic was improved, some training study visits and coordination meetings both, in the Republic of Serbia and the EU, were successfully organized. Also, some remaining activities related to the subcontracting of various promotional activities has been done at Serbian HEI partners.

Since the ADA project officially ended on November 14, 2022, we expect a lot of activities related to the preparation of the Final report and project documentation administration in the following few months.

ANNEXES

Internal report No. 9

- University of Novi Sad, Serbia
- University of Belgrade, Serbia
- University of Niš, Serbia
- University of Kragujevac, Serbia
- Vienna University of Economics and Business, Austria
- Cergy Paris Universite (CY TECH - former EISTI)
- University of Rome Tor Vergata, Italy
- Centre for Research and Technology Hellas, Greece
- Serbian Association of Managers, Serbia



INTERNAL REPORT No. 9

Project partner	University of Novi Sad, Serbia (UNS)
Reporting period	15.06.2022 – 14.11.2022
Description of all activities realised by project partner during reporting period and achieved results:	<p>Entrance exam for students was organized.</p> <p>The teaching at ADA master has started on October 1st 2022.</p>
Have you experienced any problems or deviations from the plan and schedule (and which)? (explanations for tasks not fully implemented, critical objectives not fully achieved and/or not being on schedule. Explanation of the impact on other tasks, available resources and the overall planning)	All other activities are going according to a plan.
Measures undertaken to overcome problems and shortcomings:	-
Suggestions for other partners and for future period (if any):	-



Activities planned for the following reporting period:	Preparation of the Final report.					
Estimated degree of realisation of the WP activities (from LFM matrix of project proposal) for which project partner is responsible for (to be filled only by project partners leading work package):	WP1 Development of a new program in Advance Data Analytics in Business					
	Activity	0%-20%	20%-40%	40%-60%	60%-80%	80%-100%
	1.1 Analysis of best practice and comparative analysis					X
	1.2 Learning outcomes and competencies					X
	1.3 Program, modules, syllabi of all courses and ECTS					X
	WP6 Management of the project					
	Activity	0%-20%	20%-40%	40%-60%	60%-80%	80%-100%
	6.1 Project coordination meetings					X
	6.2 Efficient overall project management					X
	6.3 Efficient local project management					X
	6.4 Interim Report (IR) and Final Report (FR)					X
Prepared by:	Mirko Savić					
Date of reporting:	14/11/2022					

Note: Please add relevant attachments to this report (when applicable)

INTERNAL REPORT No. 9

Project partner	University of Belgrade, Serbia (UB)
Reporting period	15.06.2022 – 14.11.2022
Description of all activities realised by project partner during reporting period and achieved results:	<p>WP2.4 Study visits of staff from Serbia to EU</p> <p>No study visits have been made in the second half of 2022. The start of the new academic year was a very busy period for UB staff and no travels could be made.</p> <p>WP2.5 Preparation of the courses and teaching material</p> <p>There have been minor updates here during this reporting period. The first generation of students was enrolled in October 2022 and minor adaptations of the teaching materials have been made in order to meet the needs of the students. The materials will be continuously updated as the academic year and the classes progress.</p> <p>WP2.6 Preparation of the LLL program</p> <p>No LLL courses have been organized by UB in this reporting period. UB plans to organize such courses periodically after the end of the project.</p> <p>WP2.7 Preparations for accreditation of the new study programs</p> <p>The master study program <i>Advanced Data Analytics</i> at UB has got its accreditation approval from the National Accreditation Body of the Republic of Serbia in 2021. Unfortunately, the first call for applicants for this study program was unsuccessful due to the issues caused by the administration of UB, although there were about 50 applicants. The call was canceled eventually, and the new one has been announced in the Summer of 2022. In October 2022, the first generation of students enrolled (18 students, only those who have satisfied the</p>



	<p>conditions about the fluency of English and the minimum background knowledge).</p> <p>WP3.2 Implementation of the new program</p> <p>The classes with the first generation of students have started in October 2022 and are currently ongoing. The students did not have to pay for the tuition fee in this academic year.</p>
<p>Have you experienced any problems or deviations from the plan and schedule (and which)?</p> <p>(explanations for tasks not fully implemented, critical objectives not fully achieved and/or not being on schedule. Explanation of the impact on other tasks, available resources and the overall planning)</p>	<p>Yes.</p> <p>WP2.7 Preparations for accreditation of the new study programs</p> <p>Due to the administrative issues with the management of the UB, the January 2022 call for applicants was canceled, resulting also in the program not being offered in the Spring semester of the 2021/22 academic year (starting Feb 2022). The ADA project team from UB has spent a lot of time struggling to persuade the management of the UB to announce a new call. The new call has been announced in the Summer of 2022 and the first generation of students has enrolled in October 2022. The classes started in Early October 2022.</p>
<p>Measures undertaken to overcome problems and shortcomings:</p>	<p>The Project Coordinator has been notified of the issues with the first call for applicants. He was following the situation closely and has tried to contact the Vice Rector of the UB responsible for announcing the new call. This contact has given no results. The Project coordinator has also informed the Project Officer of the issues. Eventually, the ADA project team from the UB has undertaken a lot of diplomatic efforts in an attempt to persuade the Vice Rector to adhere to the Grant Agreement and approve the announcement of another call for applicants in accordance with the Grant Agreement. The new call has been announced in the Summer of 2022 and the first generation of students has enrolled in October 2022. The classes started in Early October 2022.</p>



Suggestions for other partners and for future period (if any):	Have the responsible people from your university really read the Grant Agreement before undertaking any other step. Make sure to talk only to <i>supportive</i> people, not to those who are not. If your university management does not stick to the Grant Agreement because they did not read it carefully, or because they have ideas other than those clearly stated in the Grant Agreement, it can cause a lot of trouble.					
Activities planned for the following reporting period:	Preparation of the Final report.					
Estimated degree of realisation of the WP activities (from LFM matrix of project proposal) for which project partner is responsible for (to be filled only by project partners leading work package):	WP2 Preparations for implementation of new master program					
	Activity	0%- 20%	20%- 40%	40%- 60%	60%- 80%	80%- 100%
	WP2.1 Purchase of equipment					X
	WP2.2 Organization of workshop in Serbia on teaching methodology in advanced data analytics					X
	WP2.3 Preparation of the Guide in methodology					X
	WP2.4 Study visits of staff from Serbia to EU				X	
	WP2.5 Preparation of the courses and teaching material					X
	WP2.6 Preparation of the LLL program					X



	WP2.7 Preparations for accreditation of the new study programs					X
	WP2.8 Development of the ADA project booklet					X
Prepared by:	Vladan Devedžić					
Date of reporting:	14.11.2022					

Note: Please add relevant attachments to this report (when applicable)

INTERNAL REPORT No. 9

Project partner	University of Nis, Serbia (UNI)
Reporting period	15.06.2022 – 14.11.2022
Description of all activities realised by project partner during reporting period and achieved results:	<ul style="list-style-type: none"> -University of Nis successfully finished the process of accreditation of master study program Advanced Data Analytics in Business (in English and in Serbian). -First enrolment call has been published in October 2022. - Team members conducted intensive promotion in order to start the new study program with the first generation of students more effectively. - Team members actively participated in meetings organized by SAM, which aimed to define measures to intensify activities in the promotion of the new study program. -Team members from UNI participated in project consortium meetings which were held in period October 24-27, 2022 at the University of Rome Tor Vergata. During the meetings, together with partners from UNS, UNIKG and UNITOV, team members analyzed the realization of the activities in ADA projects and achieved results, and made plans for the preparation of the Final report of the ADA project. - Two meetings were held with members of the UNIKG team on the topic of preparation of the Final report.
Have you experienced any problems or deviations from the plan and schedule (and which)? (explanations for tasks not fully implemented, critical objectives not fully achieved and/or not being on schedule. Explanation of the impact on other tasks, available resources and the overall planning)	<ul style="list-style-type: none"> -According to the plan, activity 3.1. Accreditation of the master study program was meant to be realized in the period between October 2019 and the end of March 2020, but due to Covid-19 pandemic and transitions to a new mode of operation at universities, all activities have been postponed. - The management of the university did not adequately support the implementation of promotional activities related to the new study program



Measures undertaken to overcome problems and shortcomings:	Team members, relying on their own and faculty resources, implemented promotional activities.					
Suggestions for other partners and for future period (if any):	-					
Activities planned for the following reporting period:	<p>Having in mind the recent development of the situation, it is expected that the second call for enrolment students to ADA in Business master course will be published in December 2022.</p> <p>Preparation of the Final report.</p>					
Estimated degree of realisation of the WP activities (from LFM matrix of project proposal) for which project partner is responsible for (to be filled only by project partners leading work package):	WP3 Implementation of the program					
	Activity	0%-20%	20%-40%	40%-60%	60%-80%	80%-100%
	3.1 Accreditation of master study program					X
	3.2 New master program implemented					X
	3.3 New LLL program implemented					X
	3.4 Report on feedback and final analysis				X	
Prepared by:	Vesna Janković-Milić					
Date of reporting:	14.11.2022.					

Note: Please add relevant attachments to this report (when applicable)

INTERNAL REPORT No. 9

Project partner	University of Kragujevac, Serbia (UNIKG)
Reporting period	15.06.2022 – 14.11.2022
Description of all activities realised by project partner during reporting period and achieved results:	<p>The representatives of UNIKG during the reporting period, made two study visits to EU partners: to WU in August 2022 and to CERTH in October 2022. In addition, prof. Zoran Kalinic and prof. Vladimir Rankovic, as coordinators of WP4 and WP5, participated in management coordination meeting held in Rome, at UNITOV, in October 2022.</p> <p>Significant efforts were made in the area of promotion i.e. the printing of promotional materials and paid marketing campaign were successfully realized.</p> <p>Finally, UNIKG, as a leader of WP4 and WP5, continually worked on the coordination of all activities in these two WPs and preparation of the Final report. A few local coordination meetings were held in October and November 2022. In the reporting period, UNIKG representatives maintained project website, and coordinated social network presence, and also coordinated preparation of Internal Report No. 9.</p>
Have you experienced any problems or deviations from the plan and schedule (and which)? (explanations for tasks not fully implemented, critical objectives not fully achieved and/or not being on schedule. Explanation of the impact on other	<p>Due to the COVID-19 pandemics, many activities within ADA project, particularly mobilities, were cancelled or postponed.</p>

**ADA**ADVANCED DATA
ANALYTICS IN BUSINESSCo-funded by the
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tasks, available resources and the overall planning)						
Measures undertaken to overcome problems and shortcomings:	In some cases, the problem of limited mobility was solved by online meetings and lectures.					
Suggestions for other partners and for future period (if any):	-					
Activities planned for the following reporting period:	Preparation of the Final report.					
Estimated degree of realisation of the WP activities (from LFM matrix of project proposal) for which project partner is responsible for (to be filled only by project partners leading work package):	WP4 Dissemination and exploitation of project results					
	Activity	0%-20%	20%-40%	40%-60%	60%-80%	80%-100%
	4.1 Set-up Dissemination and exploitation plan					X
	4.2 Design of project visual identity					X
	4.3 Design and setup of project web site					X
	4.4 Raising awareness for ADA					X
	4.5 Final Conference					X
	WP5 Quality control and monitoring					
	Activity	0%-20%	20%-40%	40%-60%	60%-80%	80%-100%
	5.1 Defining plan for project quality control					X
	5.2 Defining metrics for ADA					X





	5.3 Internal project control and monitoring					X
	5.4 External evaluation					X
Prepared by:	Zoran Kalinić					
Date of reporting:	14.11.2022					

Note: Please add relevant attachments to this report (when applicable)

INTERNAL REPORT No. 9

Project partner	Vienna University of Economics and Business Administration, Austria (WU)
Reporting period	15.06.2022 – 14.11.2022
Description of all activities realised by project partner during reporting period and achieved results:	<p>WU continued to develop programs for the Data Science Bachelor specialization as well as dedicated programs for LLL always with the ADA project in mind.</p> <p>In August 2022, prof. Ronald Hochreiter successfully organized training study visit for two representatives of UNIKG. In addition, he organized coordination visit to WU for Project Coordinator, in November 2022.</p> <p>In addition, Ronald Hochreiter, as a guest professor within the ADA program, gave lectures to the first generation of students at new master study program in Advanced Data Analytics in Business to the students at UNS.</p>
Have you experienced any problems or deviations from the plan and schedule (and which)? (explanations for tasks not fully implemented, critical objectives not fully achieved and/or not being on schedule. Explanation of the impact on other tasks, available resources and the overall planning)	Due to Corona the cooperation with other partners was unfortunately limited.
Measures undertaken to overcome problems and shortcomings:	
Suggestions for other partners and for future period (if any):	



Activities planned for the following reporting period:	<p>Continuation of the development of WU programs both on Bachelor, Master and LLL level by continuously improving the lectures held at WU and WU Executive Academy.</p> <p>Organisation of the finalization of the project, especially in regard to the administration required for project partner WU locally, and preparation of the Final report.</p>					
Estimated degree of realisation of the WP activities (from LFM matrix of project proposal) for which project partner is responsible for (to be filled only by project partners leading work package):	WP					
	Activity	0%-20%	20%-40%	40%-60%	60%-80%	80%-100%
Prepared by:	Assoc.-Prof. PD Dr. Ronald Hochreiter					
Date of reporting:	14/11/2022					

Note: Please add relevant attachments to this report (when applicable)

INTERNAL REPORT No. 9

Project partner	Cergy Paris Universite, France (CY TECH-former EISTI)
Reporting period	15.06.2022 – 14.11.2022
Description of all activities realised by project partner during reporting period and achieved results:	<ul style="list-style-type: none"> • Administrative and financial follow-up; • Time spent on lectures and courses preparation; • Organization of teaching mobilities; • Set-up of the following teaching modules taught by CY TECH staff: Professor Rachid CHELOUAH – Topic: Artificial Intelligence and Heuristics Professor Houcine SENOUSI – Topic: Text Mining Professor Madan RADHAKRISHNAN – Topic: Advanced BI and Data Visualization • Visit at Novi Sad of CY TECH International Department Director (international mobility prospects, submission of new European Calls for Projects,...) • Lecturing to the first generation of students at ADA master study program (October 2022) • Preparation of the final report and the financial report
Have you experienced any problems or deviations from the plan and schedule (and which)? (explanations for tasks not fully implemented, critical objectives not fully achieved and/or not being on schedule. Explanation of the impact on other tasks, available resources and the overall planning)	<p>The approach and implementation of this Capacity Building Programme were seriously delayed and damaged by the Covid-19 Pandemic.</p> <p>The merge of the initial partner institution (EISTI being now part of CY University) partially affected the smooth transition and layout of the tasks and activities to be implemented.</p> <p>Despite fruitful and efficient results, a late internal involvement of the teaching staff was recognized.</p>
Measures undertaken to overcome problems and shortcomings:	A new team (CY Tech international team and, more especially, its Erasmus coordinator) was appointed in the second period to undertake the project in terms of



	supervision and cost management. Though some introductory information was lacking, the overall result turned out to be successful. More dynamics was put into place regarding staff involvement.					
Suggestions for other partners and for future period (if any):	<p>Strong collaboration with the University of Novi Sad will facilitate student and teaching / staff mobilities among the two institutions. Furthermore, the submission of new European Programmes are on the agenda (International Credit Mobility, an Erasmus Mundus Joint Master's Programme in Cybersecurity).</p> <p>CY Tech will increase the visibility of the current programme in sharing its experience in marketing programs to the University of Sad so as to target sustainable students flows regarding the brand-new Master's Program in Big Data which was initiated in Novi Sad (institutional partnerships, promotion via Education Agents, support of web-referencing providers).</p>					
Activities planned for the following reporting period:	<ul style="list-style-type: none">• Further preparation of lectures and contents;• Communication and promotional activities;• Overall follow-up;• Organization of new business trips depending on the organizers' agenda.• Preparation of the Final report.					
Estimated degree of realisation of the WP activities (from LFM matrix of project proposal) for which project partner is responsible for (to be filled only by project partners leading work package):	WP					
	Activity	0%-20%	20%-40%	40%-60%	60%-80%	80%-100%
Prepared by:	Ms. Audrey JAMA/M. Michel GUILMAULT					
Date of reporting:	November 14 th , 2022					

Note: Please add relevant attachments to this report (when applicable)

INTERNAL REPORT No. 9

Project partner	University of Rome Tor Vergata, Italy (UNITOV)
Reporting period	15.06.2022 – 14.11.2022
Description of all activities realised by project partner during reporting period and achieved results:	<p>We took part in the project with the aim of further improving the quality of teaching and research in the particular subject area covered (Data Analysis). As expected, the collaboration of several institutions with a high academic standard enhanced professors and staff mobility, offering an international academic experience and involving substantial periods of cooperation at participating institutions, providing a multilingual and multicultural experience, developing European identity. Indeed, it represented a higher degree of integration.</p> <p>We received a visit from Serbian partners in late October 2022.</p> <p>Prof. Luca Gnan gave online lectures to the students of ADA master at UNS, in November 2022.</p>
Have you experienced any problems or deviations from the plan and schedule (and which)? (explanations for tasks not fully implemented, critical objectives not fully achieved and/or not being on schedule. Explanation of the impact on other tasks, available resources and the overall planning)	Some external factors complicated the development of the project, as the spread of the Covid-19 pandemic which was totally unexpected and beyond our control. It forced all the participating institutions to interrupt the natural evolution of the project activities and to switch to remote meeting and other online activities.
Measures undertaken to overcome problems and shortcomings:	Since the early stage of the pandemic we have been able to develop a common approach to the implementation of the program through online platforms



	and procedures. Communication and deadlines were fully respected.																																										
Suggestions for other partners and for future period (if any):	<p>The added values of the project can be summarized as the following:</p> <ul style="list-style-type: none"> - Develop innovative international education experiences, curricula and mobility experiences for the staff; - Improve the quality of courses by exposing them to challenging international standards both in content and in teaching methods; - Complementarity: offer of courses that could not be offered by a single institution and that integrate the curricula of the partners; - Promote multiculturalism and internationalisation, and strengthen European identity through full exposure to different higher education systems; - Increase international visibility and reputation; - Establish close links that lead to collaboration in other sectors (such as in research); - Networking with partner institutions. 																																										
Activities planned for the following reporting period:	Multiple aspects and good practices will be taken into consideration for the management of similar programs in the future.																																										
Estimated degree of realisation of the WP activities (from LFM matrix of project proposal) for which project partner is responsible for (to be filled only by project partners leading work package):	<table border="1"> <thead> <tr> <th colspan="7">WP</th> </tr> <tr> <th>Activity</th><th>0%-20%</th><th>20%-40%</th><th>40%-60%</th><th>60%-80%</th><th>80%-100%</th><th></th></tr> </thead> <tbody> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </tbody> </table>	WP							Activity	0%-20%	20%-40%	40%-60%	60%-80%	80%-100%																													
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Prepared by:	Federica Corrente																																										
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INTERNAL REPORT No. 9

Project partner	Centre for Research and Technology Hellas, Thessaloniki, Greece (CERTH)
Reporting period	<15.06.2022 – 14.11.2022>
Description of all activities realised by project partner during reporting period and achieved results:	<p>A training study visit for two professors from UNIKG was organized in October 2022.</p> <p>Preparation of the teaching material and planning of the teaching lessons to be executed by the CERTH participants in the master course at the University of Novi Sad (by professor Jason Papathanasiou and professor Lukas Tsironis). There were a lot of online discussions among the local organisers and the invited professors in order to define the exact courses and their content. Students enrolled in both courses expressed their interest on the topic and provided positive feedback.</p>
Have you experienced any problems or deviations from the plan and schedule (and which)? (explanations for tasks not fully implemented, critical objectives not fully achieved and/or not being on schedule. Explanation of the impact on other tasks, available resources and the overall planning)	No, everything run smoothly.
Measures undertaken to overcome problems and shortcomings:	-
Suggestions for other partners and for future period (if any):	NA



Activities planned for the following reporting period:	We will work on the Final report and administrative documents.					
Estimated degree of realisation of the WP activities (from LFM matrix of project proposal) for which project partner is responsible for (to be filled only by project partners leading work package):	WP					
	Activity	0%-20%	20%-40%	40%-60%	60%-80%	80%-100%
Prepared by:	Josep Maria Salanova Grau and Jason Papathanasiou					
Date of reporting:	14/11/2022					

Note: Please add relevant attachments to this report (when applicable)

INTERNAL REPORT No. 9

Project partner	Serbian Association of Managers, Serbia (SAM)
Reporting period	15/06/2022-14/11/2022
Description of all activities realised by project partner during reporting period and achieved results:	<p>Project activities during the reporting period:</p> <p>During the reporting period, SAM organized and participate in numerous coordination meetings with partners from University of Niš, Kragujevac and Novi Sad regarding project's outreach and close-out activities.</p> <p>Also, SAM was working on promotion of life-long learning modules and of accredited study programs amongst its business members and partners, and on invitations and distribution of registration forms to the potential participants.</p> <p>After courses have been organized, certificates of completion of the courses were awarded to participants at ceremony in SAM, in June.</p> <p>Summarized all project activities:</p> <p>Project implementation, especially outreach activities and travel, were heavily influenced by pandemic.</p> <p>Throughout September and October 2020, SAM conducted a member survey which, among other things, included the topic of availability of workforce on the Serbia's labour market, which showed that data scientists/analysts were among hardest to find on the market. Results were communicated to business community, universities, and media.</p> <p>SAM also launched a podcast "Ecof&SAM Business Talks with experience and successful managers as special guests, aiming to bring closer students to the business best practices and managers' profession.</p>



	<p>Throughout the project implementation, SAM was working on promotion of life-long learning modules.</p> <p>SAM also worked on strengthening its connections with faculties of economics in Subotica, Belgrade, Kragujevac and Nis, by signing official Memorandums of understanding with each faculty, aiming to bring closer students to the business best practices.</p> <p>Besides, in order to involve more students and faculties in business community, SAM started accepting Deans and outstanding students to SAM Membership, free of charge.</p> <p>SAM participated actively in meetings with other project partners (in Novi Sad, Belgrade, Kragujevac and Niš).</p> <p>Final conference of the project was organized in May, in Subotica.</p>
Have you experienced any problems or deviations from the plan and schedule (and which)? (explanations for tasks not fully implemented, critical objectives not fully achieved and/or not being on schedule. Explanation of the impact on other tasks, available resources and the overall planning)	<p>Project implementation, especially outreach activities and travel, were heavily influenced by pandemic.</p> <p>Due to pandemic and emergency state in Serbia, dissemination of the information of the project among business audience was limited, due to the public focus on health and economic issues.</p>
Measures undertaken to overcome problems and shortcomings:	N/A



Suggestions for other partners and for future period (if any):	None					
Activities planned for the following reporting period:	Close out activities of the project.					
Estimated degree of realisation of the WP activities (from LFM matrix of project proposal) for which project partner is responsible for (to be filled only by project partners leading work package):	WP					
	Activity	0%-20%	20%-40%	40%-60%	60%-80%	80%-100%
Prepared by:	Jelena Bulatovic, SAM					
Date of reporting:	November 14 th , 2022					

Note: Please add relevant attachments to this report (when applicable)