



NCP FP BiH

*National Contact Point for EU Framework Programmes
in Bosnia and Herzegovina*

FRAMEWORK PROGRAMME 7
NATIONAL CONTACT POINTS SYSTEM IN BIH

D4.2

**GUIDANCE FOR THE PERFORMANCE MONITORING AND QUALITY
ASSURANCE OF THE BIH NCP SYSTEM**

Project:

Capacity Building and Institutional Strengthening of Science and Research in BiH

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TABLE OF CONTENTS:

LIST OF ABBREVIATIONS.....	3
1 INTRODUCTION.....	4
2 NATIONAL CONTACT POINTS SYSTEM IN BIH	5
3 IMPORTANT ELEMENTS OF QA SYSTEM DEVELOPMENT OF NCP STRUCTURE IN BIH.....	6
3.1 Strategic Framework	7
3.2 Aims and Targets	8
3.3 Roles, Tasks, and Services.....	8
4 EXISTING PRACTICE IN NCP QA AND PERFORMANCE ASSESSMENT OF NCP SYSTEMS	10
4.1 European Practice.....	10
4.2 Practice in BiH	12
5 GUIDELINES FOR DEVELOPMENT OF QA AND PERFORMANCE MEASUREMENT OF THE BIH NCP SYSTEM	14
5.1 Strategic Framework and Aims of the BiH NCP System	14
5.1.1 <i>Raise Public Awareness about the NCP Network</i>	15
5.1.2 <i>Increase Effectiveness of the NCP Network</i>	16
5.1.3 <i>Improve Internal Coordination of the NCP Network</i>	16
5.1.4 <i>Improve Working Effectiveness and Cooperation with the Key Stakeholder</i>	17
5.1.5 <i>Increase Efficiency within the Available Budget</i>	17
5.2 Responsibilities and Procedures	18
5.2.1 <i>Basic Principles of Operation</i>	18
5.2.2 <i>Responsibilities and Tasks</i>	18
5.2.3 <i>Reporting and Recording</i>	19
5.2.4 <i>External Evaluation</i>	20
6 APPENDICES.....	21
6.1 BiH NCP Balanced Scorecard Format.....	21
6.2 Reporting Template (Excel Sheet).....	23
6.3 List of Responsibilities and Tasks of the NCP Network Staff.....	25
6.4 Evaluation Forms.....	27
LIST OF NCPs IN BOSNIA AND HERZEGOVINA	31

LIST OF ABBREVIATIONS

ADA – Austrian Development Agency	RTD – Research and Technological Development
APRE – Agency for Promotion of European Research in Italy	SiS – “Science in Society” Programme
BSC – Balanced Scorecard	S&T – Science and Technology
CIP – Competitiveness and Innovation Programme	SME – Small and Medium-sized Enterprise
COST – European Cooperation in the field of Scientific and Technical Research	SSH – Social Sciences and Humanities
CORDIS – Community Research and Development Information Service	SUS-BiH – World University Service of BiH
CRM – Customer Relationship Management	ZSI – Zentrum für Soziale Innovation (Centre for Social Innovations)
DG – Directorate General	WB – Western Balkans
EC – European Commission	
EPPS – Electronic online Proposal Preparation and Submission	
ERA – European Research Area	
EU – European Union	
EUREKA – pan-European network for market-oriented, industrial research	
FFG-EIP – Austrian Research Promotion Agency – Division of European and International Programmes	
FP – Focal Point	
FP6, FP7 – Framework Programme 6 (or 7)	
HEI – Higher Education Institutions	
ICT – Information and Communication Technologies	
INCO – International Cooperation	
IPR – Intellectual Property Rights	
JRC – Joint Research Centre	
MoCA – Ministry of Civil Affairs	
NCP – National Contact Point	
NIP FP6 BiH – National Information Point for FP6 in BiH	
NGO – Non Governmental Organisation	
NMP – Nanosciences, Nanotechnologies, Materials and new Production Technologies	
QA – Quality Assurance	
R&D – Research and Development	

1 INTRODUCTION

This document has been prepared by the Task Group (consisting of the NCPs in Bosnia and Herzegovina - BiH), within the “*Capacity Building and Institutional Strengthening of Science and Research in BiH*” Project¹, with the aim to establish the foundation for development and implementation of the quality assurance system of the Bosnia-Herzegovina National Contact Point (NCP) System for Framework Programme.

The need for quality has proven to be a decisive factor in terms of success or failure of many organisations and services. As the BiH NCP system is going through its final phase of institutionalisation, when it has been officially recognised and acknowledged by the State Institutions and the European Commission, the background of development of its QA system and the need for assessing its services and activities lies in the fact that the aim of systematic monitoring and evaluation of its performance is, in fact, the improvement of the NCP system and the quality of its services. In the context of the NCP system in BiH, which is led by the strategic goal of integrating BiH in the European Union and its research area, it is necessary to emphasise that the quality of NCP services may have a significant impact on the success rate of BiH’s participation in the FP7 – the most important mechanism of integration of the institutions and researchers from BiH into the European Research Area (ERA).

Development and implementation of the quality assurance system at the most crucial moment of the development of the national structure of FP7 contact points are of special interest not only for the NCP system but also for all institutions involved in the process of planning of the NCP activities as well as for those institutions which are the beneficiaries of the services provided by this system (HEIs, institutes, SMEs, NGOs, governmental agencies, etc.).

This Guidance offers a short overview of the NCP system development in BiH followed by the elaboration of the most important issues that has to be considered in the process of developing the QA system, and defining indicators for the system performance measurement (including the environment, strategic framework, as well as tasks and responsibilities of the NCP system). To contribute to as best understanding of various approaches to quality assurance and its tools used in NCP systems across Europe as possible, the existing European practice is taken into consideration. The data relevant for this section were taken from the study “International Benchmarking of the NCP Systems in Europe”². On the basis of the elaboration of the above-mentioned issues and available information, this Guidance actually translates a part of the official National Strategic Plan (concerning the integration of BiH into the ERA) into reality, by setting the NCP system’s aims, defining its goals and objectives, activities and performance indicators, thus providing the basis for performance monitoring for a defined period of time.

The Guidance for the performance monitoring and quality assurance of the BiH NCP system should also contribute to an increased engagement and responsibility of all those involved in this

¹ The Project implemented by Technopolis Group Belgium (coordinator), Logotech SA, ZSI, and European Profiles, during 2009 and 2010, financed by the EC.

² Prepared by Elke Dall (ZSI), Lajos Nyiri (Technopolis), and Klaus Schuch (ZSI), May 2010.

structure and service users, through the implementation of all the activities foreseen. The expected results are reflected in a continuous analysis of the gathered data and planning for improvements in the performance and services provided by the NCP system in BiH.

2 NATIONAL CONTACT POINTS SYSTEM IN BIH

The beginning of the establishment of the BiH NCP system for the EU Framework Programme dates back to the early 2005, when the so-called NIP FP6 BiH - *National Information Point for FP6 in BiH* - was established through the project “Establishment of Information System for EU Scientific Programmes in BiH” funded by the Government of the Republic of Austria (represented by the Austrian Development Agency – ADA), with the aim to promote the involvement of researchers and research organisations from Bosnia and Herzegovina in the 6th European Framework Programme for Research and Technological Development.

The project for establishing a NIP system, which was the first pilot project as such in Western Balkan countries, actively supported the integration of Bosnia and Herzegovina into the European Research Area. The responsibilities of the NIP BiH Office included provision of information and advice to researchers on participation in the 6th (and later 7th) European Framework Programme. Their task was to provide all potential participants in the Framework Programme, primarily the researchers from academia and industry, with all relevant information and required knowledge to get actively engaged in collaborative European research projects and to access European RTD funds. These services included face-to-face consultations, the organisation of workshops and info-days, distribution of information material, etc.

Although the central co-ordinating office was located in Sarajevo, NIP Office covered the whole territory of Bosnia and Herzegovina through the system of Focal Points. During the first stage of the project, the NIP partners (as focal points) were the Universities in Banja Luka, Mostar, Sarajevo, and Tuzla.

From the very beginning of the establishment of the NCP institutional nucleus and the creation of a network of focal points, the BiH NCP system made strong efforts towards strengthening human resources and capabilities of the NCP staff in order to ensure the provision of quality services to all potential users. During the phase of the NIP Office establishment, the entire NCP BiH staff of today went through the training organised by FFG-EIP – the Department for European and International Programmes, Austrian National Research Promotion Agency – with the aim to acquire the necessary knowledge and information about the structure, rules, and characteristics of the Framework Programme, the preparation of project proposals and their implementation. Additionally, the NIP BiH staff visited the FFG-EIP in order to get full insight into the work and organization of a huge national NCP system such as the FFG-EIP.

The first phase of the project, in which World University Service (SUS-BiH) acted as an ‘incubator’ for the Project, was completed in June 2006. The Project was continued thanks to official support from the Ministry of Civil Affairs (MoCA) of BiH, and financial contributions by the Soros Open Society Fund and ADA. In the second phase of the project, NIP FP6 BiH was transformed into the National Contact Point (NCP) system for BiH, with the aim to integrate it

into the European NCP system, and to provide assistance to BiH researchers for participation in FP7. The project team was expanded, and the *Focal Points* were appointed at all public universities in BiH.³ The Project ended in 2008, resulting in the establishment of the foundations for today's NCP system in BiH, and an important contribution to the integration of BiH institutions into the ERA (with a total of 44 successful applications in FP6).

The BiH NCP system gained even greater importance after the signing of a Memorandum of Understanding with the European Commission in November 2008, giving Bosnia and Herzegovina the status of an Associated Country to FP7 as of January 2009. Almost at the same time, the BiH NCP system was incorporated within MoCA by officially nominating the national FP7 coordinator, i.e. the NCP National Coordinator, within the Ministry, which was the beginning of a new phase of the development of this structure.

In the following period, the official nominations of NCPs and BiH Programme Committee Members began, as well as the procedure for the nomination of focal points by all BiH public universities in BiH, to complement and support the NCP system. The structure and typology of the NCP system were finally determined.

The current NCP system in BiH is a decentralized system with a mixed typology: out of 7 NCPs nominated to date, three of them work in Sarajevo/East Sarajevo, two of them in Banja Luka, one in Tuzla, and one in Mostar. Within this system, two NCPs operate within the ministries while other NCPs work at BiH public universities⁴. However, it should be emphasized that the MoCA, through the office of the National NCP Coordinator, continues to have a strong coordinating role and that of a creator of the NCP system strategic framework and its development in BiH.

Also, it should be pointed out that in a very complex administrative framework of BiH, and under the constitutional division of power, the team of NCPs, established almost six years ago, managed to develop and maintain excellent and professional working relationships, and retain competent staff with great potential.

3 IMPORTANT ELEMENTS OF QA SYSTEM DEVELOPMENT OF NCP STRUCTURE IN BIH

This document is envisaged to set the guiding principles for the development of the quality assurance system with the aim to improve the BiH NCP system performance, which implies a systematic way of establishing and implementing quality improvement activities on a continued basis as an integral and sustainable part of the NCP structure, including the definition of performance indicators and selection of those to be measured within the process of monitoring NCP activities and services, with the aim to achieve the following benefits:

- Clearly defined and agreed role of the NCP system;

³ University of Bihac, University of Banja Luka, University of Mostar, "Dzemail Bijedic" University in Mostar, University of East Sarajevo, University of Sarajevo, University of Tuzla, and University of Zenica.

⁴ The full list of the NCPs, FPs, their contact details, and the BiH NCP organisational chart, is provided in the appendix 6.3.

- Better organized and coordinated organizational structure;
- Better response to the needs of all customers and provision of services of a higher quality;
- Improvement of team relationships and communication within the system;
- Development and motivation of staff (able to develop their own potential);
- Recognition of and support to the work of NCP by all customers and potential participants in the FP/COST/Eureka Programme.

In order to develop, establish, and maintain quality improvement of the activities implemented and services provided by NCP, it is of crucial importance first to thoroughly examine 1) the strategic framework of the NCP system, 2) its aims and specific goals, 3) and its roles, tasks, and services.

3.1 Strategic Framework

In order to achieve success, any organization has to develop a strategic framework which implies the formulation of the *vision* of the future of the organization, as well as the *statement of the mission* of the organization which, to put it simply, explains what the organization does, and why it established its aims, goals, and activity plans (be it daily, weekly, monthly, or yearly activities).

One of the tools used to measure and manage the organization's progress toward strategic goals is the so-called “Balanced Scorecard” concept, or shortly, the BSC. This concept was introduced by Harvard professors Robert Kaplan and David Norton in 1992, as a tool to help translate vision and mission into action, or reality.

The BSC methodology considers activities i.e. performance through the following four segments or perspectives⁵:

- a) *financial*, which places an emphasis in the public sector on cost efficiency;
- b) *customer*, in terms of the ability to provide quality services, the effectiveness of their delivery, and the overall customer satisfaction;
- c) *learning and growth*, or the development of human resources;
- d) *internal processes*, focusing on internal working results that lead to satisfied clients;

to which, in the specific environment of the NCP systems, the perspective of *stakeholder* could be added, focusing on external results, leading to stakeholders’ satisfaction, and meeting of their expectations.

This methodology of monitoring, measuring and evaluating the performance will be used by the NCP system in BiH and adapted to its needs, in order to set the aims, targets and activities to achieve them, as well as the measures/indicators which will show the level of the achievement of targets, aims, and goals.

⁵ The basic sources and knowledge about the BSC methodology were obtained through WBC-INCO.NET Project Workshops on Performance Goals Setting and Performance Measurement in WBC NCPs, organized by FFG in Vienna (September 2009, and June 2010).

3.2 Aims and Targets

The NCP system in BiH has to set up its targets in terms of aims drawn from strategic goals and objectives in order to set the direction of NCP system activities (towards the fulfilment of the mission). External and internal aspects/perspectives and plans have to be taken broadly into consideration, as follows:

- internal perspectives: internal processes (organisation, coordination, networking and cooperation among NCPs, regular meetings, reporting etc.), capacity building and human resource development;
- external perspectives: clients/customers of services (their needs and satisfaction) and all stakeholders involved.

The setting of aims, goals, objectives, indicators and activities to achieve the goals set for each perspective used in the BSC methodology provides the tool for performance monitoring and opportunities for continuous improvement. Continuous improvement within each of the perspectives leads to fulfilling founders'/stakeholders' expectations and client satisfaction with high-quality services provided to them.

An important guiding principle in setting the strategic framework, goals and objectives of the NCP system is necessarily the fact that the NCP system functions within the public sector and is thus an accountable *institution* working for the benefit of the society in whole or in part.

3.3 Roles, Tasks, and Services

The main role, services and tasks to be performed by the NCP system are set in the *Guiding Principles for Setting up Systems of National Contact Points (NCP Systems) for FP7*⁶, and can be divided into three main groups of activities.

- Dissemination of information and raising awareness, including general activities such as:
 - Distribution of general and specific documentation on the Community RTD programmes, including the documentation about conditions for participation and possibilities and conditions for the submission of proposals;
 - Organisation of promotional activities in cooperation with the Commission services (e.g. info-days, seminars, conferences, e-newsletters, web sites, fairs, etc.);
 - Raising awareness of the Community objectives of increasing the participation of women in the Framework Programmes and of strengthening the link between science and ethics and between science and the civil society;
 - Raising awareness of other European programmes in the field of research and innovation, such as Eureka and COST;
 - Improvement of participation of new stakeholders, such as SMEs;
 - Organisation of training sessions;
 - Organisation of focused training seminars for SMEs, industry, academia, on specific topics (legal and financial issues, research areas within thematic priorities, rules of participation).

⁶ 12/12/2007/European Commission DG RTD A1

- Advice, assistance and training, including targeted activities, such as:
 - Explaining the scope and modalities of the whole spectrum of funding schemes used in FP7;
 - Advising on administrative procedures and legal issues (e.g. role and responsibilities of participants in a consortium, costs, rights and obligations of participants, respect for ethical rules and of the principles laid down in the Commission Recommendation C(2005)576 on the European Charter for Researchers and the Code of Conduct for their Recruitment);
 - Assisting in partner search activities, notably by disseminating calls for proposals (using the Community tools, such as CORDIS, co-operation networks, business support network services, etc.);
 - Assisting organisations, in particular new actors and SMEs, with a view to increasing their participation in FP7;
 - Organising training sessions on RTD programmes for intermediaries and multipliers to ensure a higher quality of advice;
 - Organising seminars for specific target groups (SMEs, universities, professional organisations, women in science, etc.) or on specific topics (legal aspects, modalities for participation, research areas covered by several specific programmes, ethical rules, etc.);
 - Providing information for and advising participants, in particular smaller organizations and SMEs, on setting up the appropriate management structures in projects with large budgets and/or numerous participants;
 - Assisting the Commission in assuring transparency and equal access to calls for new partners in ongoing FP7 Projects.

- Signposting and exchange of information, including activities such as:
 - Providing feedback to the EC on any problems and difficulties in implementing and participating in the Framework Programmes;
 - Signposting potential participants to other Community network services, as well as the participants who require assistance on general EU matters or matters relating to innovation and technology transfer, typically dealt with by other networks;
 - Informing the Commission about planned NCP activities and events requiring participation by the Commission staff.

Most of the tasks and activities stipulated in the EC Guide are already being performed by the Bosnia-Herzegovina NCP system, in addition to such services as:

- Preparing and printing of publications (leaflets, translated guide-books, etc.);
- Preparing and distributing e-newsletters;
- Monitoring participation in Framework Programmes and processing statistical data on the participation of BiH institutions in Framework Programmes;
- Encouraging participation of national experts in processes of evaluation of project applications.

4 EXISTING PRACTICE IN NCP QA AND PERFORMANCE ASSESSMENT OF NCP SYSTEMS

To contribute to a better understanding of various approaches to quality assurance used in NCP systems across Europe, it is necessary to give a short overview of the existing practice and experiences in the EU countries, as well as the existing practice in BiH.

4.1 European Practice⁷

The NCP systems in Europe use different approaches to quality assurance, since the NCP system organization and structure differ from country to country. Some countries apply a highly centralized structure, for example Hungary, Austria, Slovenia, or Sweden, while others operate in vastly decentralized structures, such as NCP systems in Belgium, France, and Poland.

There is no common guide to secure the quality of services of the NCP system. According to the official EU document *Guiding Principles for Setting up Systems of National Contact Points* the “monitoring of performance and quality assurance of NCPs is under the responsibility of the national authorities establishing the NCP systems”⁸.

According to the findings of the study “International Benchmarking of the NCP systems in Europe”, the NCP-related QA systems in Europe “are neither standardised nor does every NCP system implement such a system.” This Study presents 5 different approaches to QA used across the EU countries:

- **Performance based contracting** approach is based on fulfilling the previously defined objectives in specific performance areas. Specific, measurable, relevant indicators are used as a measure of performance and quality, which, however, do not often meet all the requirements for performance and quality measurement. Very common indicators which measure the level of implementation are in the form of size or scope. The evaluation of the NCP system is done on the basis of this data. The examples of these indicators are:
 - number of organized events;
 - number of consultations (measured in time input);
 - number of web hits and average page view duration;
 - number of successfully supported partner searches;
 - number of clients reached by different instruments (such as size and scope of e-mail distribution lists), etc.

This particular approach is commonly used by the NCP systems organised outside the relevant ministry. In this case, the evaluation is done by a different agency, hired by an NCP and based on the results provided by the NCP.

⁷ This chapter is based on the information provided in the “International Benchmarking of the NCP Systems in Europe”, the Study prepared by Elke Dall (ZSI), Lajos Nyiri (Technopolis), and Klaus Schuch (ZSI), within the Project “Capacity Building and Institutional Strengthening of Science and Research in BiH”.

⁸ *Guiding Principles for Setting up Systems of National Contact Points(NCP Systems) for FP7,12/12/2007/EC*

- **Continuous indicator-based monitoring** requires clearly defined indicators and data collecting procedures. The following indicators are taken into account to evaluate services provided by the NCP system:
 - the number of provided consultations (differentiated in scope and size, e.g. by measuring the consultations in minutes or quarters of an hour);
 - the number of proposal checks;
 - the number of clients contacted via mass-mailings or newsletters.

Evaluation of services rendered is conducted by the NCP. This approach also regularly uses the feedback gathered from the participants of events (info days, training sessions, workshops), organized to inform them about the possibilities for participation and FP rules and procedures. The feedback is collected via questionnaires or individual interviews with NCP system service customers.

The methodology used by the NCP system in Austria is particularly interesting and recommended by the report. This approach compares the success of researchers in FP programmes who used the NCP services with those who did not use them. The results show higher success rate of the projects which benefited from the NCP system services. If the process is simplified, we can say that it is based on checking the positively evaluated (approved) projects (according to the results received from the European Commission) against the database entries pertaining to completed consultations (recorded by type and theme of consultation)⁹.

- **Benchmarking** is the process of comparing services and performance with the best practice of another system/organisation. The values typically measured are quality, time, and cost. Based on this benchmarking, the organizations develop plans for improvements or adaptation to best practices, usually with the aim to improve some aspect of performance. Benchmarking may be an individual, isolated activity, although it is often used as a continuous process in which organizations continually seek to improve their practices.

Although it is very useful, benchmarking in the field of NCP services faces the problem of a lack of clear objectives or indicators for evaluation. Therefore, in order to evaluate the quality of their performance, some NCP systems make comparisons with other NCP systems which have existed over a longer period of time and have developed a quality assurance system. In this case, it is necessary to clearly define the segments which are compared, as well as comparison indicators. It is very difficult to discuss the comparison in qualitative terms so comparisons are mainly done in terms of quantity (number of approved projects, number of participants per project, etc.).

- **Accreditation** is the quality management system leading to an internal analysis of the organisation, identification of management needs and selection of the appropriate operative solution. The accreditation process implies the collection of procedural instruments that support various activities and allow evaluation of the pre-established

⁹ The information obtained through personal contacts with the Austrian NCP representatives at the FFG's Workshop on Performance Goals Setting and Performance Measurement, held in Vienna (June 2010).

objectives. Quality assurance system through accreditation is performed in Italy, which represents a way of external quality assurance. The APRE organization, which hosts the Italian NCP system, holds a *Quality Certification* for services it provides to inform and assist in the preparation of project applications and planning and provision of training for the purpose of promoting the European scientific and technological research programmes.

- **External evaluation** is the appraisal process performed by an agency or individuals not directly involved in or responsible for the program or activities evaluated. External evaluation is usually performed on the basis of the information collected through questionnaires to NCP system service customers, interviews with founders and stakeholders, NCP reporting and data recordings, etc. In general, the use of external evaluations to assess the quality of NCP services seems to correspond to the overall evaluation culture in research, technological development and innovation of a country.

The conclusions of the report “*International Benchmarking of the NCP Systems in Europe*” suggest that the NCP systems across the EU countries typically use the combination of the approaches to QA presented above, along with the fact that a number of classical factors that quality depends on, such as human resource development, working environment open for acquiring and exchanging knowledge, are often underestimated and result, for example, in the lack of clear human resource development plans or NCPs most often having several professional assignments.

4.2 Practice in BiH

Although the NCP system in BiH is a relatively young structure, it still has some experience with internal mechanisms to assure quality of the NCP system performance and activities.

During the two phases of establishing the BiH NCP system in the course of the implementation of the Projects “Establishment of information systems for EU scientific programmes” (December 2004 – July 2006), and “Establishment of National Contact Point System for EU Framework Programmes in BiH” (July 2006 – December 2008), clear procedures were established for gathering, recording and analysing the data on the NCP system services and activities, through a **reporting system**. Monthly reports prepared by each focal point were sent to the central NCP Office in Sarajevo and presented important inputs for the **evaluation and analysis of performance and services** prior to developing yearly NCP services reports. Analysis and evaluation was performed by the NCP Central Office and the Project Supervisory Board. The following indicators were used in these reports:

- number of organized events (and number of participants);
- number of consultations (measured in time input);
- number of successful consultations in support of partner searches;
- number of clients of services, using different instruments (such as number of clients on the mailing list);
- topic/theme-oriented consultations.

In addition to the abovementioned, the records of consultations and events also contained information on persons/organisations to which services and consultations were provided, as well as thematic areas and tools used in consultations.

The reports were prepared on-line and a part of the report was e-mailed for further processing to the Central Office in Sarajevo. Consultations of the NCPs were recorded in the “Customer Relationship Management” system, which was in compliance with high technical standards.

The feedback gathered from info-days and training participants was also used as relevant information needed for the evaluation of the NCP system services. The participants filled in questionnaires used to evaluate the events and services provided by the NCP which, as said above, was based primarily on Focal Points’ work.

Moreover, throughout the year, meetings were organized periodically for the purpose of presenting and discussing reports and finding solutions to improve services and plan new activities.

The entire set of information obtained from those reports was also stored in the joint database which contained all the data on the activities implemented by the focal points at 8 public universities in 6 cities in BiH. This central database then allowed a thorough analysis to be made of the services provided and activities implemented, and also of the contacts and institutions to which services were provided (CRM system).

Regarding the **external evaluation**, it should be mentioned that both phases of the project involved experts from the Centre for Social Innovations (ZSI, Austria) for the purpose of monitoring and evaluation. The methodology used included:

- interviews with NCP staff, focal points, stakeholders from the Ministry of Civil Affairs of BiH and the Ministry of Science and Technology of Republika Srpska, etc.;
- interviews with researchers in BiH – both those proposed by the NCP and those selected on the basis of interest expressed for international cooperation, without links to the NCP system;
- document research, including the analysis of information materials, websites, databases and statistics provided by the BiH NIP/NCP system;
- the questionnaires filled in by the clients of the NCP systems in the West Balkan countries in order to obtain quantitative empirical evidence on the acceptance, relevance, efficiency and effectiveness of the BiH NIP/NCP system;
- an analysis of the statistics on participation of BiH institutions in the Framework Programmes;
- comparison with other NCP systems in the region for the purpose of regional benchmarking.

The evaluation showed the high relevance of the project and recognition of the NCP structure by the founder, stakeholders, and clients. The practices assessed as good (the existing tools and services deployed, as well as collecting data on the NCPs’ activities and performance) will continue in the future, while the present guidelines will further contribute to developing high-

quality services to be provided by the NCP system in BiH through a new plan of activities (arising from the BiH NCP's BSC) for the set period of time, and recommend the modalities of monitoring the performance of the NCP structure in BiH and its activities in the future.

5 GUIDELINES FOR DEVELOPMENT OF QA AND PERFORMANCE MEASUREMENT OF THE BIH NCP

Based on considerations of the issues presented in part 3, and the practices and experience of the NCP systems in Europe, presented in part 4, the conclusion imposes itself that BiH NCP system has to set clear targets for a certain period, define activities which will lead to achieving the objectives, and set indicators to measure performance. Therefore, the text below provides the basis for the development of a QA system and performance measurement of the NCP structure by placing it within its own strategic framework, setting the goals and objectives to be achieved, as these are precisely the crucial elements which are still missing within the planning of the development of the NCP system. The guidelines also include procedures and responsibilities to be followed by all members of the NCP structure.

5.1 Strategic Framework and Aims of the BiH NCP System

The strategic framework of the NCP system in BiH is determined by two important baselines:

- The Strategy for Development of Science and Research in BiH (2010-2015) and its Action Plan, adopted by the BiH Council of Ministers, and
- The implementation of the Project entitled "Capacity Building in the Ministry of Civil Affairs for Participation in EU RTD Programmes" (for the period of 30 months, funded by the ADA)¹⁰.

Hence, the statements about the vision and mission of the NCP system arise from the national strategic goal to develop the "supporting structures and tools" for the participation of BiH institutions and researchers in the FPs, and one of the 15 priorities of the above-mentioned Strategy "to intensify activities towards integration in the European trends and mechanisms for RTD through participation in research projects"¹¹.

In accordance with these goals and plans, the *vision of the NCP system in Bosnia and Herzegovina is to become a national centre of expertise for participation of BiH institutions and researchers in the FPs, COST and EUREKA, able to provide professional services to the domestic research community and act as an equal partner within the European Union's NCP network.*

Our mission is to contribute to the integration of Bosnia and Herzegovina into the European Union by supporting the integration of BiH institutions, researchers and the academic community into the European Research Area, and through increasing opportunities for cooperation between BiH and European institutions in all fields of research.

¹⁰ Contract between the Ministry of Civil Affairs of BiH and the Austrian Development Agency, Contract No: 7998-00/2009, signed on May 27, 2010.

¹¹ Strategy for Development of Research, and its Action Plan, available at: www.mcp.gov.ba

In the light of the statements above and the strategic goal of MoCA to increase the number of applications in parallel to an increased participation of BiH institutions in FPs, EUREKA and COST programmes the NCP system in BiH set the following **aims of its activity**:

- To raise public awareness about the NCP network;
- To increase the effectiveness of the NCP network;
- To improve internal coordination within the NCP network;
- To improve working effectiveness and cooperation with the key stakeholder of the NCP system;
- To increase efficiency within the available budget.

These aims can be achieved through the objectives and activities to be performed within the **period of two years** (duration of the project funding) and measured within the internal and external perspectives within which the NCP system implements its activities. Measures/indicators, objectives, and activities to be implemented if the goals are to be achieved are summarised in the BSC table/matrix in the appendix¹².

5.1.1 Raise Public Awareness about the NCP Network

Although the establishment of the NCP network in BiH dates back to 2005, the official nominations of NCPs by the relevant authority came rather late (in June 2010). In order to contribute to the mission of our structure, it is necessary to be progressive and raise public awareness about the possibility for funding science and research activity through the EU funds and for networking within the FP, EUREKA, and COST programmes. This is oriented towards the research community (clients/customers) and can be achieved through the following **goals**:

- To increase the number of new customers (where the objective is to achieve 10% increase of new customers a year).
- To provide specialized services for beginners and champion customers (where the objective is to increase services provided to both groups by 10%).

In accordance with the set goals and objectives, the **indicators** to measure performance in regard to the aim are:

- The number of new customers in the clients database and the number of meetings held, and
- The number of services provided to beginners, and the number of services provided to advanced/champion customers.

The Action Plan for the achievement of the aim includes the following activities:

- Needs and demand analysis;
- Identification of pioneers and beginners (as well as potential institutions with these categories);
- Development of specialized services (including the events with practical specific info, printed materials, improved newsletters, regular web site updates, etc.);

¹² The BSC format for BiH NCP was developed with the support of the FFG Austria.

- In the reporting template, make distinction between what services/actions are for what group;
- Organisation of events at organisations with potential new clients;
- Organisation of PR activities country-wide, promoting the NCP network and its services.

5.1.2 Increase Effectiveness of the NCP Network

Having in mind the NCP system's mission and obligation to act professionally, provide high-quality services and accurate information, the aims of the NCP system must also include the increase of effectiveness and efficiency of the Network, through individual professional NCP development i.e. through capacity building of NCP staff. This aim can be achieved through the following **goal**:

- Ensure continuous professional development and development of skills and competencies of the NCPs and FPs (with the objective to organize at least 1 specialized training for each of the NCP staff members).

In accordance with the goals and objectives, the **indicator** identified to measure performance in regard to the aim is:

- Adoption of the NCP Capacity Building Action Plan (the training calendar).

The Action Plan for the achievement of the aim includes the following activities:

- Preparation of the calendar of events/training for the NCP staff;
- Creation of a pool of experts (local/international participants in FP7);
- Contracting experts for the pool;
- Organisation of thematic training with the experts contracted.

5.1.3 Improve Internal Coordination of the NCP Network

In order to be efficient and effective, the NCP system in BiH must work towards continuous improvement of internal processes with the aim to improve communication and internal coordination within the NCP network, which can be achieved through the following **goals**:

- Improvement of internal communication within the NCP network;
- Internal restructuring and redistribution of duties (with the aim to change the current situation in terms of a broad scope of duties of the NCP Coordinator).

The objectives to be set within these goals are directly conditioned by the implementation of the Project to strengthen MoCA capacities (supported by the ADA), and are mirrored in the "establishment of the NCP Coordination Office at the MoCA"¹³, with "one full-time staff member to contribute to efforts of coordination between NCPs and the Office"¹⁴.

In accordance with the goals and objectives, the **indicators** to measure performance in regard to the aim of improving internal coordination are:

- Establishment of the office, and its full operation by the end of 2010, and
- Employment of one person (NCP Office manager) by the end of 2010.

¹³ Terms of Reference for the Project to be implemented in accordance with the Contract between the Ministry of Civil Affairs of BiH and the Austrian Development Agency (No: 7998-00/2009, dated May 27, 2010); p. 30.

¹⁴ Ibid. Part 4.3 – *Organisational Structure and Processes* (p. 19)

The Action Plan for the achievement of the aim includes the following activities:

- Drafting the job description for the NCP Office manager, with detailed explanation of duties as a result of internal restructuring;
- Selection procedure;
- Employment of the office manager;
- Office space and procurement of equipment;
- Establishment of the NCP Coordination Office.

5.1.4 Improve Working Effectiveness and Cooperation with the Key Stakeholder

As said above, the perspective of the stakeholder is one of very important considerations in the effective functioning of the NCP system. Since the coordination of the system is entrusted with MoCA, it is considered to be the main stakeholder in the whole process. Therefore, this goal focuses on the relations with the key stakeholder, MoCA. In order to improve the working effectiveness, the following **goals** of the NCP system are set:

- To define clear expectations of MoCA (with the objective to define a clear, agreed plan of actions which will reflect MoCA's expectations).
- To establish effective communication and reporting channels (with the objective to set a clear meeting calendar, and define dynamics of reporting for the NCPs and FPs to the MoCA in the course of a year).

In accordance with the goals and objectives, the **indicators** to measure performance in regard to the aim are:

- Agreed and adopted NCP Action Plan;
- Regular meetings (number of meetings held), reporting procedure (12 reports in the course of a year).

The Action Plan for the achievement of the aim includes the following activities:

- Definition of MoCA's expectations;
- Drafting the NCP Action Plan and its adoption;
- Setting the meeting schedule;
- Setting the reporting template;
- Setting the reporting dynamics and procedure.

5.1.5 Increase Efficiency within the Available Budget

Having in mind the fact that the NCP system is a public structure with a strictly set budget, it is necessary to focus on maximising the effects of the activities within the available budget, or in other words, the NCP has to be as efficient as possible with the limited budget. Therefore, one of the goals to be pursued through the activities is to increase efficiency with the available budget. Within this aim, the following **goals** are set:

- To implement activities within the approved budget (with a clear objective not to exceed the agreed budget);
- Cost sharing with the universities that are Focal Points' employers (with the objective to locate at least 50% of the events planned in the action plan at the universities).

In accordance with the goals and objectives, the **indicators** to measure performance in regard to the aim are:

- Budget (not exceeded), and

- Number of events organised at universities.

The Action Plan for the achievement of the aim includes the following activities:

- Budget planning, reporting;
- Identification of events to be organised at universities;
- Plan of events for each of the universities.

5.2 Responsibilities and Procedures

5.2.1 Basic Principles of Operation

All activities and services by the NCP system in BiH must be guided by the basic principles of:

- Professional responsibility,
- Expertise,
- Timely submission of responses to clients' requests,
- Regular update of publicly presented information,
- Impartiality and avoidance of conflicts of interest.

In accordance with these principles, the NCP will plan, implement, and assess all of its activities in its future work, with the aim to achieve its overall goals and specific objectives.

5.2.2 Responsibilities and Tasks

Responsibilities and tasks of all NCP network participants have to be clearly defined and presented. In defining the level of responsibilities and roles, the distinction can be naturally made among three "levels" of the NCP network, namely the Coordinator, the NCPs, and the Focal Points at the universities, in addition to the future tasks and responsibilities of the NCP Office Manager which should be set up under the valid contract between MoCA and ADA¹⁵, and which should contribute to coordination efforts of the NCP network.

- **NCP Coordinator**

National NCP Coordinator, who is an employee of the Ministry of Civil Affairs, reports directly to the Assistant Minister for Science and Culture of the MoCA.

The National NCP Coordinator is responsible for:

- Planning, management and coordination of the NCP activities;
- Quality assurance and performance of the NCP network
- Contracting NCPs and Focal Points and assessment of their performance.

The NCP Coordinator performs the analysis and assessment of the data on NCPs' and Focal Points' activities and services, based on the approved criteria and performance indicators, and reports to the Assistant Minister on the outcome of the analysis and evaluation. In cooperation with the Assistant Minister, NCP Coordinator is drafting recommendations for corrections and improvements, and is planning activities for improvements. Other tasks of the Coordinator include promotion and enhancement of interest for participation in FP as well as the standard NCP's tasks such as providing general/specific information and individual support for the

¹⁵ Contract number 7998-00/2009, signed on May 27, 2010, between the Ministry of Civil Affairs of BiH and the Austrian Development Agency.

participation of researchers in EU Framework Programmes, as described in a detailed list of tasks and responsibilities in the appendix.

- **National Contact Points/NCPs**

National Contact Points (NCPs) are nominated by MoCA, and they report directly to MoCA through the National NCP Coordinator. They have country-wide responsibility of providing general and specific information as well as individual support and carrying out promotion in the field of their thematic areas. NCPs are active in networking on national and international levels and take part in EC meetings and events as well as in other European networks in the field of science and technology. They work in close cooperation with the Programme Committee Members, as well as Focal Points located at the universities.

- **Focal Points**

Focal points are nominated by their respective universities and report directly to the National NCP Coordinator. They provide general information and individual support for the participation of researchers in the EU's Framework Programmes and organise (and take part in) promotional events. Focal Points focus their activities on their home universities and the regional/cantonal research partners of their universities.

Detailed list of responsibilities and tasks of all members of the NCP network is provided in the Appendix 6.3.

5.2.3 Reporting and Recording

With clear responsibilities and tasks to be performed by each member of the NCP system, the final link in the chain of procedures and responsibilities to be followed and respected by all the members of the NCP structure is reporting and recording.

The **reporting** procedure will be in accordance with the goals, objectives, and measures set within the aims of the NCP system. It will enable the NCP system to continuously monitor the set indicators and analyse performance. The reporting procedure implies:

- A) Monthly reports are to be submitted to the MoCA/NCP Office, before the 5th day of every month, on the reporting template (in the appendix).
- B) The reports contain detailed information on all NCPs and Focal Points activities, described as follows:
 - Events/dissemination activities: place, date, type of the event, topics/issues, instruments used, target group, number of participants, contact list of participants;
 - Record of consultations: institution, contact person, topic/subject (with differentiation between general and specific topics), duration, instrument used (face to face, phone, e-mail, etc.);
 - Networking activities: date, place, with whom (individual/group), national/international level;
 - NCP promotion activities: date, location, institution, contact person, target group, number of clients reached;
 - Attendance/participation at professional development training: date, place, topic, organising institution.

- C) Additionally, reports shall contain suggestions of issues to be discussed in the next meeting of the network and ideas for improvement of coordination.
- D) Reports shall be compiled in the database of NCP activities (by NCPs and Focal Points), from which reports are generated and analysed according to the needs and plans and for the purposes of performance assessment. (Compiling procedure will be the task of the Office Manager in case the NCP Office is established at the MoCA in accordance with the obligation from the above-mentioned valid contract with the ADA.)

Records keeping and maintenance is threefold, and implies the following:

- A) Recording clients satisfaction through feedback gathered via evaluation forms (provided in the appendix) on:
 - the events: recording information regarding the level of pre-knowledge/expectations, event organisation, quality of presentations and their relevance to topic, and comments/suggestions;
 - the newsletter and the website, i.e. recording the information (on an on-line form) regarding: information content, relevance to the topic of the offered information in terms of international cooperation in S&T, links provided;
 - NCP services: recording information (on an on-line form) on general satisfaction of clients with NCP services, and the level of knowledge provided.
- B) Recording statistics on proposal submissions using local sources and checking them against/comparing with the official information from the EC.
- C) Recording new clients and institutions in a client database.

Reporting and recording will be duly and timely performed by all members of the NCP system, in accordance with the above procedures. The combination of the two is going to provide valuable inputs and source of information for analysis, performance assessment and evaluation, and planning activities for improvement.

5.2.4 External Evaluation

Evaluation by external expert team will be performed under the Terms of Reference of the project “Strengthening the Capacity of the Ministry of Civil Affairs for Participation in EU RTD Programmes”. This initiative will also be additionally and independently evaluated by an appointed external expert.

The evaluation of the project, success of its implementation, level of the achievement of its objectives and expected results will be conducted in accordance with the methodology used with the previous projects establishing the NCP structure in BiH, and explained in part 3.2.

Taking into consideration the project’s overall goal aimed towards enabling integration of BiH RTD sector into the European Research Area, and the expected results of strengthening of NCP capacities and improving institutional support, it can be concluded that this external evaluation will provide valuable information about the level of success and relevance of the NCP activities and services in BiH. Also this practice and methodology can be adopted and used in future by the Ministry of Civil Affairs in order to evaluate the NCP performance and accordingly plan improvements.

6 APPENDICES

6.1 BiH NCP Balanced Scorecard Format

<i>Customer/Client</i>				
Aim	Goals	Measures/Indicators	Objectives/Targets	Activities
Raise public awareness and visibility of the NCP network in the society	Increase the number of new customers	Number of new customers in the database	10% increase of new customers in a year	Needs and demand analysis
				Organise events at org. with potential new clients
				Organise PR activities to promote NCP network
	Provide specialized services for beginners and champion customers	Number of services provided to beginners; number of services provided to champions	10% increase of services provided for each group	Identify champions and beginners
Make distinction between the two groups in the reporting template				
Develop specialized services (events with more practical, specific info, printed materials)				
<i>Learning & Growth (Capacity Building)</i>				
Aim	Goals	Measures/Indicators	Objectives/Targets	Activities
Increase the effectiveness of the NCP network	Ensure continuous development of skills and competencies of the NCP staff members	Action plan for capacity building (trainings) adopted	At least 1 specialized training per each NCP staff member attended in a year	Preparation of calendar of events for NCP
				Create a pool of experts (participants in FP7)
				Contract experts Organise thematic training with experts
<i>Internal Processes</i>				
Aim	Goals	Measures/Indicators	Objectives/Targets	Activities
Improve coordination within the NCP network	To improve internal communication within the NCP network	Office established	Office operational by end of 2010	Draft job description
				Selection procedure
				Employment of the Office Manager

	Internal restructuring and redistribution of duties	Office Manager employed	Office Manager employed by end of 2010	Office space and equipment procurement
				Establishment of the NCP Office
Founder/Stakeholder				
Aim	Goals	Measures/Indicators	Objectives/Targets	Activities
Improve working effectiveness and cooperation with the key stakeholder	Clarify the expectations of the Ministry	NCP Plan of Action agreed and adopted	Clear activity plan adopted	Define Ministry's expectations
				Draft action plan and its adoption
	Establish effective communication and reporting channels	Regular meetings (number of meetings held); reporting procedure in place (number of reports in a year)	Quarterly meetings; monthly reporting (12 reports in the course of a year)	Set the meeting schedule
				Set the reporting dynamics and procedure
Finance				
Aim	Goals	Measures/Indicators	Objectives/Targets	Activities
Increase efficiency with the available budget	Implement activities within approved budget	Budget (not exceeded)	To meet the budget available	Budget planning, reporting
	Cost-sharing with the universities (FPs' employers)	Number of events organised at universities	At least 50% of planned events organised at Universities	Identify which events to be organised at universities
				Plan of events for each of the universities

The template format prepared by the FFG for the Learning Group Workshop on Performance Goals Setting and Performance Measurement for WBC NCP Systems (September 2009), developed and filled in by the BIH NCP staff member at the second Workshop on PGS (Vienna, June 2010).

6.2 Reporting Template (Excel Sheet)

NCP STAFF MONTHLY REPORT FORM

NCP/FP	
Institution	
Date of submission	

A Records of consultations (insert as many additional fields as necessary)			
1	Institution (contact details)		
	Contact person		
	Date of consultation		
	Subject of consultation	Specific	
		General	
	Duration (minutes)		
	Instrument used (face-to-face consultation, phone, E-mail...)		

B Dissemination activities (insert as many additional fields as necessary)				
	Type of activity (conference/seminar/workshop, info-day, media article...)	Place/Date	Number of clients reached	Instrument used (presentation, web site, E-newsletter, mailing list, newspapers/TV/radio article...) and topic/title
1				
2				

C Networking (insert as many additional fields as necessary)		
1	Date	
	Place	
	With whom	
	Contact details	
	Subject	
	Instrument used (face-to-face consultation, phone, E-mail...)	

D	NCP Promotion (insert as many additional fields as necessary)	
1	Date	
	Place	
	Institution	
	Contact person	
	Contact info	
	Number of clients reached	
	Instrument used (face-to-face consultation, phone, E-mail...)	

E	Participation at trainings/PD events (insert as many additional fields as necessary)	
1	Date	
	Place	
	Organising institution	
	Topic/subjects	

F	Issues to be discussed/proposals for the next meeting

G	Ideas/suggestions for the improvement of coordination

H	Other suggestions/comments

6.3 List of Responsibilities and Tasks of the NCP Network Staff

- **National NCP Coordinator's responsibilities include:**

- Planning and management;
- Quality assurance and performance of the NCP network;
- Monitoring, revising and implementing the BSC format;
- Presentation and interpretation of the plans presented through the NCP BSC tool to the network members and stakeholders;
- Coordination of the NCP network;
- Contracting NCPs and Focal Points, and monitoring of their performance, based on the approved indicators and criteria.

The tasks of the NCP Coordinator include:

- to promote and enhance interest in FP participation of BiH researchers on academic and industrial level;
- to recommend corrections and improvements, and plan activities for improvements;
- to represent the NCP system at national and international level;
- to plan and implement project management activities in relation to national NCP network coordination (e.g. EURAXESS, WBC-INCO.Net);
- to provide general/specific information, and individual support for the participation of researchers in EU FP, COST and EUREKA programmes;
- to be actively involved in NCP events;
- to organize and implement training and workshops for NCP customers (together with the NCPs and focal points);
- to plan and take part in trainings and workshops for NCP network's professional development and capacity building.

- **National Contact Points/NCPs' main tasks and responsibilities include:**

- Provision of general information and individual support for the participation of researchers and institutions in the FP, COST, and EUREKA programmes;
- Provision of thematic or programme specific information, including calls for proposals, individual programme consultations and project advisory;
- Provision of support for developing consortia, advice on partner selection and search;
- Networking on national and international level;
- Identification of new target groups;
- Analysis of expression of interests and collecting statistics data;
- Cooperation with the EC and participation in EC meetings and events;
- Participation in networks and platforms at EU level;
- Planning and implementing project activities relevant to their priority thematic areas;
- Presentation activities – active involvement in NCP events;
- Cooperation and exchange of experiences with other European National Contact Points;
- Promotion of BiH NCP system activities;

- Delivery of strategic information to research facilities;
 - Contribution on a regular basis to website contents, information accuracy and update;
 - Gathering information and drafting articles to contribute to the newsletter content;
 - Daily update of the client database;
 - Reporting and records management.
- **Main tasks and responsibilities of the Focal Points at the universities include:**
 - Provision of general information and individual support for the participation of researchers in the FPs;
 - Organisation of info-days and other events in the scope of their activities (home university and its research partners in the region/canton);
 - Presentation activities at universities and other institutions within the scope of their activities (canton/region);
 - Promotion of BiH NCP system activities and services within the region/canton of their responsibility;
 - Daily update of the online database;
 - Contribution to website and newsletter contents and update;
 - Participation in staff meetings upon invitation of the NCP Coordinator;
 - Reporting and records management.
 - At present there is no BiH NCP Coordination Office, but it should be set up by MoCA under the valid contract with ADA. In case that MoCA establishes the Office to contribute to the NCP network coordination efforts and creates the position of the Office Manager, he/she will be running the NCP Coordination Office and directly reporting to the NCP Coordinator. The **Office Manager's main tasks and responsibilities will include**¹⁶:
 - Monitoring of the schedule of activities of the Coordinator and project activities;
 - Tracking BiH NCP staff activities and reports;
 - Organisation of workshops, seminars, info-days and other BiH NCP events;
 - Management of available resources;
 - Establishment and management of office financial records and providing financial/accounting services to NCPs;
 - Organisation of meetings, taking minutes in the meetings;
 - Coordination between Focal Points/NCPs and BiH NCP office and organization of regular meetings with Focal Points and NCPs;
 - Correspondence on routine matters and responding to routine requests for information via phone or mail;
 - Arrangement of appointments and receiving visitors;
 - In cooperation with NCPs and Focal Points, preparation and editing content for webpage, e-newsletter, and other documents and materials;
 - Other administrative tasks and duties.

¹⁶ Terms of Reference for the Project to be implemented in accordance with the Contract between the Ministry of Civil Affairs of BiH and the Austrian Development Agency (No: 7998-00/2009, dated May 27, 2010); p. 19.

6.4 Evaluation Forms

Evaluation form for client feedback from events (to be printed out and include NCP visual identity design).

EVALUATION FORM

1. Your expectations related to (the event):

.....
.....

Did the event meet your expectations? Yes No To some extent

If no, please state why:

.....
.....

2. Please assess the organisational aspect of (*the event*):

<i>Overall organisation</i>	1	2	3	4	5
Communication between organizer and participants	1	2	3	4	5
Information availability	1	2	3	4	5

Comments:

.....
.....

3. Evaluate the issues and topics presented:

<i>Level of your pre-knowledge of the topic</i>	1	2	3	4	5
Relevance of information	1	2	3	4	5
Quality of presentations	1	2	3	4	5

Which topics do you find useful, less useful and/or unnecessary?

.....
.....
.....
.....

4. Conclusions/recommendations/comments:

.....
.....

On-line Evaluation Form

Questions and answers **to be designed** for the online evaluation form to gather the client feedback on the NCP services, web site, and the E-newsletter. It is envisaged that the form will be available on-line at the NCP website.

A General opinion on the NCP services

1. Do you find the activities and services offered by the NCP:

- Very useful
- Useful
- Useful to some extent
- Not useful

2. To what extent are you satisfied with the communication with the NCP?

- Very satisfied
- Satisfied
- Satisfied to some extent
- Not satisfied

3. Based on your experience with individual NCPs, please rate the NCPs' services:

<i>Availability</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
Relevance of information provided	1	2	3	4	5
Level of knowledge provided	1	2	3	4	5

B Website and the E-newsletter

4. Are you satisfied with the quality of information published on the website?

- Yes
- No
- To some extent

5. Please rate the content of the web site:

Quality of information provided	1	2	3	4	5
Relevance of the information	1	2	3	4	5
Links provided	1	2	3	4	5

6. Do you find the web site user friendly?

- Yes
- No
- To some extent

7. What information should be added to the web site? _____

8. Please rate the e-newsletter:

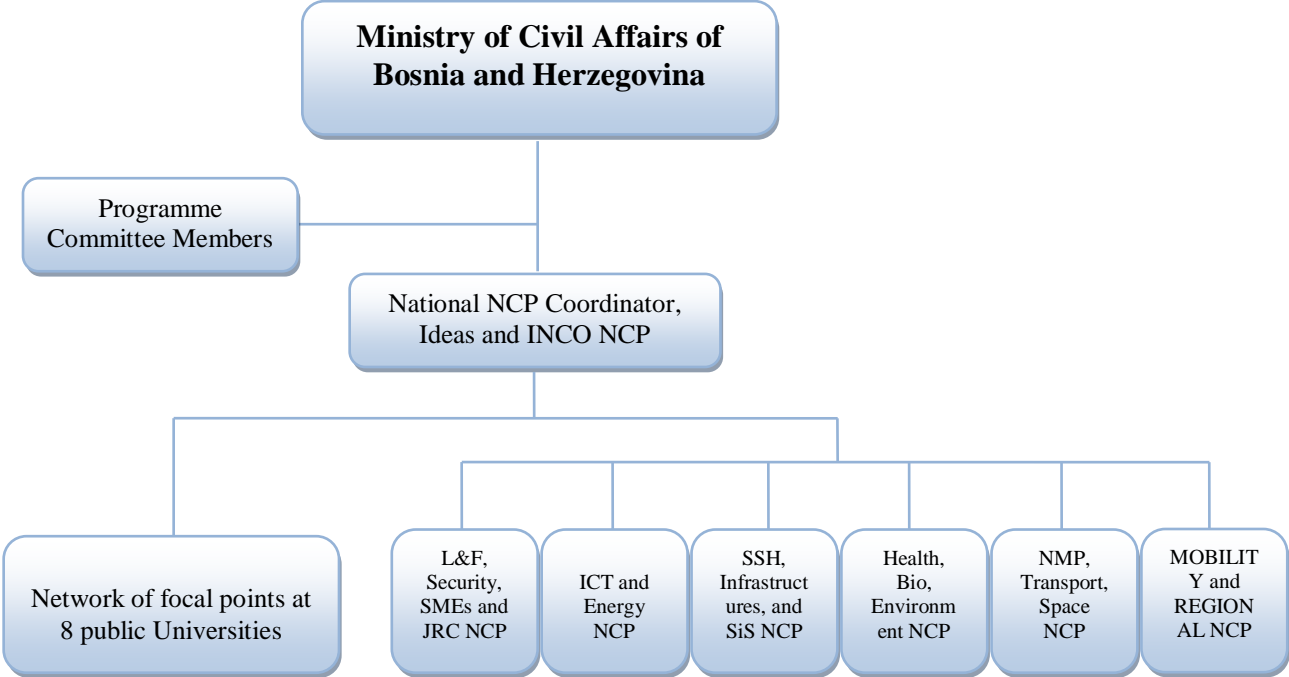
Information content 1 2 3 4 5

Relevance of the information 1 2 3 4 5

Outlook on international cooperation opportunities 1 2 3 4 5

9. Comments and suggestions for improvements: _____

6.5 NCP System Organisational Chart and Staff List



List of NCPs in Bosnia and Herzegovina

- 1. National FP7 Coordinator, IDEAS, and INCO NCP**
Ammar Miraščija
Ministry of Civil Affairs of BiH
+387 33 492 597
ammir.mirascija@ncp-fp.ba
- 2. Legal and Financial Issues, Security, Research for SMEs, and JRC NCP**
Đorđe Markez
Ministry of Science and Technology of Republika Srpska
+387 51 338 716
markezdj@teol.net
- 3. ICT and Energy NCP**
Jasna Hivziefendić
University of Tuzla
+387 35 300 528
jasna.hivziefendic@untz.ba
- 4. SSH, INFRASTRUCTURES, and SiS NCP**
Nina Šober Begović
University of Sarajevo
+387 33 565 119
nina.sober@unsa.ba
- 5. HEALTH, BIO, AND ENVIRONMENT NCP**
Katarina Bošnjaković
University of East Sarajevo
+387 57 320 330
katarina.bosnjakovic@gmail.com
- 6. NMP, TRANSPORT, and SPACE NCP**
Danijel Šogorović
University of Mostar
+387 36 337 030
danijel.sogorovic@sve-mo.ba
- 7. MOBILITY and REGIONAL NCP**
Dalibor Drljača
EURAXESS Centre BiH
+387 51 349 971
drljacad@gmail.com

List of Focal Points:

- **University of Sarajevo** – Nina Begović (nina.sober@unsa.ba) and Jasna Bošnjović (jasna.bosnjovic@unsa.ba)
- **University of Banja Luka** – Dragana Pećanac (dragoljupce1@yahoo.com)
- **University of Tuzla** – Almir Osmanović (almir.osmanovic@untz.ba)
- **University “Džemal Bijedić” Mostar** – Salko Kovačić (salko@unmo.ba)
- **University of Mostar** – Dražena Tomić (drazena.tomic@sve-mo.ba) and Vojo Višekruna (vojo.visekruna@sve-mo.ba)
- **University of East Sarajevo** – Slobodanka Krulj (skrulj@yahoo.com)
- **University of Bihać** – Damir Hodžić (hodzic.damir@bih.net.ba) and Bernardin Ibrahimpašić (bernardin@bih.net.ba)
- **University of Zenica** – Diana Ćubela (diana.cubela@unze.ba) and Jasmin Halebić (jasmin.halebic@ef.unze.ba)