

HORIZON-WIDERA-2023-ACCESS-03

**BIOECONOMY EXCELLENCE ALLIANCE FOR STIMULATING
INNOVATIVE AND INCLUSIVE GREEN TRANSITION**

BEAMING

D8.3

Collection of individual Knowledge Valorisation Action Plans

Lead Contractor: Sustainable Innovations (SIE)

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This document corresponds to D8.3 and contains the individual Knowledge Valorisation Action Plans tailored to the needs of each BEAMING Widening HEI Partner, with actionable insights towards improving institutional regulatory frameworks, as well as unofficial practices.

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Acronyms and abbreviations

Acronyms	Explanation
AHP	Analytic Hierarchy Process
AUT	Agricultural University of Tirana
AUP	Agricultural University – Plovdiv
BME	Budapest University of Technology and Economics
CoP	Community of Practice
CR	Consistency Ratio
CSA	Coordination and Support Action
EDU	EDUCONS University
EDUCONS	EDUCONS University
EU	European Union
FASF	Faculty of Agricultural Sciences and Food-Skopje
FIEK	Centre for University-Industry Cooperation
HEI	Higher Education Institution
HEIs	Higher Education Institutions
HR	Human Resources
INCDSB	National Institute for Research and Development in Biological Sciences
IP	Intellectual Property
IRPO	International Relations and Project Office
KPI	Key Performance Indicator
KTO	Knowledge Transfer Office
KV	Knowledge Valorisation
KVO	Knowledge Valorisation Office
M&E	Monitoring and Evaluation

NALED	National Alliance for Local Economic Development
PU	Public
REA	European Research Executive Agency
SIE	Sustainable Innovations Europe
SMART	Specific, Measurable, Achievable, Relevant and Time-bound
SWOT	Strengths, Weaknesses, Opportunities and Threats
TTO	Technology Transfer Office
UKIM	Ss. Cyril and Methodius University in Skopje
UNIBL	University of Banja Luka
UNIOS	University of Osijek
UNSFA	University of Novi Sad, Faculty of Agriculture
UP	University of Pannonia
WP	Work Package

1. Executive summary

1.1 Context of WP8

Work Package 8 (WP8), Boosting knowledge valorisation practices, aims to strengthen the capacity of BEAMING partner institutions to translate research outcomes into new value-added products, services, technologies and wider societal benefits. Within the overall BEAMING framework, WP8 focuses on improving institutional practices related to knowledge valorisation, including technology transfer, intellectual property management, entrepreneurship, access to funding, mentoring, networking opportunities and multi-stakeholder engagement. The work package also supports partners in developing the skills, procedures and institutional conditions required to promote the creation of new ventures, spin-offs and start-ups among faculty, staff and students. WP8 is structured around a progressive intervention logic. First, the BEAMING Knowledge Valorisation Task Force and Community of Practice provide a peer-to-peer structure for knowledge exchange and coordination among partners. Second, the assessment of existing institutional regulatory environments and knowledge valorisation practices carried out under Task 8.2 provides an evidence base on institutional policies, procedures, practices, gaps and development needs. Third, capacity-building and mobility-based activities under Task 8.3 support the development of practical competences through training modules, mobility activities and the Spring School. Finally, Task 8.4 translates the findings of the assessment into institutional action, through the development of individual Knowledge Valorisation Action Plans for BEAMING HEI partners.

1.2 Objectives of Task 8.4

Task 8.4, developing individual Knowledge Valorisation Action Plans for BEAMING partners, is led by SIE and implemented with the participation of all partners. Its main objective is to transform the findings of the



assessment performed in Task 8.2 into actionable insights that can improve institutional procedures and better support the implementation of Knowledge Valorisation practices across BEAMING HEI partners. The task foresees the organisation of local Expert Workshops by HEI partners, with experts delegated by the BEAMING Knowledge Valorisation Community of Practice. Through these activities, a set of SMART goals and actionable insights is developed using the Analytic Hierarchy Process (AHP). The outcomes are then transformed into individual institutional Knowledge Valorisation Action Plans, summarised in this deliverable, D8.3. In addition, stakeholder feedback is collected through validation workshops in local languages, ensuring that the Action Plans are discussed with relevant institutional communities, including faculty members, researchers, administrators and students. The purpose of this deliverable is therefore twofold. First, it documents the common methodology designed to support the development of the individual Action Plans, including the AHP-based prioritisation framework, the survey tool, the local workshop process and the SMART-based Action Plan template. Second, it summarises the resulting institutional Knowledge Valorisation Action Plans prepared by the participating HEI partners, together with the feedback collected through the validation workshops.

2. Introduction

2.1 BEAMING and Knowledge Valorisation

BEAMING is designed to strengthen research excellence and institutional capacity for impact generation across partner institutions in the bioeconomy field. [The EU Guiding Principles for Knowledge Valorisation](#) aim to maximise the transformation of research and innovation results into solutions that benefit society. They mainly address national, regional, and local policy makers. This includes commercialisation pathways such as intellectual property protection, licensing and spin-offs, as well as broader forms of value creation



through collaboration with industry, public authorities, civil society, innovation ecosystems and policy actors. In the BEAMING project, Knowledge Valorisation is not treated as a stand-alone activity limited to technology transfer offices or patenting procedures. It is linked to institutional governance, research support services, incentive systems, training provision, monitoring practices and external engagement channels. For this reason, WP8 focuses on the institutional conditions that allow knowledge generated by universities and research organisations to be recognised, supported, transferred and used by relevant stakeholders. The objectives of WP8 are aligned with this broad understanding of Knowledge Valorisation. The work package supports partners in developing practices to translate research outcomes into new value-added products, services and technologies; improving technology transfer and IP management policies; building supportive ecosystems with access to funding, mentoring and networking; promoting entrepreneurship among faculty, staff and students; and providing training for multi-stakeholder research, entrepreneurship, business planning, marketing and funding opportunities.

2.2 Link with T8.2 & D8.1 – KV Case Study Book

Task 8.4 builds directly on the work carried out under Task 8.2, which assessed the existing institutional regulatory environment and practices for Knowledge Valorisation across BEAMING partner institutions. Task 8.2 included desk research, surveys, interviews and gap analysis, leading to the development of the [BEAMING Knowledge Valorisation Case Study Book, D8.1](#). The purpose of D8.1 was to provide an evidence-based analysis of institutional policies, procedures, support mechanisms, perceived barriers and roadmap orientations for improving Knowledge Valorisation practices. D8.1 established the empirical basis for the development of the individual Action Plans. It showed that Knowledge Valorisation support mechanisms are present across partner institutions, including intellectual property management procedures, technology transfer or equivalent support structures, legal and contractual support, collaboration interfaces and entrepreneurial



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pathways. At the same time, the analysis showed that these mechanisms are not always equally visible, accessible or activated by researchers, students and institutional users. The findings of D8.1 identified several recurring gaps and development needs that informed the design of the T8.4 methodology. These gaps were translated into the main prioritisation areas used for the development of the Knowledge Valorisation Action Plans.

Evidence from D8.1	Relevance for D8.3
Uneven visibility of Knowledge Valorisation support mechanisms	Need to improve awareness, communication and contact points
Moderate confidence in applying research results in business or innovation contexts	Need to strengthen individual capacities through training and mentoring
Administrative and procedural barriers	Need to clarify processes, workflows and institutional guidance
Funding and incentive-related constraints	Need to address recognition and motivation mechanisms
Monitoring practices not always connected to decision-making	Need to reinforce monitoring, evaluation and institutional learning

Table 1: Findings from D8.1

The integrated analysis in D8.1 identified six interrelated domains requiring structured attention: visibility and opportunity awareness; competence and applied readiness; procedural and administrative friction; incentive coherence; monitoring-to-decision integration; and engagement and ecosystem pathways. These domains provided the analytical bridge between the assessment work of T8.2 and the action-oriented work of T8.4

2.3 Purpose and scope of D8.3

D8.3 presents the process and outcomes of Task 8.4, developing individual Knowledge Valorisation Action Plans for BEAMING partners. The task is led by SIE and involves all partners. Its purpose is to transform



the findings of T8.2 into actionable insights that can support institutional procedures and improve the implementation of Knowledge Valorisation practices. The Grant Agreement foresees the organisation of local Expert Workshops by HEI partners, the development of SMART goals and actionable insights through an AHP method, and the transformation of these activities into individual Knowledge Valorisation Action Plans. It also foresees the collection of stakeholder feedback through validation workshops in local languages, involving relevant groups such as faculty members, researchers, administrators and students.

D8.3, therefore, has a practical and synthesis-oriented scope. The role is to document the common methodology used in T8.4 and to summarise the individual Action Plans developed by each participating HEI partner.

The deliverable covers three main elements:

- The common methodological framework used to guide the preparation of the Action Plans;
- The local HEI workshops and validation workshops organised by partners;
- The individual Knowledge Valorisation Action Plans prepared for each BEAMING HEI partner.

The Action Plans presented in this deliverable are institution-specific. They are based on a shared framework, while allowing each HEI to define actions that respond to its own needs, capacities and organisational context. This approach supports coherence at the consortium level without imposing a uniform institutional model.

3. Methodological Framework

3.1 Overall process followed in T8.4

Task 8.4 follows a structured process designed to transform the findings of Task 8.2 into individual Knowledge Valorisation Action Plans for BEAMING HEI partners. The methodology combines a common prioritisation framework with local institutional reflection, ensuring that all partners work from the same analytical basis while adapting the final Action Plans to their own institutional context. The process started with the review of the results of D8.1, the BEAMING Knowledge Valorisation Case Study Book, which provided the evidence base for identifying key institutional gaps and development needs. Building on these findings, SIE prepared a draft AHP-based prioritisation framework, including a set of proposed criteria and action alternatives. This draft framework was discussed with BEAMING partners during a joint WP8 workshop organised in the context of the BEAMING General Assembly.

Following this joint session, the AHP framework was refined and transformed into a survey tool to support structured prioritisation. The survey was designed to help HEI partners and experts compare Knowledge Valorisation criteria and action alternatives using pairwise comparisons. The results of this process are intended to support the identification of priority areas for institutional action.

The overall methodological sequence is summarised below.

Step	Activity	Lead	Main output
1	Review of D8.1 findings and preparation of AHP framework	SIE	Draft prioritisation framework
2	Joint WP8 workshop during the BEAMING General Assembly	SIE / WP8 partners	Validated criteria and alternatives

3	Launch of the AHP Prioritisation Survey	SIE	Survey responses from HEI representatives/experts
4	Analysis of AHP survey responses	SIE	AHP prioritisation results
5	Sharing of AHP results with HEI partners	SIE	Institution-level input for local workshops
6	Local HEI workshops	HEI partners	Interpretation of AHP results and selection of priorities
7	Development of SMART-based Action Plans	HEI partners	Draft institutional KV Action Plans
8	Validation workshops	HEI partners	Stakeholder feedback and refinements
9	Compilation in D8.3	SIE	Summary of individual KV Action Plans

Table 2: Methodological sequence

This sequence was designed to ensure traceability between the assessment carried out in T8.2 and the Action Plans developed under T8.4.

3.2 WP8 workshop during the BEAMING Annual Meeting

A joint WP8 workshop was organised during the [BEAMING Annual Meeting in Novi Sad](#) celebrated from May 12 to May 14, 2026, to support the development of Task 8.4. The purpose of this workshop was to present the draft AHP-based prioritisation framework prepared by SIE and to collect feedback from BEAMING partners before launching the next steps of the process.



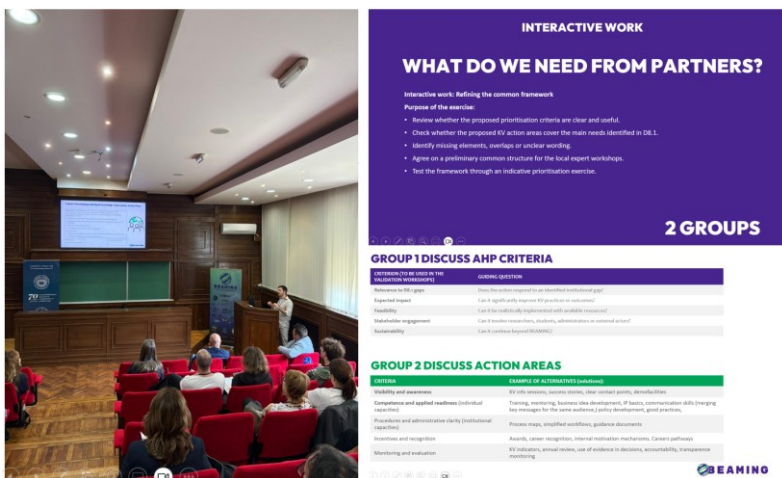


Image 1: T8.4 Workshop in Novi Sad

The workshop served as a methodological alignment point. Rather than asking each HEI partner to develop its Action Plan independently from the outset, the session aimed to agree on a common structure that could guide the local workshops and ensure consistency across institutions.

The workshop focused on three main elements:

- The proposed AHP criteria to be used for prioritising Knowledge Valorisation needs;
- The proposed action alternatives under each criterion
- The process for moving from prioritisation to SMART-based Action Plans.

During the session, partners reviewed the proposed framework and discussed whether the criteria and alternatives were clear, relevant and applicable across different institutional contexts. The discussion also helped identify wording adjustments and practical considerations for applying the framework during the local HEI workshops.

The role of SIE in this process was to coordinate the methodological preparation of T8.4, facilitate the discussion with partners, consolidate the feedback received and prepare the tools needed for

implementation. These tools included the AHP Prioritisation Survey, the Local HEI Workshop reporting template, the SMART-based Action Plan template and the Validation Workshop reporting template. The workshop counted on the collaboration from BME, who presented the AHP calculation methods the next day.

3.3 AHP-based prioritisation framework

The AHP-based prioritisation framework was designed to support a structured discussion on Knowledge Valorisation priorities. The Analytic Hierarchy Process allows participants to compare criteria and alternatives in pairs, helping to identify which elements are perceived as more relevant for developing institutional Action Plans. For the purposes of T8.4, the AHP framework was kept practical and directly connected to the needs of the HEI partners. It does not aim to rank institutions or assess partner performance. Its role is to support decision-making by helping partners reflect on which Knowledge Valorisation areas should receive priority attention in their institutional context. The framework is organised around five criteria and twenty action alternatives. The criteria represent broad institutional dimensions of Knowledge Valorisation. The alternatives represent possible types of activities that partners may include in their Action Plans.

3.3.1 AHP criteria

The five criteria used in the prioritisation framework are presented below.

Criterion	Description
C1: Visibility and Awareness	Measures the importance of making Knowledge Valorisation opportunities, services and support mechanisms more visible and accessible within the institution.

C2: Individual Capacities	Refers to the skills, knowledge and confidence of researchers, students and staff to engage in Knowledge Valorisation activities.
C3: Institutional Capacities	Covers the internal procedures, workflows, guidance and support structures that allow Knowledge Valorisation activities to be implemented effectively.
C4: Incentives and Recognition	Refers to the mechanisms used to motivate, recognise and reward engagement in Knowledge Valorisation activities.
C5: Monitoring and Evaluation	Covers the use of indicators, review processes and evidence to track Knowledge Valorisation activities and support institutional learning.

Table 3: AHP Criteria

These criteria reflect the main areas where institutional action may be needed to strengthen Knowledge Valorisation practices. They also provide a common language for partners to discuss priorities across different institutional settings.

3.3.2 Action Plan Alternatives

Under each criterion, a set of action alternatives was defined. These alternatives were used in the AHP survey and serve as a basis for identifying potential activities to be included in the individual Action Plans.

Criterion	Action alternatives
C1: Visibility and Awareness	A1: KV info sessions; A2: Success stories; A3: Clear contact points; A4: Demo facilities
C2: Individual Capacities	A5: Training / mentoring; A6: Business idea development; A7: IP basics; A8: Communication skills; A9: Policy development
C3: Institutional Capacities	A10: Process maps; A11: Simplified workflows; A12: Guidance documents
C4: Incentives and Recognition	A13: Awards; A14: Career recognition; A15: Internal motivational mechanisms; A16: Career pathways
C5: Monitoring and Evaluation	A17: KV indicators; A18: Annual review; A19: Use of evidence in decisions; A20: Accountability and transparency

Table 4: Action Plan Alternatives

The alternatives were not intended to limit the scope of the Action Plans. Partners may adapt, combine or further specify them according to their institutional needs. Their purpose is to provide a common starting point for structured prioritisation and local discussion.

3.4 AHP prioritisation survey

The AHP Prioritisation Survey was coordinated centrally by SIE. SIE collected the responses submitted by HEI representatives and experts, processed the pairwise comparisons and prepared the prioritisation results. These results were then shared with the corresponding HEI partners as structured input for their local workshops. The survey, therefore, provided an analytical basis for discussion, while the local workshops remained the main space where each institution interpreted the results and translated them into concrete Action Plan activities.

The survey is divided into three parts. The first part collects basic respondent information, including institution, position and years of experience. The second part focuses on pairwise comparisons between the five criteria. The third part compares action alternatives within each criterion.

The survey structure is summarised below.

Survey section	Content	Purpose
Respondent information	Institution, position and experience	Understand the background of respondents
Criteria pairwise comparison	Comparison of C1–C5	Identify the relative importance of Knowledge Valorisation criteria
Action alternatives comparison	Comparison of A1–A20 within their criteria	Identify which activities contribute more strongly to each criterion

Table 5: AHP Survey Structure

The survey follows the Saaty scale used in AHP, where respondents indicate which item is more important or more effective and the strength of that preference. For the criteria, respondents compare which criterion is more important for developing the Action Plans. For the action alternatives, respondents compare which activity contributes more effectively to achieving the stated criterion.

The AHP survey is used as a decision-support tool. It does not replace the local HEI workshops or the judgment of institutional stakeholders. Its purpose is to provide a structured input that partners can use when discussing priorities and preparing their SMART-based Action Plans.

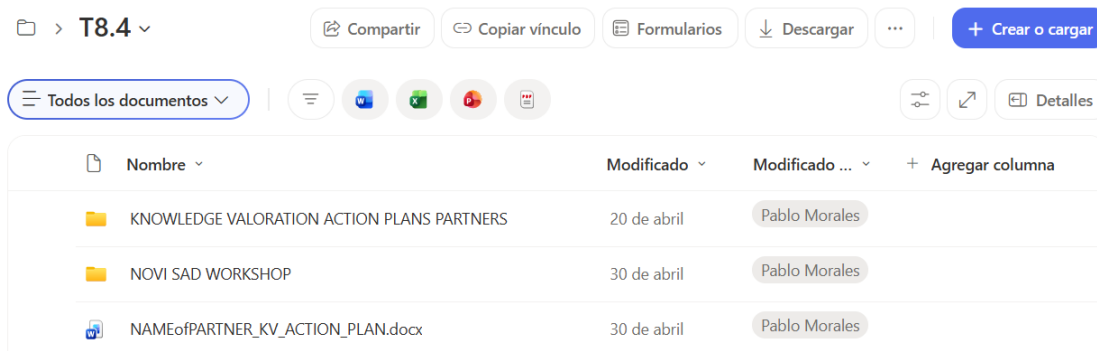
3.5 Guidance and templates provided

To support partners in implementing T8.4 consistently, SIE prepared a set of guidance materials and templates available at the project SharePoint. These materials were designed to make the process clear, reduce reporting burden and ensure that all HEI partners provide comparable information for D8.3.

The materials provided include:

- **Local HEI Workshop reporting template**, to document the organisation, participants, discussion and outcomes of the local expert workshops.
- **AHP Prioritisation Survey**, to support structured comparison of criteria and action alternatives.
- **SMART-based Action Plan template**, to help partners translate priorities into concrete activities with indicators, timeframes and responsible units.
- **Validation Workshop reporting template**, to collect information on stakeholder feedback and any adjustments made to the Action Plans.

- **Follow-up calendar and roadmap**, to clarify deadlines, expected contributions and the sequence of activities.



Nombre	Modificado	Modificado ...	Agregar columna
KNOWLEDGE VALORATION ACTION PLANS PARTNERS	20 de abril	Pablo Morales	
NOVI SAD WORKSHOP	30 de abril	Pablo Morales	
NAMEofPARTNER_KV_ACTION_PLAN.docx	30 de abril	Pablo Morales	

Image 2: Folders and reporting templates in the BEAMING project SharePoint.

The use of common templates ensures that the information collected from HEI partners can be integrated into D8.3 in a coherent way. At the same time, the templates leave space for each institution to describe its own context, priorities and implementation approach.

3.6 From priorities to SMART-based Action Plans

The final step of the methodology consists of translating prioritised Knowledge Valorisation areas into concrete Action Plan activities. For this purpose, partners were asked to formulate each activity as a SMART-based action, meaning that it should be specific, measurable, achievable, relevant and time-bound. The SMART-based structure helps ensure that the Action Plans go beyond general intentions. Each activity should describe what will be done, who will be involved, how progress will be measured, when the activity will be implemented and which unit or person will be responsible. The Action Plan template integrates the SMART logic directly into the activity table. Partners therefore do not need to prepare SMART goals separately from the Action Plan. Each proposed activity should already contain the essential elements of a SMART goal.

Action Plan element	Purpose
Priority area	Links the activity to one of the Knowledge Valorisation criteria or action areas
SMART goal	Defines the concrete action to be implemented
Description	Explains what will be done and how
Target group	Identifies who the activity is intended to reach
Indicator	Defines how progress or completion will be measured
Deadline	Specifies when the activity will be implemented
Leader	Identifies who will coordinate or deliver the activity

Table 6: Action Plan template description.

This approach supports the preparation of practical and institution-specific Action Plans. It also makes it easier to follow up implementation after the submission of D8.3, as each action is linked to an expected output, timeframe and responsible actor.

SMART goal Action plan of the NAME OF THE INSTITUTION



Priority Area	SMART goal	Description	Target Group & Indicator	Deadline	Leader
Visibility and awareness	Create and disseminate an institutional Knowledge Valorisation guidance page by December 2026	The institution will create a simple online guidance page explaining what Knowledge Valorisation is, which support services are available, who researchers should contact, and which steps should be followed for IP, collaboration or entrepreneurship support. The page will be promoted through internal communication channels.	Researchers, Early Career Researchers, PhD students, administrative staff. Guidance page published; at least 100 researchers/students reached through internal communication; contact point clearly identified	December 2026	Research Support Office
Competence and applied readiness	Organise two practical Knowledge Valorisation training sessions by June 2027	The institution will organise two short training sessions focused on practical skills, including IP basics, market analysis, stakeholder engagement and development of research-based ideas. The sessions will use examples from institutional research areas.	Researchers, PhD students, Early Career Researchers. 2 training sessions delivered; at least 40 participants in total; participant feedback collected	June 2027	Innovation Office



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Image 3: SMART Goal Action Plan Example (orange cells were included as examples for the HEIs partners).



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4. AHP Survey results

The AHP survey results provide an institution-level overview of the Knowledge Valorisation priorities identified by the HEIs. The table below summarises, for each institution, the number of responses received, the highest-ranked AHP priority areas, their main interpretation for the subsequent Expert Workshop, and the priority actions identified as potential inputs for the SMART-based Knowledge Valorisation Action Plans.

HEI & Answers	Main AHP priority	Key interpretation for the Expert Workshop	Priority actions for SMART GOAL Action Plan
UNIOS (7)	Institutional Capacities – 30.0% ; Individual Capacities – 22.5%; Monitoring & Evaluation – 19.1%	UNIOS should focus the workshop on strengthening the institutional framework for knowledge valorisation, particularly internal processes, guidance and evidence-based decision-making.	Simplified workflows 40.0% ; Training/mentoring 34.9% ; Use of evidence in decisions 37.1% ; Career pathways 33.0% ; Success stories 33.6% .
BME (3)	Institutional Capacities – 34.8% ; Visibility & Awareness – 24.4%; Individual Capacities – 18.1%	BME's results point to institutional procedures as the main bottleneck, with visibility and awareness also playing an important role in supporting knowledge valorisation uptake.	Simplified workflows 65.4% ; Success stories 42.1% ; Training/mentoring 36.9% ; KV indicators 36.2% ; Career recognition 31.8% .
AUP (3)	Individual Capacities – 28.9% ; Institutional Capacities – 20.6%; Incentives & Recognition – 18.1%	AUP should prioritise people-centred capacity building, while supporting it with institutional guidance and internal motivation mechanisms.	Training/mentoring 29.2% ; Guidance documents 39.6% ; Internal motivational mechanisms 29.8% ; Use of evidence in decisions 30.9% ; Success stories 30.4% .
UP (1)	Individual Capacities – 32.4% ; Incentives & Recognition – 27.6%; Monitoring & Evaluation – 22.8%	UP's result is only indicative, as it is based on one response and does not meet the minimum of three answers. It should be used as a discussion input, not as institutional consensus.	Training/mentoring 39.1% ; Career pathways 43.3% ; Accountability & transparency 67.1% ; Process maps 44.0% ; Success stories 59.6% .
UNIBL (3)	Institutional Capacities –	UNIBL shows the strongest institutional-capacity	Simplified workflows 43.8% ; Clear contact points 40.9% ;

	40.3% ; Visibility & Awareness – 20.1%; Incentives & Recognition – 14.6%	orientation, suggesting that the workshop should focus on internal KV structures, procedures and clear support mechanisms.	Career recognition 39.4% ; Business idea development 37.6% ; Use of evidence in decisions 39.5% .
UKIM (4)	Institutional Capacities – 34.1% ; Individual Capacities – 30.3%; Monitoring & Evaluation – 14.3%	UKIM's results show a dual priority: strengthening institutional structures and improving staff capabilities, both of which should be central to the workshop design.	Guidance documents 49.3% ; Training/mentoring 38.1% ; Demo facilities 52.6% ; Internal motivational mechanisms 35.6% ; KV indicators 43.9% .
UNSFA (7)	Institutional Capacities – 28.5% ; Incentives & Recognition – 23.1%; Individual Capacities – 21.1%	UNSFA should focus on institutional process mapping, while also addressing recognition mechanisms and staff capacity development as enabling factors.	Process maps 38.5% ; Training/mentoring 31.8% ; Career recognition 30.3% ; Demo facilities 30.6% ; Use of evidence in decisions 34.9% .
EDU (6)	Institutional Capacities – 30.9% ; Individual Capacities – 27.3%; Incentives & Recognition – 22.3%	EDU's results point to the need for stronger institutional structures combined with practical staff support and clearer recognition of KV-related contributions.	Simplified workflows 49.9% ; Business idea development 33.0% ; Career recognition 34.5% ; KV indicators 40.3% ; Clear contact points 39.8% .
AUT (25)	Institutional Capacities – 31.5% ; Individual Capacities – 22.3%; Monitoring & Evaluation – 19.5%	AUT should focus on institutional process improvements, supported by targeted training and monitoring actions to strengthen practical Knowledge Valorisation implementation.	Simplified workflows 38.0% ; Process maps 33.0% ; Guidance documents 29.0% ; Training/mentoring 35.8% ; Accountability and transparency 30.0% ; KV indicators 28.3% ; Use of evidence in decisions 27.2% .

Overall, the AHP results show a clear common pattern across the participating HEIs: Knowledge Valorisation is perceived mainly as an **institutional and organisational challenge**. In six out of the eight HEIs analysed, Institutional Capacities emerged as the highest-ranked criterion, namely UNIOS, BME, UNIBL, UKIM, UNSFA and EDU. This indicates that most institutions consider that the main barriers are related to internal structures, procedures, workflows, guidance mechanisms and institutional support, rather than only to individual motivation or

awareness. In practical terms, this suggests that the Expert Workshops should give particular attention to how each HEI can simplify internal processes, clarify responsibilities, provide practical guidance and make Knowledge Valorisation easier to implement in daily institutional practice. At the same time, Individual Capacities appeared consistently among the top priorities and was the highest-ranked criterion for AUP and UP. This confirms that staff skills, training, mentoring, communication capacities and business idea development remain essential enablers for Knowledge Valorisation. Incentives and Recognition also appeared as a relevant priority in several institutions, especially where respondents highlighted the need for career recognition, career pathways or internal motivational mechanisms. By contrast, Monitoring and Evaluation and Visibility and Awareness were less frequently ranked as the leading criteria, although specific actions within these areas, such as KV indicators, clear contact points, success stories or demo facilities, may still be highly relevant for individual HEIs. At the action-plan level, the selection of priority actions was recommended to be based on the global priorities of the alternatives, as these combine both the importance of each criterion and the relative preference of each action within that criterion. Therefore, the highest-ranked actions should be understood as a data-driven starting point for each HEI's SMART GOAL Action Plan, rather than as a mandatory list.

5. Local HEI workshops

5.1 Purpose of the local HEI workshops

The local HEI workshops are organised as the main institutional working sessions for interpreting the AHP prioritisation results and translating them into partner-specific Knowledge Valorisation actions. The workshops do not repeat the AHP survey exercise. Instead, they use the results processed and shared by SIE as a structured basis for institutional discussion. Before the workshops, SIE launches the AHP Prioritisation Survey, collects the responses and analyses the pairwise comparisons submitted by HEI representatives and experts. The resulting prioritisation of criteria and action alternatives is then shared with the relevant HEI partners. These results provide an initial evidence-based indication of which Knowledge Valorisation areas and activities are perceived as most important or effective.

During the local workshops, each HEI reviews these results in light of its own institutional context. Participants discuss whether the prioritised areas reflect local needs, whether any results require contextual interpretation, and which priorities should be transformed into concrete Action Plan activities.

The workshops therefore, serve three main functions:

Function	Purpose
Interpretation of AHP results	Review the prioritisation results shared by SIE and assess their relevance for the institution
Contextualisation	Discuss how the results relate to existing procedures, capacities, barriers and institutional priorities
Action Plan preparation	Select the priorities to be translated into SMART-based activities

Table 7: Purpose of the local workshops.

The local workshops provide the link between the AHP survey and the individual Action Plans. While the survey supports structured prioritisation, the workshops ensure that the final actions are realistic,

institution-specific, and aligned with the needs of the local academic and administrative community.

Each HEI is asked to document the workshop process, including the date, format, participants, main discussion points, conclusions and supporting evidence. The results of the local HEI workshops will be included in this section using the reporting templates completed by each partner.

5.2 Local HEI workshop report

5.2.1 BME

The Local HEI Workshop of the Budapest University of Technology and Economics (BME) was held on 22 July 2026 with the participation of 7 representatives. The workshop focused on reviewing and refining the preliminary SWOT analysis of BME's Knowledge Valorisation ecosystem.

Through a structured discussion, participants validated the identified strengths, weaknesses, opportunities and challenges, incorporating institutional expertise and practical experience. The purpose of this process was to ensure that the SWOT analysis accurately reflected the current institutional context and could provide a robust evidence base for the subsequent prioritisation process and the development of the Knowledge Valorisation Action Plan.

The final SWOT analysis highlighted BME's strong research excellence, extensive Horizon Europe participation, multidisciplinary expertise, established industrial collaborations and institutional commitment to innovation as key strengths. At the same time, it identified several areas for improvement, including limited awareness of Knowledge Valorisation services and processes, complex administrative procedures, uneven Knowledge Valorisation competencies among researchers and limited institutional capacities.

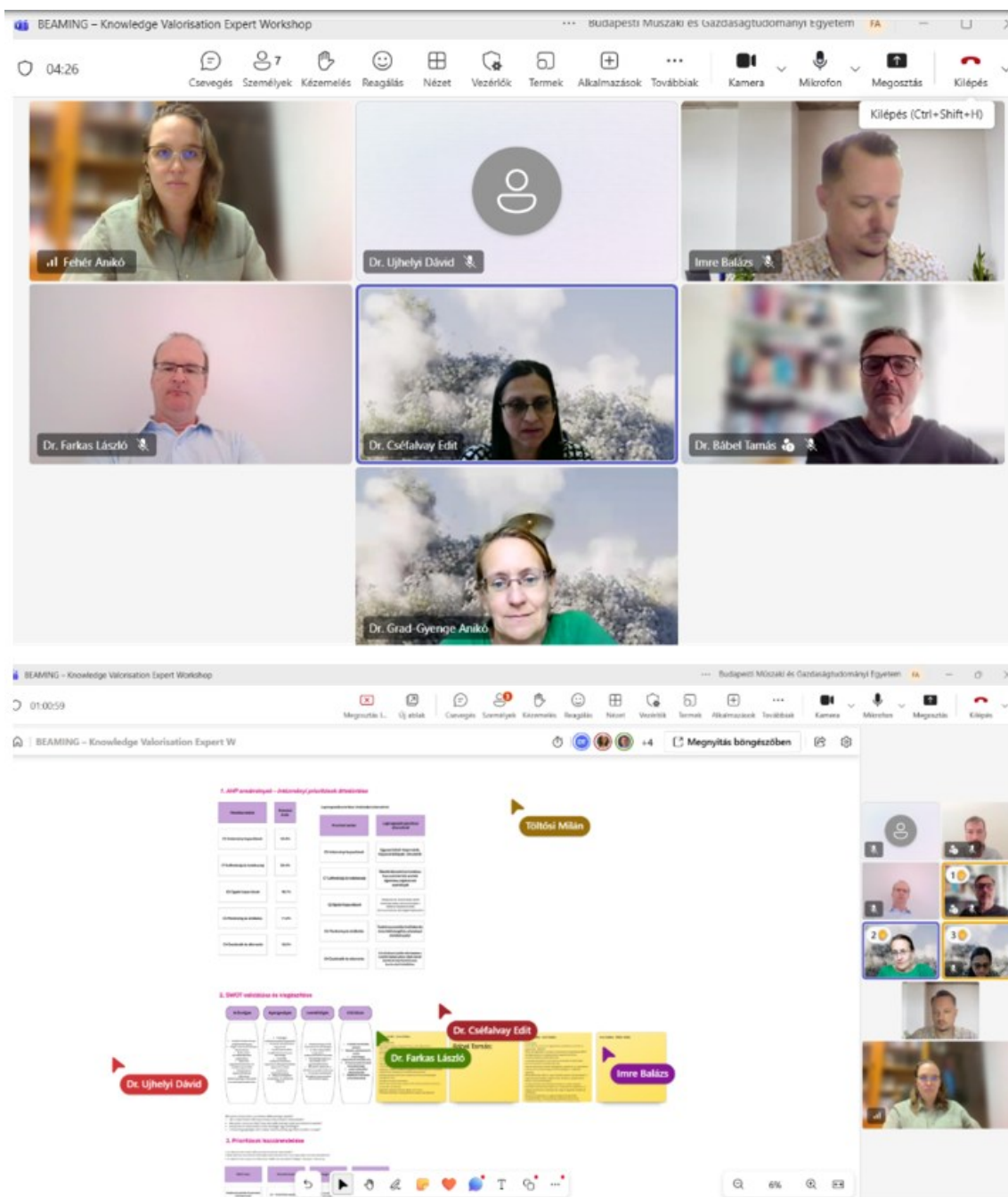


Image 4: BME Expert workshop.

The analysis also recognised relevant external opportunities, such as European funding programmes, international networks and increasing demand for research impact. However, participants also acknowledged challenges related to growing international competition, funding

uncertainty, administrative burden and the need to strengthen institutional capacity and innovation performance.

The workshop was complemented by the discussion of the AHP results and their relationship with the SWOT analysis. The AHP prioritisation identified **Institutional Capacities** as the highest priority area for BME, with a weight of **34.8%**, followed by **Visibility and Awareness** at **24.4%**, **Individual Capacities** at **18.1%**, **Monitoring and Evaluation** at **11.8%**, and **Incentives and Recognition** at **10.9%**. These results indicated that the institutional environment is perceived as the main bottleneck for effective Knowledge Valorisation at BME.

Based on the combined SWOT and AHP analysis, the workshop confirmed the following priority challenges and possible solutions:

SWOT element	Priority area	Possible solution	Priority
Fragmented Knowledge Valorisation processes	Institutional Capacities	Simplified workflows and guidance documents	High
Low visibility of Knowledge Valorisation services	Visibility and Awareness	Success stories, contact points and information sessions	High
Uneven researcher competencies	Individual Capacities	Training and mentoring programme	High
Weak monitoring	Monitoring and Evaluation	Knowledge Valorisation indicators and annual review	Medium
Limited incentives	Incentives and Recognition	Recognition scheme and awards	Medium

Table 8: BME Priority challenges.

The Local HEI Workshop therefore provided a structured basis for the development of BME's Action Plan. It confirmed that future actions should primarily address institutional support structures, internal visibility, researcher competences, monitoring practices and recognition mechanisms.

5.2.2 UNIOS

On June 16, 2026, the UNIOS Local HEI Workshop was held to present, review, and discuss with six participants the outcomes of the KV self-assessment and the AHP prioritisation exercise carried out within the project. The workshop brought together academic staff and researchers, members of institutional management and research support personnel, as well as representatives from industry.

The validation workshop was organised with the aim of discussing the current state of Knowledge Valorisation at the institutional level and highlighting the importance of its systematic implementation within the Faculty of Food Technology and University of Osijek (UNIOS). The workshop provided a structured setting for reflecting on existing practices, institutional capacities, challenges and opportunities related to the valorisation of research results, knowledge transfer and cooperation with external stakeholders. In addition to assessing the current situation, participants discussed possible strategic directions and concrete activities through which Knowledge Valorisation practices could be further strengthened at UNIOS. Particular attention was given to identifying institutional mechanisms, support structures, capacity-building needs, monitoring approaches and incentive measures that could contribute to a more coherent, visible and sustainable framework for knowledge valorisation. The discussion therefore served not only as a validation exercise, but also as an important participatory step toward aligning institutional priorities with practical actions for improving the uptake, application and societal relevance of research-based knowledge.



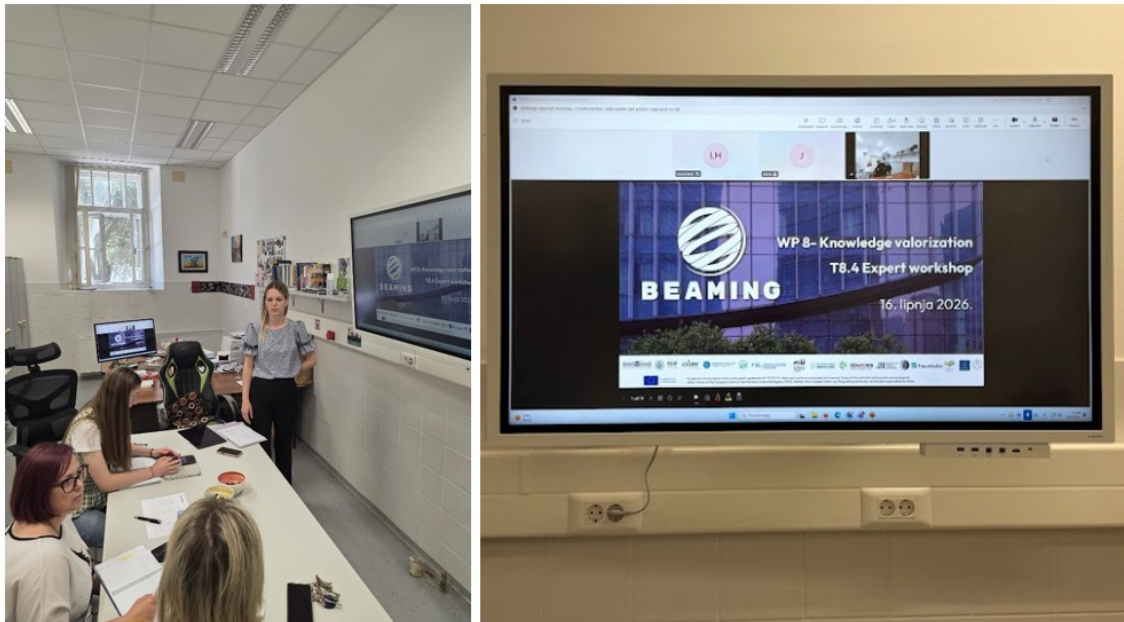


Image 5: UNIOS Expert Workshop

Outputs and insights obtained from the activity

During the Expert Workshop, the results of the AHP prioritisation exercise for UNIOS were presented and discussed with participants. The discussion focused on the key priority areas identified through the assessment, with **Institutional Capacities** receiving the highest weight **(30.0%)**. This was followed by **Individual Capacities (22.5%)** and **Monitoring and Evaluation (19.1%)**. The results indicate that participants perceived the strengthening of the institutional framework for Knowledge Valorisation as the most important area for further development. In contrast, awareness was assigned the lowest priority weight (12.9%), suggesting that participants considered structural and capacity-related improvements to be more urgent than awareness-raising activities alone.

In practical terms, the Expert Workshop provided an opportunity to discuss how UNIOS can further improve its Knowledge Valorisation practices by clarifying internal processes, strengthening the capacities of staff and researchers, and establishing mechanisms for monitoring progress and supporting evidence-based decision-making.

Furthermore, several priority actions were identified as particularly relevant for the development of the SMART-based Action Plan, also based on the AHP results. These included the **simplification of internal workflows** within Institutional Capacities, which received the highest priority within this criterion (40.0%), as well as **training and mentoring** activities under Individual Capacities (34.9%). Participants also discussed the importance of using **evidence in institutional decision-making** within Monitoring and Evaluation (37.1%), developing **clearer career pathways** under Incentives and Recognition (33.0%), and **promoting success stories** as part of Visibility and Awareness activities (33.6%).

The proposed SMART objectives for each prioritisation area, as discussed and adopted during the Local Expert Workshop, are presented in the following table.

Priority Area	SMART Goal	Main Activity	Target Group / Indicators	Deadline	Leader
Institutional Capacities	Develop an institutional internal guideline for Knowledge Valorisation	Develop a simple guideline explaining KV, available support services, contact points, and key steps for IP protection, stakeholder collaboration, knowledge transfer and entrepreneurial support. Promote it through internal communication channels.	Target group: academic, research, project and administrative staff. Indicators: guideline published; 100 employees reached; KV contact point defined.	Dec. 2026	Faculty Management
Institutional Capacities	Simplify and formalise the internal workflow for Knowledge Valorisation	Define a clear internal procedure for submitting, assessing and further developing research results with valorisation potential, including responsible persons and a simple submission form.	Target group: academic, research, project and administrative staff. Indicators: workflow developed; submission form defined; responsible persons appointed; procedure presented internally.	Dec. 2026	Faculty Management
Individual Capacities	Organise two practical training sessions on Knowledge Valorisation	Deliver two training sessions on IP basics, market analysis, stakeholder engagement, project idea preparation and research-based innovation, using examples from the institution's research areas.	Target group: academic, research, project and administrative staff. Indicators: 2 trainings delivered; at least 50 participants; feedback collected and analysed.	June 2027	Faculty Management

Monitoring and Evaluation	Establish a basic monitoring system for Knowledge Valorisation activities	Define simple KV indicators and use collected data for annual reporting, decision-making and planning of future activities.	Target group: Faculty Management and administrative services. Indicators: monitoring indicators defined; first annual overview prepared; results presented; at least 2 improvement recommendations adopted.	Sept. 2027	Quality Assurance Office
Incentives and Recognition	Establish a system for recognising and rewarding Knowledge Valorisation activities	Develop a proposal for recognising KV activities in professional development, including collaboration with industry and society, knowledge transfer, innovation, patents, project proposals, mentoring and administrative support.	Target group: academic, research and administrative staff. Indicators: recognition proposal developed; evaluation criteria defined; at least 3 KV examples included; proposal presented to institutional bodies.	Dec. 2027	Faculty Management / Quality Assurance Office

Table 9: AUP SMART-based Knowledge Valorisation Action Plan

5.2.3 AUP

The Local HEI Workshop of the Agricultural University – Plovdiv (AUP) was held on **5 June 2026** with the participation of 21 representatives. The workshop brought together academic staff, researchers, research support personnel, innovation and technology transfer representatives, and institutional management.

The purpose of the workshop was to review and discuss the results of the Knowledge Valorisation self-assessment and the AHP prioritisation exercise conducted within the BEAMING project. Participants examined the relative importance of the five Knowledge Valorisation capacity dimensions and discussed practical actions that could strengthen AUP's institutional readiness and performance in knowledge valorisation.



Image 6: AUP Expert Workshop

The workshop confirmed that **Individual Capacities** represent the highest priority area for AUP, with a weight of **28.9%**. Participants highlighted the need to strengthen practical skills, mentoring opportunities, and awareness of intellectual property, stakeholder engagement and research commercialisation pathways. This result indicates that AUP stakeholders consider human capacity development as a key condition for improving the institution's ability to generate value from research.

The second priority area identified was **Institutional Capacities**, with a weight of **20.6%**. This reflects the importance of clearer procedures, guidance documents and institutional support mechanisms that can help researchers and administrative staff engage more effectively in knowledge valorisation activities.

Incentives and Recognition emerged as the third priority area, with a weight of **18.1%**. Participants considered that motivation and recognition mechanisms are needed to encourage researchers to participate more actively in valorisation-related activities. **Visibility and Awareness**

received a weight of **17.0%**, while **Monitoring and Evaluation** received **15.3%**. Although these two areas were ranked lower, they were still considered relevant for promoting successful examples of knowledge valorisation and supporting evidence-based institutional decision-making.

Based on the discussion, the workshop recommended that future actions at AUP should focus on:

- practical Knowledge Valorisation training and mentoring programmes;
- the development of institutional guidance documents and procedures;
- the creation of internal motivation and recognition mechanisms;
- the introduction of evidence-based monitoring practices;
- the communication of successful Knowledge Valorisation cases.

The workshop therefore provided a clear basis for the development of AUP's SMART-based Knowledge Valorisation Action Plan, ensuring that the proposed actions are aligned with the priorities identified through the AHP exercise and further discussed by institutional stakeholders.

5.2.4 UP

The Local HEI Workshop of the University of Pannonia (UP) was held on 3 June 2026 with the participation of 12 representatives. The workshop focused on reviewing the AHP results and discussing how the preliminary priorities could be translated into concrete Knowledge Valorisation actions for the institution.





Image 7: UP Expert workshop

At the beginning of the workshop, participants reviewed the results of the AHP questionnaire. The AHP results for UP indicated that **Individual Capacities** received the highest priority weight, at **32.4%**, followed by **Incentives and Recognition** at **27.6%** and **Monitoring and Evaluation** at **22.8%**. These results suggested that UP's main perceived need was to strengthen staff-level Knowledge Valorisation capabilities, while also reinforcing recognition mechanisms and accountability-oriented monitoring practices.

However, the workshop also acknowledged that the AHP results were based on a single expert response and should therefore be treated as an indicative individual perspective rather than a robust institutional consensus. For this reason, the workshop used the results as a starting point for discussion, validation and further specification with additional UP stakeholders.

The discussion confirmed the importance of strengthening practical capacities related to stakeholder engagement, co-creation,

entrepreneurship, intellectual asset management, impact generation, and the translation of research results into societal and economic value. Participants noted that UP already has relevant strengths in knowledge transfer, regional innovation, industry collaboration, European research and innovation projects, Living Labs, industrial partnerships and research-driven societal impact activities. Therefore, the identified priorities were not interpreted as missing capacities, but rather as opportunities to further professionalise, systematise and scale existing practices.

The workshop also highlighted that **Incentives and Recognition** remain an important area for development. Participants considered that Knowledge Valorisation should be more clearly embedded in academic career development, performance assessment and institutional reward systems. This would help encourage broader participation and reinforce a culture where societal engagement, innovation and impact creation are valued alongside traditional academic outputs.

In relation to **Monitoring and Evaluation**, the workshop identified the need to establish more systematic mechanisms to measure, communicate and learn from Knowledge Valorisation outcomes. Given UP's portfolio of innovation projects, applied research collaborations, technology transfer activities and regional development initiatives, improved monitoring practices were considered relevant for supporting evidence-based decision-making and demonstrating the university's broader societal, environmental and economic impact.

Although **Institutional Capacities** and **Visibility and Awareness** received lower overall weights, they were also recognised as relevant enabling dimensions. Participants stressed the importance of clarifying institutional processes, responsibilities and support pathways, as well as increasing the visibility of successful Knowledge Valorisation cases across the university community.

Based on the workshop discussion, the main action priorities identified for UP were:

- training and mentoring programmes under Individual Capacities;



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- career pathways and recognition mechanisms under Incentives and Recognition;
- accountability and transparency measures under Monitoring and Evaluation;
- process mapping and institutional support guidelines under Institutional Capacities;
- collection and dissemination of Knowledge Valorisation success stories under Visibility and Awareness.

The Local HEI Workshop therefore provided a structured basis for developing UP's SMART-based Knowledge Valorisation Action Plan, while ensuring that the preliminary AHP findings were interpreted in light of the university's existing strengths, institutional context and stakeholder perspectives.

5.2.5 UNIBL

The Local HEI Workshop of the University of Banja Luka (UNIBL) was held on 22 June 2026 with the participation of 11 representatives. The workshop brought together academic staff, representatives of the business sector and representatives of non-governmental organisations.

UNIBL workshop for higher education institutions was organised to review and discuss the results of KV self-assessment and AHP prioritisation exercise results conducted within the project. The workshop participants were academic staff, representatives of the business and non-governmental sectors. The focus of the workshop was to validate the relative importance of the five priority areas for knowledge valorisation (which were used as selection criteria in the AHP exercise) and to prioritise the ways of achieving the selected priorities (which figured as alternatives in the AHP exercise).

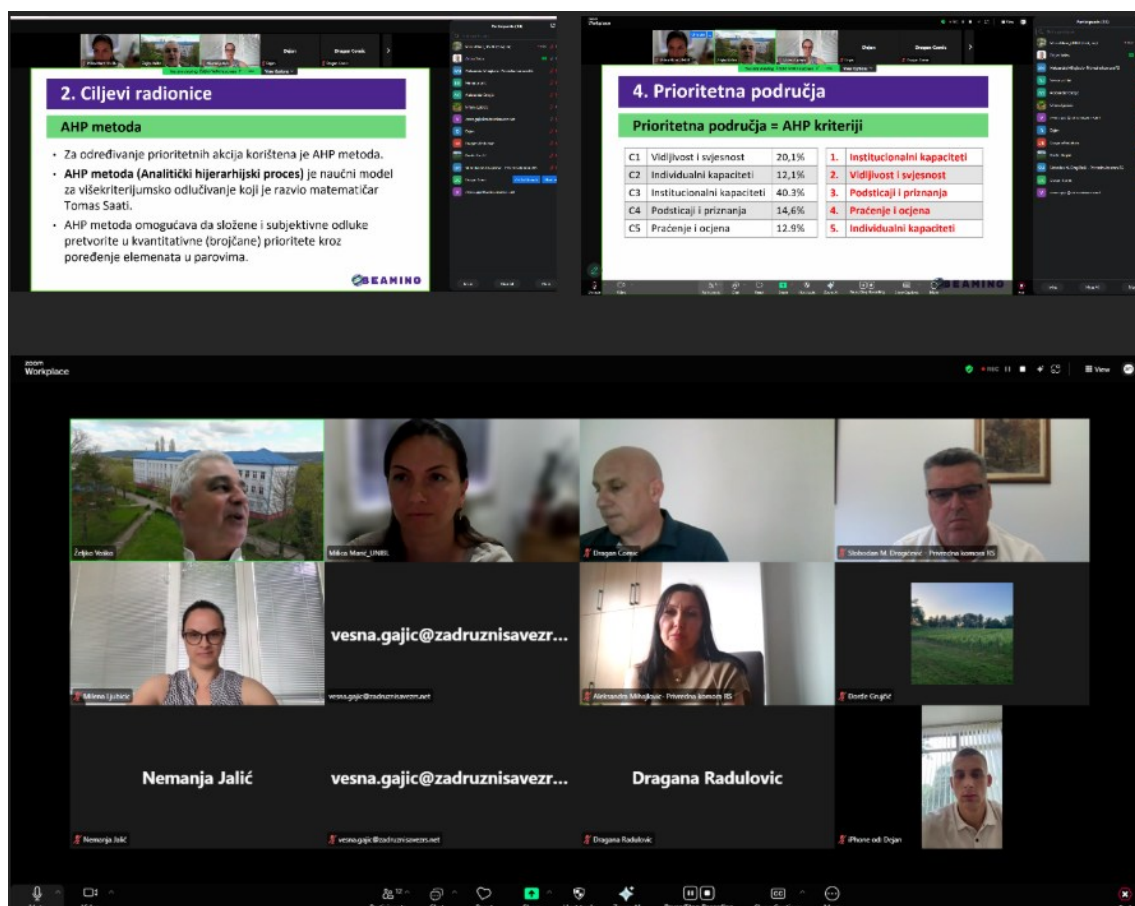


Image 8: UNIBL Expert Workshop

At the beginning of the workshop, participants were informed about the current status of the BEAMING project, the role and composition of the Community of Practice, and the current internal project call for applications for collaborative and interdisciplinary research.

The workshop moderator introduced the attendees to the process of developing the UNIBL action plan for knowledge valorisation, which consists of three iterations:

1. Inputs collection based on self-assessment by the members of the UNIBL academic community through participation in the AHP research,
2. Valorisation of the results of the first step by the Community of Practice,

3. Confirmation of the KV action plan by the University management.

Workshop participants were introduced to the results of the self-assessment of priorities for knowledge valorisation by the academic community.

Priority areas and goals of knowledge valorisation

Members of the academic community evaluated the importance of the five priority areas (uniform for all HEIs) of knowledge valorisation as follows:

1. Institutional Capacities 40.3%,
2. Visibility and Awareness 20.1%,
3. Incentives and Recognition 14.6%,
4. Monitoring and Evaluation 12.9%,
5. Individual Capacities 12.1%.

During the discussion, CoP members expressed the opinion that the importance of improving individual capacities was underestimated in relation to other priorities and that this priority should be ahead of Incentives and Recognition and Monitoring and Evaluation. Accordingly, the agreed priority areas of knowledge valorisation at the University of Banja Luka are:

1. Improving knowledge valorisation institutional capacities,
2. Increasing knowledge valorisation, visibility, and awareness,
3. Improving the individual capacities of researchers,
4. Improving knowledge valorisation incentives and recognition,
5. Strengthening the monitoring and evaluation of knowledge valorisation.

The basic principle was to select one realistic and achievable goal for the short-term KV action plan. The starting point was again a self-

evaluation done by academic staff by ranking the alternatives offered in an AHP exercise. Workshop participants were introduced to the alternatives that received the greatest support from academic staff.

	Goal	Importance	Priority area
1.	Simplifying workflows	43.8% of 100%	→ Institutional Capacities
2.	Clear contact points	40.9% of 100%	→ Visibility and Awareness
3.	Evidence based decision making	39.5% of 100%	→ Monitoring and Evaluation
4.	Career recognition	39.4% of 100%	→ Incentives and Recognition
5.	Development of business ideas	37.6% of 100%	→ Individual Capacities

Table 10: UNIBL Priority Areas

A fruitful discussion was held on the topic of priority goals and in the end, the goals pre-selected by the academic staff were retained as priority goals with further elaboration of the methods of their achievement.

After an exchange of opinions, the following short-term priority goals for knowledge valorisation were agreed upon:

1. Simplify collaboration between research units and industry;
2. Link researchers to areas of their expertise and make it visible to partners outside the university;
3. Develop business ideas;
4. Set wider career recognition criteria; and
5. Establish an evidence-based knowledge valorisation M&E system.

The collaboration between research units and industry should be simplified via establishment of UNIBL Technology Transfer Office (TTO) or Knowledge Valorisation Office (KTO) as single-entry-point for commercialisation and spin-off accumulated research knowledge via

intermediation between research units (faculties and institutes) and the business sector.

University researchers should be link to areas of their expertise and make visible to partners outside the university via creation an easy searchable online database of university researchers tagged with keywords according to their area of expertise (e.g. "plant health protection", "renewable energy", "forest management", "food waste", etc.).

The new business ideas will be developed thanks to organising joint sessions of industry - academia representatives to align research priorities for needs-based research (master's and doctoral theses, joint projects, hackathons, etc.) and dissemination of scientific results.

Wider career recognition criteria should be set by modifying the selection criteria for promotion into teaching-research ranks, incorporating also references achieved in academia-industry cooperation.

An evidence-based knowledge valorisation M&E system will be established by defining key knowledge valorisation outcomes and performance indicators (KPIs), establishing an annual data collection procedure, and using monitoring results to support institutional self-evaluation and decision-making processes.

The action plan presented below should be approved by the university management and as such put into the implementation procedure.

5.2.6 UKIM

The Local HEI Workshop of UKIM was held on 14 July 2026 with the participation of 15 representatives. The workshop formed part of the process for developing the UKIM Knowledge Valorisation Action Plan and followed the completion of a Knowledge Valorisation self-assessment and an AHP prioritisation exercise by members of the UKIM academic and administrative community.





Ss. Cyril and Methodius University in Skopje (UKIM)
Faculty of Agricultural Sciences and Food-Skopje

List of participants
Knowledge Valorisation Action Plan Local HEI Workshop
14 July 2026

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Image 9: UKIM Expert workshop.

Sixteen respondents provided pairwise comparisons on the relative importance of the five common Knowledge Valorisation priority areas: Visibility and Awareness, Individual Capacities, Institutional Capacities, Incentives and Recognition, and Monitoring and Evaluation. Respondents also assessed the specific alternative actions proposed under each priority area.

The combined use of the self-assessment and AHP methodology enabled a structured and evidence-based identification of institutional priorities. While the self-assessment captured the current level of development of Knowledge Valorisation practices within UKIM, the AHP methodology supported the systematic ranking of strategic priorities by quantifying respondents' preferences and providing a transparent basis for identifying the interventions expected to have the greatest impact on the university's Knowledge Valorisation ecosystem.

The findings generated through this exercise provided an analytical foundation for the preparation of the UKIM Knowledge Valorisation

Action Plan. They offered insight into both strengths and areas requiring further institutional development, while identifying the actions perceived as most relevant for improving knowledge transfer, collaboration with external stakeholders, research exploitation, innovation support and societal impact.

Based on the aggregated judgements of the 16 respondents, the five priority areas were ranked as follows:

Priority Area	Weight	Rank
Institutional Capacities	34.1%	1
Individual Capacities	30.3%	2
Monitoring and Evaluation	14.3%	3
Incentives and Recognition	12.4%	4
Visibility and Awareness	8.8%	5

Table 11: UKIM Priorities Areas.

Institutional Capacities and Individual Capacities together accounted for close to two-thirds of the total weight. This indicates that UKIM respondents perceived the strengthening of institutional structures, procedures and support services, together with the development of staff-level Knowledge Valorisation skills, as more urgent than incentive schemes, monitoring systems or awareness-raising activities on their own.

The consistency ratio of the aggregated judgement matrix was 0.186, which falls within the borderline range. This suggested reasonably coherent, but not fully consistent, judgements across respondents. For this reason, the AHP results were treated as a structured basis for discussion and validation rather than as a final ranking to be adopted without further reflection.

The AHP analysis also identified the top-ranked alternative actions across the priority areas. The highest-ranked action overall was the development of institutional guidance documents under Institutional

Capacities, followed by process maps, training and mentoring, communication skills, and Knowledge Valorisation indicators.

Priority Area	Top-ranked alternative action	Local priority	Global priority	Overall rank
Institutional Capacities	A12: Guidance documents	49.3%	16.8%	1
Institutional Capacities	A10: Process maps	34.5%	11.8%	2
Individual Capacities	A5: Training / mentoring	38.1%	11.5%	3
Individual Capacities	A8: Communication skills	34.6%	10.5%	4
Monitoring and Evaluation	A17: KV indicators	43.9%	6.3%	5
Institutional Capacities	A11: Simplified workflows	16.1%	5.5%	6
Visibility and Awareness	A4: Demo facilities	52.6%	4.6%	7
Incentives and Recognition	A15: Internal motivational mechanisms	35.6%	4.4%	8

Table 12: UKIM AHP Results.

Overall, the results confirmed that the development of institutional guidance documents, process maps, training and mentoring, and communication skills should form the core basis for the SMART goals under Institutional Capacities and Individual Capacities. For Monitoring and Evaluation, the development of Knowledge Valorisation indicators was identified as the preferred action. For Incentives and Recognition, internal motivational mechanisms were prioritised, while for Visibility and Awareness, respondents favoured demonstration facilities over softer awareness measures.

The Local HEI Workshop therefore provided a participatory space to discuss, validate and refine the preliminary AHP results and to translate

the prioritised actions into concrete SMART objectives for the UKIM Knowledge Valorisation Action Plan.

5.2.7 AUT

The Local HEI Workshop of the Agricultural University of Tirana (AUT) was held on 16 July 2026 with the participation of 14 representatives. The workshop was organised within the BEAMING project to engage representatives from academia, public institutions, industry and civil society in the development of AUT's Bioeconomy Research Action Plan, as part of the broader Knowledge Valorisation activities of WP8.

The workshop included presentations on the BEAMING project objectives, an interactive ecosystem mapping exercise, stakeholder discussions, and the collaborative identification of strategic priorities, SMART objectives and concrete actions. The main focus was to strengthen AUT's research capacity, laboratory infrastructure, university-industry cooperation and international collaboration in the field of bioeconomy.



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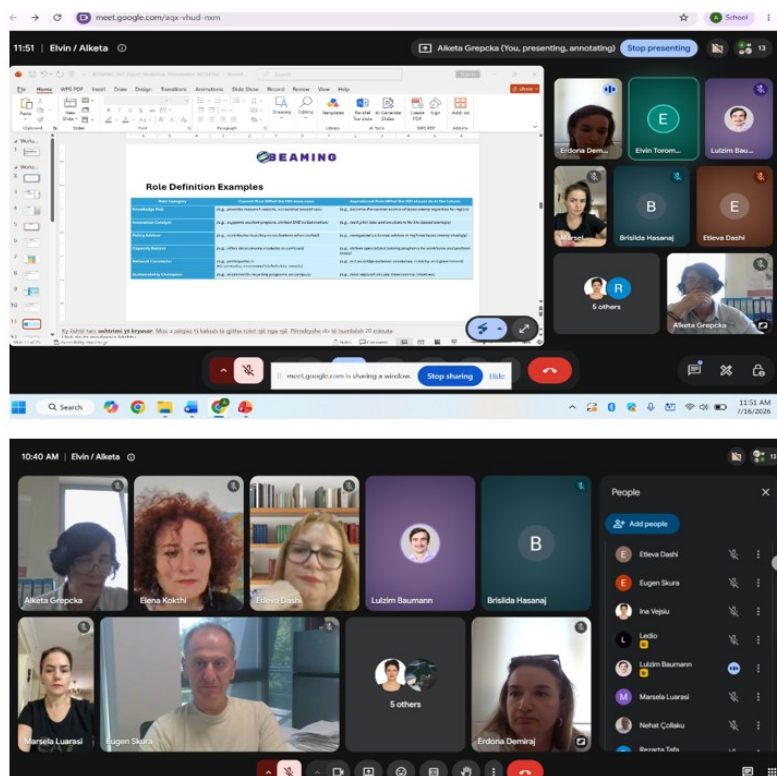


Image 10: AUT Expert Workshop.

The workshop resulted in the identification of key bioeconomy stakeholders, priority research areas and four strategic action areas for AUT. Participants emphasised the importance of developing interdisciplinary research groups, improving the coordination and accreditation of laboratory infrastructure, strengthening partnerships with industry and public institutions, enhancing technology transfer, and increasing participation in EU-funded projects.

The discussions also highlighted opportunities to strengthen circular bioeconomy practices and policy support. Participants agreed that AUT should develop measurable SMART objectives to guide the implementation of the Bioeconomy Research Action Plan and to position the university as a relevant national knowledge hub in the bioeconomy field.

The Local HEI Workshop therefore provided a structured basis for defining AUT's institutional priorities and translating them into a SMART-based Action Plan. The main priorities identified were:

- strengthening interdisciplinary bioeconomy research capacity;
- developing laboratory and testing capacities for bio-based products and waste valorisation;
- strengthening industry collaboration and technology transfer;
- positioning AUT as a recognised bioeconomy knowledge hub.

These priorities reflect AUT's institutional need to connect research, laboratory infrastructure, external cooperation and internationalisation in order to increase the practical value and impact of its research activities.

5.2.8 UNSFA

The Local HEI Workshop of the University of Novi Sad, Faculty of Agriculture (UNSFA), was held on 26 June 2026 with the participation of 13 representatives. In the workshop, the key results of the AHP analysis were presented for UNSFA and to support the definition of Knowledge Valorisation priorities for the Faculty.

The workshop provided a platform for the exchange of knowledge, experiences and perspectives among experts from different Quadruple Helix sectors, mainly academia, industry and public administration. It also aimed to highlight the role of Knowledge Valorisation as a strategic bridge between research and practical application.

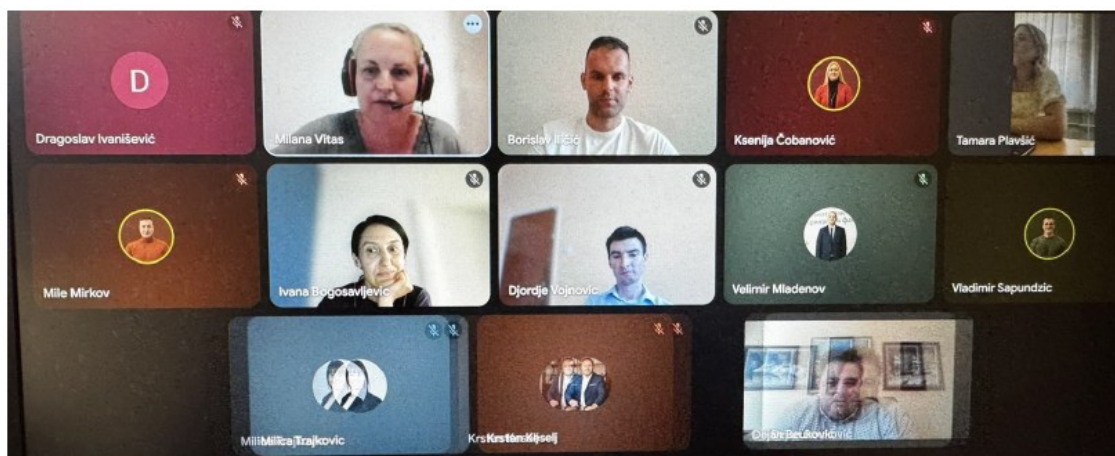


Image 11: UNSFA Expert Workshop.

A distinctive feature of the workshop was the use of practical examples and peer-learning materials. The event included presentations on external institutional experiences and internal success stories from UNSFA, showing how research results can be transformed into practical value, market-oriented solutions and societal impact.

External examples included the presentation by Milana Vitas from IVI Serbia, who emphasised the importance of intellectual property protection as a secure legal pathway from scientific results to practical application. Ivana Bogosavljević Čikić from NALED presented experiences from the Startech programme, highlighting the role of continuous mentorship and the transformation of research into sustainable business models ([watch here](#)). Milica Trajković from the BioSense Institute discussed the importance of professional non-scientific support for valorisation and the need to measure success through industry adoption, including the example of collaboration with Carnex ([watch here](#)). The workshop also presented internal UNSFA success stories. Krstan Kešelj demonstrated how artificial intelligence and drone technologies can support precise yield prediction and create digital assistants for farmers, helping them optimise costs and improve their market position ([watch here from 14:36](#)). Prof. Dr Dragoslav Ivanišević presented the case of the “Morava” variety, showing how scientific work can evolve into a recognisable brand with direct economic value for the community ([watch here](#)). Prof. Dr Velimir

Mladenov explained the strategic role of the IRPO office in positioning science as a driver of agricultural development and international competitiveness ([watch here](#)). Prof. Dr Ksenija Čobanović presented how laboratory work, including the Milk Laboratory, can generate value through digital data accessibility and support improved farm management ([watch here](#)). Finally, Vladimir Sapundžić introduced “Vet Assist”, an AI-driven solution illustrating how innovations can emerge from everyday practical problems and turn knowledge into practical value ([watch here](#)).



Image 12: UNSFA Knowledge Valorisation peer-learning materials and success stories

The workshop also addressed the strategic role of intellectual property management, with particular attention to the need for robust institutional frameworks and IP policies. The presentations and materials were recorded and uploaded to YouTube to serve as permanent educational resources for the academic community and to provide concrete examples of Knowledge Valorisation in practice.

The outputs of the workshop confirmed the growing importance of Knowledge Valorisation at UNSFA and highlighted the need to strengthen institutional and individual capacities. Particular emphasis was placed on **Institutional Capacity**, identified as the highest-ranked priority area for improvement. Participants underlined the need to establish clear process maps, well-defined institutional procedures and

stronger organisational support structures to enable more effective Knowledge Valorisation.

The discussion also highlighted the importance of incentive and recognition mechanisms. Participants considered that researchers and staff should be encouraged to engage more actively in Knowledge Valorisation activities and that achievements such as innovation, collaboration with external stakeholders, intellectual property management and societal impact should be better recognised within institutional evaluation and promotion processes.

Visibility and awareness were also identified as relevant areas requiring further attention. Participants noted that the integration of demonstration facilities into institutional Knowledge Valorisation strategies could strengthen stakeholder engagement, foster collaboration and accelerate the practical uptake of research outcomes. In this context, the Agro Campus in Temerin was identified as a potential Living Lab and a strategic platform for cooperation with industry.

Finally, participants acknowledged the importance of monitoring and evaluation for tracking progress, measuring impact and ensuring the continued effectiveness of Knowledge Valorisation strategies. The workshop therefore provided a clear basis for the development of UNSFA's SMART-based Knowledge Valorisation Action Plan, structured around institutional capacity, incentives and recognition, individual capacity, visibility and awareness, and monitoring and evaluation.

5.2.9 EDU

On June 11, 2026, EDUCONS University organised the Expert Workshop for the development of the Knowledge Valorisation Action Plan. The workshop was held as part of the BIOECO-INNO Stakeholders' Day, dedicated to bioeconomy, innovation, circular economy and strengthening the links between research and practice. The workshop



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was facilitated by Danica Mulić and aimed to identify key priorities and future directions for strengthening Knowledge Valorisation practices at EDUCONS University. Particular attention was devoted to improving the use of research results, expertise and institutional capacities for the development of practical solutions, partnerships, projects and innovation activities. 11 participants had the opportunity to enjoy the session.



Image 13: EDU Expert Workshop.

In addition to participants from EDUCONS University, valuable contributions were provided by CoP members, who actively participated in discussions and shared their experiences, comments and recommendations. Special emphasis was placed on strengthening collaboration between academia and practice and on increasing the visibility, accessibility and applicability of research outcomes. Through an open exchange of ideas and experiences, participants contributed to defining important inputs for the development of the Knowledge Valorisation Action Plan and highlighted the importance of a systematic approach to Knowledge Valorisation in the context of bioeconomy, circular economy, sustainability and innovation.



Image 14: EDUCONS Expert Workshop II

Outputs and insights obtained from the activity

The workshop provided valuable insights into the current needs and priorities for strengthening Knowledge Valorisation at EDUCONS University. Discussions confirmed the importance of establishing a more supportive institutional environment that would enable researchers to transform knowledge and research results into societal and economic impact. The results of the AHP analysis conducted for EDUCONS revealed that Institutional Capacities (30.9%) represent the highest priority area, followed by Individual Capacities (27.3%) and Incentives and Recognition (22.3%), while Monitoring and Evaluation

(10.5%) and Visibility and Awareness (9.0%) were recognised as important supporting dimensions. These findings highlighted the need to strengthen institutional support structures, enhance researchers' competences and establish clearer mechanisms for recognising and monitoring Knowledge Valorisation activities. Participants emphasised the importance of simplifying internal procedures, supporting business idea development, improving recognition mechanisms and strengthening communication with external stakeholders as well as establishing clear contact points and improving monitoring practices. Discussions also underlined the importance of closer interaction between academia, industry, public authorities and civil society in order to increase the societal and economic impact of research. The following priorities and highest-ranked actions emerged from the AHP analysis and the workshop discussions:

Priority Area	AHP Weight	Highest Ranked Action
Institutional Capacities	30.9%	Simplification of Knowledge Valorisation workflows
Individual Capacities	27.3%	Business idea development
Incentives and Recognition	22.3%	Career recognition mechanisms
Monitoring and Evaluation	10.5%	Development of Knowledge Valorisation indicators
Visibility and Awareness	9.0%	Establishment of clear contact points

Table 13: EDU Priority Areas.

Building on the AHP results and the feedback collected during the workshop, participants formulated SMART goals addressing each of the five priority areas. The SMART approach enabled the translation of identified needs into concrete, measurable and realistic objectives with clearly defined responsibilities, timelines and expected outcomes. These SMART goals subsequently served as the basis for the development of the Knowledge Valorisation Action Plan of EDUCONS University, ensuring that the proposed measures are aligned with institutional priorities and stakeholder expectations.

Overall, the workshop represented an important step towards establishing a more structured and impact-oriented Knowledge

Valorisation ecosystem at EDUCONS University and laid the foundation for strengthening the university's capacity to translate knowledge into innovation, collaboration and societal value. The discussions generated several broader reflections regarding the role and functioning of Knowledge Valorisation at institutional level. Participants highlighted the importance of promoting successful examples and good practices and suggested the organisation of a dedicated "Science and Ideas Promotion Day" aimed at increasing awareness of the societal value of research and innovation.

The workshop also emphasised the importance of continuous dialogue among CoP members and stakeholders, recognising collaboration and knowledge exchange as essential elements of an effective Knowledge Valorisation ecosystem. Participants stressed the need for clearly defined contact points and support mechanisms facilitating knowledge transfer and cooperation with external actors.

Furthermore, discussions underlined that science and practice should not be perceived through a linear relationship in which research merely serves immediate industrial needs. Instead, participants agreed that academia and practice should be viewed as two parallel and mutually reinforcing streams, whose interaction creates opportunities for innovation, collaboration and long-term societal impact.

These reflections complemented the AHP-based priorities and provided additional guidance for the development of a more inclusive, collaborative and impact-oriented Knowledge Valorisation Action Plan for EDUCONS University. They also highlighted the importance of viewing Knowledge Valorisation as a continuous and collaborative process that requires the active involvement of researchers, support structures and external stakeholders.

6. Individual Knowledge Valorisation Action Plans

6.1 Structure of the Action Plans

The individual Knowledge Valorisation Action Plans are designed to translate the priorities identified by each HEI into concrete, implementable activities. As mentioned in [section 3.6](#), all partners use a common template to ensure consistency across the deliverable, while keeping enough flexibility for each institution to adapt the actions to its own context, resources and governance arrangements. Each Action Plan is structured around SMART-based activities. This means that the actions should clearly define what will be done, who will be involved, how progress will be assessed, when the activity will take place, and who will be responsible for its implementation. The Action Plans are based on the AHP results shared by SIE and on the institutional interpretation carried out during the local HEI workshops. The individual Action Plans submitted by HEI partners will be included in the following subsections.



6.2 Individual HEIs Action Plans

6.2.1 BME

Priority Area	SMART goal	Description	Target Group and Indicator	Deadline	Leader
Institutional Capacities	Development of a unified, university-level framework to support the application of knowledge.	BME will standardise work processes, develop guidance documents and designate faculty liaisons for Knowledge Valorisation and knowledge transfer. This includes reviewing Knowledge Valorisation and industrial property policies, preparing process maps, and improving coordination between BME InnoLab, FIEK and faculties.	Target group: all faculties and faculty liaisons for knowledge transfer. Indicators: updated policy approved; guidance documents published; faculty contact network established.	2026–2027, with operation and continuous improvement during 2028–2030	Innovation Agency / BME InnoLab / FIEK
Visibility	Launch of a communication programme to support the application of knowledge.	BME will improve the visibility of Knowledge Valorisation services through a communication campaign, publication of success stories, regular newsletters, development of a Knowledge Valorisation webpage and organisation of an annual	Target group: researchers, faculties and wider institutional community. Indicators: 20+ success stories; annual Knowledge Valorisation event; improved participation.	2026–2027	Innovation Agency / Communication Office

		Knowledge Application / Knowledge Valorisation Day.			
Individual Capabilities	Developing researchers' competencies in Knowledge Valorisation.	BME will operate a training and mentoring programme focused on Knowledge Valorisation, industrial property, entrepreneurship and researcher-industry networking. The action also includes strengthening Knowledge Valorisation education within doctoral training.	Target group: researchers and PhD students. Indicators: 150+ researchers trained; mentoring programme established; new training modules developed.	2026–2030	Innovation Agency / BME InnoLab
Monitoring	Implementation of an institutional Knowledge Valorisation monitoring system.	BME will define and implement key performance indicators for Knowledge Valorisation, establish annual monitoring and reporting, and use monitoring results to support institutional learning and improvement.	Target group: institutional management and relevant support units. Indicators: Knowledge Valorisation KPIs defined; annual monitoring implemented; monitoring results used for review.	2027	Innovation Agency
Incentives	Introduction of an institutional recognition system.	BME will introduce recognition mechanisms for Knowledge Valorisation, including awards and the incorporation of knowledge application criteria into the promotion system. The action may also include the promotion of Proof-of-Concept opportunities and exploration of seed funding mechanisms.	Target group: researchers and academic staff. Indicators: recognition scheme implemented; annual award launched; active institutional recognition programme.	2029	Rector's Office / BME InnoLab

6.2.2 UNIOS

Priority Area	SMART goal	Description	Target Group & Indicator	Deadline	Leader
Visibility and awareness/ Procedures and administrative clarity (Institutional Capacities)	Develop an institutional internal act and align it with the University regulations.	The institution will develop an act aligned with University guidelines, clearly explaining what knowledge valorisation is, which institutional support services are available, to whom staff should refer, and which steps should be followed in the areas of intellectual property, cooperation with stakeholders, knowledge transfer and entrepreneurial support. The guideline will be promoted through internal communication channels.	Target group: Professors, assistant professors, senior assistants, assistants, professional associates, project teams, administrative staff and students. Indicators: Internal act prepared and published; at least 50 employees reached through internal communication channels, such as e-mail and the Faculty website; responsible person and defined contact point for knowledge valorisation appointed.	December 2027	Faculty Management, Science Committee, Vice-Dean for Science, Student Council

Procedures and administrative clarity (Institutional Capacities)	Simplify and formalise the internal workflow for knowledge valorisation.	The institution will define a clear internal procedure for the submission, assessment and further development of research results with potential for valorisation. The activity includes mapping existing procedures, removing administrative ambiguities, defining responsible persons and preparing a simple form for submitting research results, ideas or potential cooperation with external stakeholders.	Target group: Professors, assistant professors, senior assistants, assistants, professional associates, project teams and administrative services. Indicators: Internal workflow prepared; submission form defined; responsible persons appointed; procedure presented to institutional employees.	December 2027	Faculty Management, Science Committee, Vice-Dean for Science, Student Council
Competence and applied readiness (Individual Capacities)	Organise two practical Knowledge Valorisation training sessions.	The institution will organise two training sessions aimed at developing practical skills, including the basics of intellectual property, market analysis, involvement of external stakeholders, preparation of project ideas and development of research and innovation results. The training sessions will use examples from the institution's research areas.	Target group: Professors, assistant professors, senior assistants, assistants, professional associates, project teams and administrative staff. Indicators: Two training sessions implemented; at least 50 participants in total; feedback from participants collected and analysed.	June 2027	Faculty Management

Monitoring and Evaluation	Establish a basic monitoring system for knowledge valorisation activities and use collected data for decision-making.	The institution will define a set of simple indicators for monitoring knowledge valorisation activities, including the number of training sessions, number of participants, number of submitted ideas, number of collaborations established with external stakeholders, number of intellectual property applications, number of project applications with valorisation elements and examples of good practice. The collected data will be used for annual reporting and planning of further activities.	Target group: Faculty Management and administrative services. Indicators: Monitoring indicators defined; first annual activity review prepared; results presented to the Faculty Management; at least two recommendations for improving the Action Plan adopted.	September 2027	Quality Assurance Office
Incentives and Recognition	Establish a system for recognising and rewarding knowledge valorisation activities.	The institution will prepare a proposal defining how knowledge valorisation activities can be recognised in the professional development of employees. This may include recognition for successful cooperation with industry and social stakeholders, transfer of knowledge communicated in international fora, development of innovative solutions, patent applications, participation in projects with applicable results, work with students and mentoring in research priority areas, and mentorship in the field of innovation and entrepreneurship. Recognition should be shared with administrative staff for their	Target group: Professors, assistant professors, senior assistants, assistants, professional associates and administrative staff. Indicators: Proposal for the recognition system prepared; recognition criteria defined; at least three examples of valorisation activities included in the proposal; proposal presented to relevant institutional bodies.	December 2027	Faculty Management, Science Committee, Vice-Dean for Science, Quality Assurance Office

		support in different knowledge valorisation activities, such as patent applications, project applications and similar procedures.			
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6.2.3 AUP

Priority Area	SMART goal	Description	Target Group & Indicator	Deadline	Leader
Visibility and awareness	Improve the existing institutional Knowledge Valorisation guidance page by December 2026 and disseminate	The institution will improve the existing online guidance page explaining what Knowledge Valorisation is, which support services are available, who researchers should contact, and which steps should be followed for IP, collaboration or entrepreneurship support. The page will be promoted through internal communication channels.	Researchers, Early Career Researchers, PhD students, administrative staff. Guidance page published; at least 100 researchers/students reached through internal communication; contact point clearly identified	December 2026	Research Support Office
Visibility and Awareness	Launch a Knowledge Valorisation Success Stories Campaign by December 2026	Collect and disseminate examples of successful collaborations, innovations, entrepreneurship initiatives and societal impact generated by AUP researchers.	Researchers, students, external stakeholders. Indicators: At least 5 success stories published; communication campaign implemented; minimum 100 stakeholders	December 2026	Communication Office

			reached through institutional channels.		
Individual Capacities	Deliver a structured Knowledge Valorisation training and mentoring programme by June 2027	Develop and implement at least three practical training sessions and a mentoring scheme covering intellectual property, stakeholder engagement, innovation pathways and commercialisation opportunities.	Researchers, PhD students, Early Career Researchers. Indicators: 3 training sessions delivered; minimum 60 participants; at least 10 researchers enrolled in mentoring activities; satisfaction rate above 80%.	June 2027	Innovation Office / Research Support Office
Institutional Capacities	Develop and publish a Knowledge Valorisation Guidance Toolkit by March 2027	Prepare practical institutional guidance documents explaining procedures, support services, collaboration pathways, intellectual property management and researcher responsibilities.	Researchers, academic staff, administrative staff. Indicators: Toolkit published online; 2 guidance documents completed; institutional contact points identified; minimum 60 downloads/views.	March 2027	Research Support Office

Incentives and Recognition	Establish an internal Knowledge Valorisation Recognition Scheme by September 2027	Introduce internal recognition mechanisms for researchers and staff contributing to knowledge valorisation activities through awards, visibility opportunities and performance recognition.	Academic staff and researchers. Indicators: Recognition scheme approved; minimum 5 recognised cases annually; inclusion of KV contributions in internal evaluation discussions.	September 2027	University Management / HR Department
Monitoring and Evaluation	Implement evidence-based Knowledge Valorisation monitoring practices by December 2027	Define and use a set of institutional KV indicators to support decision-making and annual review of knowledge valorisation performance.	Institutional leadership and support offices. Indicators: Monitoring framework approved; annual KV report produced; minimum 5 KPIs tracked; results presented to management annually.	December 2027	Quality Assurance Office / Research Office

6.2.4 UP

Priority Area	SMART goal	Description	Target Group & Indicator	Deadline	Leader
Individual capacities	By June 2027, develop and implement a structured training and mentoring programme on knowledge valorisation, reaching at least 80% of relevant staff members.	Design and deliver capacity-building activities, including workshops, mentoring sessions, and peer-learning opportunities on knowledge valorisation and impact generation.	Academic and professional staff involved in research and innovation. Indicator: Number of training sessions delivered; % of staff participating; participant satisfaction rate.	June 2027	Vice Rector for Research / Project Office
Incentives and Recognition	By December 2027, establish and implement a knowledge valorisation recognition framework, including career pathways and reward mechanisms.	Develop institutional criteria for recognising and rewarding staff engagement in knowledge valorisation activities and integrate these into career development processes.	Academic and research staff. Indicator: Recognition framework approved; number of staff benefiting from recognition mechanisms.	December 2027	HR Department and Vice Rector for Research
Monitoring and Evaluation	By September 2027, introduce an	By September 2027, introduce an accountability and monitoring system	By September 2027, introduce an accountability and	September 2027	HR Office/ Faculties

	accountability and monitoring system for knowledge valorisation activities with annual reporting procedures.	for knowledge valorisation activities with annual reporting procedures.	monitoring system for knowledge valorisation activities with annual reporting procedures.		
Institutional Capacities	By June 2027, map and document all major knowledge valorisation processes and develop institutional process guidelines.	By June 2027, map and document all major knowledge valorisation processes and develop institutional process guidelines.	By June 2027, map and document all major knowledge valorisation processes and develop institutional process guidelines.	June 2027	Vice Rector
Visibility and Awareness	By December 2027, establish a communication programme showcasing at least 10 institutional success stories on knowledge valorisation.	By December 2027, establish a communication programme showcasing at least 10 institutional success stories on knowledge valorisation.	By December 2027, establish a communication programme showcasing at least 10 institutional success stories on knowledge valorisation.	December 2027	Marketing Department

6.2.5 UNIBL

Priority Area	SMART Goal	Description	Target Group & Indicator	Deadline	Leader
Visibility and Awareness	Link researchers to areas of their expertise and make it visible to partners outside the university	Create an easy searchable online database of university researchers tagged with keywords according to their area of expertise (e.g. "plant health protection", "renewable energy", "forest management", "food waste", etc.).	Target Group: University researchers. Indicator: Database established (target: 1) Number of researchers entered into the database (target: 100)	December 2026	Office of the Vice-Rector for Science and Development
Institutional Capacities	Simplify collaboration between research units and industry	Expand the operational scope and capacity of the UNIBL Centre for Development and Research Support (CRPI) to serve as the single-entry point for knowledge valorisation, commercialisation, and spin-off support, facilitating systematic intermediation between research units (faculties and institutes) and the business sector.	Target Group: University researchers and administrative staff. Indicator: Integrated knowledge valorisation and technology transfer service framework within CRPI fully operational	March 2027	Office of the Vice-Rector for Science and Development
Incentives and Recognition	Set wider career recognition criteria	Analyse existing criteria for promotion to academic ranks and propose integration pathways for evaluation of knowledge valorisation results, industry cooperation,	Target group: Academic staff and researchers.	March 2027	Rectorate

		and innovation outcomes within academic advancement procedures	Indicators: Amended rulebook (target: 1).		
Monitoring and Evaluation	Establish an evidence-based knowledge valorisation M&E system	Define key KV outcome and performance indicators (KPIs), establish annual data collection procedure, and use monitoring results to support institutional self-evaluation and decision-making process.	Target group: University management. Indicators: 1 analysis report	May 2027	Quality Assurance Office
Individual Capacities	Develop business ideas	Organising joint sessions to align research priorities of industry and academia and to obtain business ideas for needs-based research (master's and doctoral theses, joint projects, hackathons, etc.) and dissemination of scientific results.	Target group: Researchers and students. Indicators: Number of pitching sessions (target: 3 per year). Number of MSc and PhD theses based on industry needs.	September 2027	Vice-deans for research

6.2.6 UKIM

Priority Area	SMART goal	Description	Target Group and Indicator	Deadline	Leader
Institutional Capacities	Develop and publish institutional Knowledge Valorisation guidance documents and process maps, detailed to faculty level through nominated KV focal points, by December 2026 for the central framework and March 2027 for faculty-adapted versions.	UKIM/FASF will develop a clear, centrally coordinated set of guidance documents and process maps explaining what Knowledge Valorisation is, mapping the internal workflow for research results with valorisation potential, including submission, assessment, IP protection, collaboration and entrepreneurship support, and identifying responsible units and contact points at faculty level. Each faculty should nominate a KV focal point responsible for adapting and disseminating the guidance locally.	Target group: researchers, Early Career Researchers, PhD students and administrative staff across UKIM/FASF. Indicators: central guidance documents and process maps published; network of faculty-level KV focal points established; at least 50 researchers/staff reached through internal communication; responsible KV contact points identified at university and faculty level.	Dec. 2026 / Mar. 2027	FASF Department for International Cooperation / UKIM Rectorate
Individual Capacities	Organise a structured Knowledge Valorisation training and mentoring programme, including communication skills, by June 2027.	UKIM/FASF will organise practical training and mentoring sessions covering IP basics, market analysis, stakeholder engagement, development of research-based/business ideas, and communication and dissemination skills, using examples from UKIM's/FASF's own research areas and drawing on mentors from experienced faculties and institutes.	Target group: researchers, PhD students and Early Career Researchers across UKIM/FASF. Indicators: at least two training/mentoring sessions delivered; at least 20 participants in total; participant feedback collected and analysed.	June 2027	FASF Department for International Cooperation / UKIM Rectorate

Monitoring and Evaluation	Define a basic set of Knowledge Valorisation indicators and establish an annual monitoring and reporting procedure by September 2027.	UKIM/FASF will define a concise set of Knowledge Valorisation indicators, such as guidance materials and trainings delivered, participants reached, IP applications, industry collaborations and KV-related project proposals. An annual data-collection and reporting procedure will be established so that results can support institutional self-evaluation and decision-making.	Target group: university and faculty management, Project Office. Indicators: KV indicators defined; first annual monitoring report prepared and presented to management; at least two recommendations for improving the Action Plan adopted.	September 2027	FASF Department for International Cooperation / UKIM Rectorate
Incentives and Recognition	Establish internal mechanisms for recognising and motivating staff engagement in Knowledge Valorisation by December 2027.	UKIM/FASF will prepare a proposal defining how Knowledge Valorisation activities, including industry cooperation, technology transfer, patents, mentoring and participation in valorisation-oriented projects, can be recognised and rewarded within staff professional development and internal recognition schemes.	Target group: academic, research and administrative staff. Indicators: proposal for recognition/motivational mechanism prepared; recognition criteria defined; proposal presented to relevant institutional bodies.	December 2027	FASF Department for International Cooperation / UKIM Rectorate
Visibility and Awareness	Establish or upgrade demonstration facilities to showcase UKIM's/FASF's Knowledge Valorisation outputs by December 2027.	UKIM/FASF will establish dedicated demonstration facilities or spaces, physical and/or online, presenting research results, technologies and innovations with valorisation potential, to increase the visibility of KV outputs among stakeholders, including industry partners.	Target group: researchers, students, external partners/industry and general public. Indicators: demonstration facility established/upgraded; number of external visitors/stakeholders reached; showcased outputs documented.	December 2027	FASF Department for International Cooperation / UKIM Rectorate

6.2.7 AUT

Priority Area	SMART goal	Description	Target Group & Indicator	Deadline	Leader
Strengthen Bioeconomy Research Capacity	Develop interdisciplinary bioeconomy research capacities at UBT	Promote collaboration among faculties, academic staff, early-career researchers, PhD students, and laboratories to strengthen interdisciplinary bioeconomy research and improve institutional coordination.	Target group: Academic staff, early-career researchers, PhD students, research laboratories. Indicators: ≥3 interdisciplinary research groups established; institutional bioeconomy database operational; number of joint research proposals and publications.	2028	Projects Office, Deans, Head of Departments
Develop Laboratory & Testing Capacities	Expand laboratory capacities for bio-based products and waste valorisation	Strengthen laboratory infrastructure, improve coordination among laboratories, and increase access to analytical services supporting bioeconomy research	Target group: Laboratory staff, academic staff, PhD students, faculties. Indicators: laboratory inventory completed; online laboratory platform operational; number of	2028	Faculties, Departments, Procurement Office, Research and Projects Office, IT office;

			laboratories upgraded; number of laboratory services available.		
Strengthen Industry Collaboration & Technology Transfer	Increase cooperation between UBT and private sector actors	Strengthen partnerships with companies and public institutions, support pilot projects,	Target group: Companies, public institutions, academic staff, PhD students. Indicators: 10 cooperation agreements; 2 pilot projects; number of companies engaged.	2029	Faculties, departments, academic staff, Project and Development Office, International Relation Office, Media Office;
Position UBT as Bioeconomy Knowledge Hub	Establish UBT as a recognised actor in bioeconomy development	Strengthen international partnerships, increase participation in Horizon Europe and other EU programmes, and improve dissemination of bioeconomy research to policymakers, industry, and society.	Target group: Academic staff, researchers, international partners, industry. Indicators: 10 EU proposals submitted; number of funded projects; number of international partnerships; annual dissemination events and policy briefs.	2030	International Relations Office, Projects Office, Communication Office, Rectorate of University

6.2.8 UNSFA

Priority Area	SMART goal	Description	Target Group & Indicator	Deadline	Leader
Institutional Capacity (28.5%)	Establish process maps and a Technology Transfer Office (TTO)	Develop clear protocols for IP protection and commercialisation. Plan the transformation of the IRPO Office into a fully operational Technology Transfer Office (TTO).	Draft IP policy developed. Two process maps defined.	June 2027	IRPO / Faculty Management
Incentives and Recognition (23.1%)	Integrate knowledge valorisation achievements into career advancement	Officially recognise patents, licenses, and collaboration with industry within the academic staff evaluation system. Introduce departmental recognition for knowledge valorisation achievements.	Recognition scheme established at the departmental level. At least three knowledge valorisation activities are officially recognised per department each year.	September 2027	Department Management
Individual Capacity (21.1%)	Implement a one-to-one mentoring programme for innovators	Deliver practical mentoring-based training focused on business plan development and encouraging researchers to adopt an entrepreneurial mindset.	Two training sessions delivered. Fifteen researchers participated in the mentoring programme.	March 2027	IRPO / Career Development Office
Visibility and Awareness (18.6%)	Activate the Agro Campus as a Living Lab and strengthen digital promotion	Utilise the Living Lab in Temerin as the central platform for collaboration with industry. Promote recordings of expert workshops on YouTube as educational resources for university staff.	Three new success stories from the Agro Campus. More than 100 YouTube views.	December 2026	Marketing Office / Agro Campus Team

Monitoring and Evaluation (8.7%)	Establish a digital system for monitoring the real impact of research by December 2027	Develop a KPI framework and ensure interoperability by defining five key performance indicators, e.g. number of contracts, licensing revenue, field-level cost savings. Ensure digital accessibility of research data, e.g. from the Milk Laboratory, for direct integration into farmers' software. Produce annual impact reports documenting measurable savings in time and resources, e.g. similar to the Vet Assist case.	KPI framework adopted. First annual report on the socio-economic impact of research produced.	December 2027	Quality Assurance Office / IRPO
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6.2.9 EDU

Priority Area	SMART goal	Description	Target Group & Indicator	Deadline	Leader
Institutional Capacities	Simplify Knowledge Valorisation procedures and establish a dedicated support mechanism by September 2027.	EDUCONS will review and streamline internal procedures related to collaboration, innovation and knowledge transfer and establish a Knowledge Valorisation Support Desk serving as a clear contact point for researchers and external stakeholders.	Researchers, Early Career Researchers, PhD students and administrative staff. At least 3 procedures revised; one operational KV contact point established; minimum 20 consultations provided annually.	September 2027	Vice-Rector for Research; EU Projects Office
Individual Capacities	Strengthen researchers' capacities for innovation and business idea development by December 2027.	Through training sessions, mentoring programmes and capacity-building activities, researchers will be supported in transforming research results into business ideas, services and social innovations.	Researchers, Early Career Researchers and PhD students. Minimum 30 researchers trained; at least 10 business ideas developed; participant satisfaction above 80%.	December 2027	Innovation and Entrepreneurship Centre; EU Projects Office
Incentives and Recognition	Introduce mechanisms for recognising Knowledge Valorisation achievements by December 2027.	Institutional mechanisms for recognising Knowledge Valorisation contributions will be integrated into career development and annual evaluation processes, accompanied by an annual award scheme.	Academic staff and researchers. Recognition criteria adopted; minimum 3 awards granted annually.	December 2027	University Management; Human Resources Office

Monitoring and Evaluation	Establish a monitoring framework for Knowledge Valorisation activities by June 2027.	Institutional indicators and reporting mechanisms will be developed to systematically monitor collaborations, innovation activities and societal engagement in line with European recommendations.	University management, researchers and support staff. Monitoring framework adopted; annual KV report produced.	June 2027	EU Projects Office
Visibility and Awareness	Increase awareness and strengthen stakeholder engagement by December 2027.	Successful examples, support opportunities and collaboration initiatives will be promoted through communication activities and networking events involving academia, industry, public authorities and civil society.	Researchers, students and external stakeholders. Minimum 6 promotional activities and 2 networking events annually; at least 30 external stakeholders engaged.	December 2027	EU Projects Office; Marketing Office

7. Validation Workshops

7.1 Purpose of the Validation Workshops

The validation workshops were organised to collect stakeholder feedback on the proposed Knowledge Valorisation Action Plans before their final inclusion in D8.3. This step ensures that the actions proposed by each HEI are reviewed by relevant institutional and local stakeholders and that the plans reflect practical needs, expectations and implementation conditions.

The Grant Agreement foresees the organisation of validation workshops in local languages. These workshops are intended to involve stakeholders such as faculty members, researchers, administrators and students, helping to build institutional support and increase participation in the achievement of the Action Plan goals.

The validation process serves four main purposes:

- to confirm whether the proposed actions are relevant for the institution;
- to assess whether the actions are feasible within the local context;
- to collect suggestions for improving or refining the Action Plan;
- to strengthen ownership among the groups that will contribute to implementation.

HEIs were asked to report the organisation of their validation workshop using a common template. The template collects information on the date, participants, picture, description of the activity, outputs and insights obtained.

7.2 Validation Workshops report

7.2.1 BME

The HEI Validation Workshop of BME was held on 22 July 2026 with the participation of 7 representatives. The workshop focused on the presentation, review and validation of the draft BME Knowledge Valorisation Action Plan.

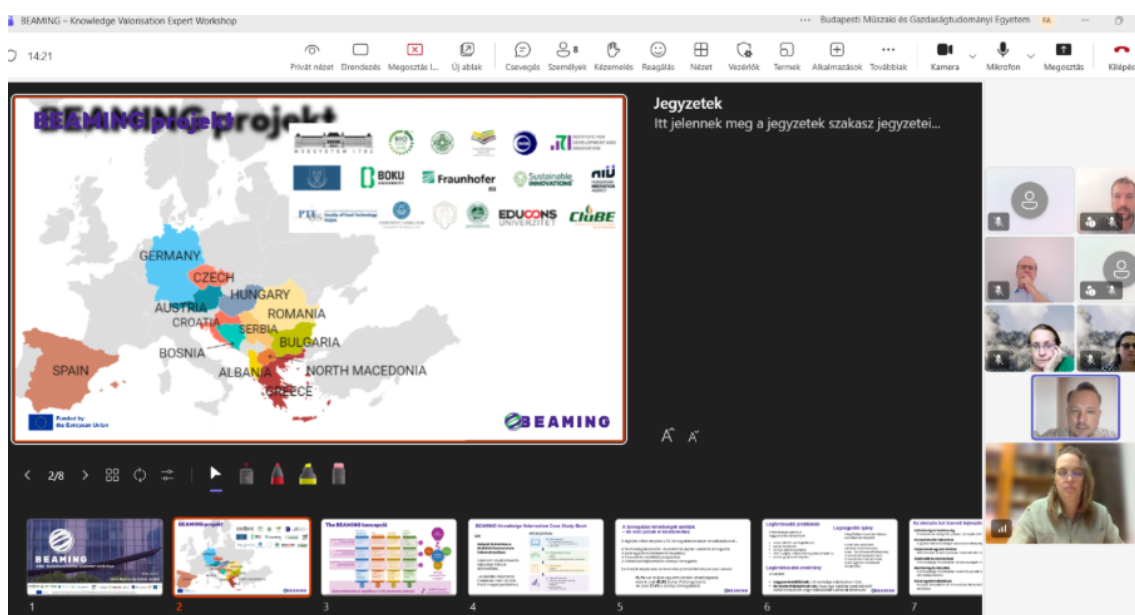


Image 15: BME Validation Workshop.

The session started with a presentation of the draft Action Plan, followed by a structured review and discussion of the proposed actions. Participants assessed the feasibility and relevance of the proposed measures and provided expert feedback to refine the final version of the plan. Based on this feedback, SMART goals were defined to further structure the planned activities and ensure that the proposed actions were realistic, measurable and aligned with institutional priorities.

The validation workshop confirmed the relevance and feasibility of the selected measures. It also ensured that the final Action Plan included clearly defined objectives, actions, responsibilities, timelines and monitoring indicators.

The following validated action focus areas were confirmed:



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Priority Area	Validated action focus
Institutional Capacities	Development of a unified university-level framework, including simplified workflows, guidance documents and faculty Knowledge Valorisation contact points
Visibility	Communication programme, success stories, newsletters and annual Knowledge Application / Knowledge Valorisation Day
Individual Capabilities	Training and mentoring programme for researchers and PhD students
Monitoring	Institutional Knowledge Valorisation monitoring system based on KPIs and annual review
Incentives	Recognition scheme, annual award and inclusion of knowledge application criteria in promotion processes

Table 14: BME Validation Focus Areas.

The main output of the validation workshop was the finalisation of the BME Knowledge Valorisation Action Plan. The workshop confirmed that the proposed measures provide a structured roadmap for improving Knowledge Valorisation at BME and support the institution's long-term innovation goals.

The validated plan combines the results of the AHP prioritisation, the SWOT analysis and expert feedback. It therefore reflects both internal institutional needs and broader expectations from the Knowledge Valorisation ecosystem, while remaining focused on actions that BME considers feasible and strategically relevant.

7.2.2 UNIOS

The HEI Validation Workshop was organised on June 29, 2026, with 5 participants to review and confirm the results of the Local HEI Expert Workshop, as well as to validate the proposed SMART Action Plan. During the workshop, participants discussed the priority actions identified through the AHP analysis and local expert workshop, and evaluated their consistency with institutional objectives. The workshop also provided an opportunity to further refine the proposed actions, define



institutional responsibilities, and agree on measurable indicators, implementation timelines, and expected outputs.



Image 16: UNIOS Validation Workshop.

Outputs and insights obtained from the activity

During the validation workshop, participants reviewed the proposed SMART objectives and provided several substantive recommendations for improving the institutional feasibility and relevance of the Action Plan. For the first proposed SMART objective, participants agreed that the objective should cover two priority areas: Institutional Capacities and Visibility and Awareness. They also recommended that students should be explicitly included among the target groups, as their early involvement may contribute to greater awareness, engagement and long-term institutional culture in the area of knowledge valorisation.

Participants also emphasised that the implementation timeline should be extended, taking into account institutional procedures, internal coordination needs and the realistic pace at which formal documents and support mechanisms can be developed and adopted. In addition, they proposed the establishment or formal designation of a responsible

institutional body for coordinating and monitoring knowledge valorisation activities. This body should include the Science Committee, together with the Vice-Dean for Science, and should serve as a coordination point for the implementation of activities related to knowledge valorisation.

As an additional revision, participants proposed the inclusion of a new SMART objective within the priority area of Institutional Capacities. This objective focuses on establishing a clear internal procedure for implementing knowledge valorisation activities, including the submission, assessment and further development of research results with potential for valorisation. The timeline for this objective was also extended to the end of 2027, in order to ensure sufficient time for institutional alignment, administrative preparation and stakeholder consultation.

A high level of agreement was expressed regarding the need for practical training and a more structured monitoring system, reflected in the third and fourth SMART objectives. Participants confirmed that targeted education on intellectual property, market analysis, project preparation and technology transfer is essential for strengthening individual capacities. They also supported the establishment of a basic monitoring system to collect data on valorisation-related activities and to use this evidence for future planning and decision-making.

The final priority area, related to Incentives and Recognition, was considered more challenging to implement due to existing institutional policies and formal recognition mechanisms. Nevertheless, participants agreed that the institution should explore feasible ways to acknowledge and encourage staff engagement in knowledge valorisation activities. Such recognition would be particularly important for early-career researchers, including assistants and senior assistants, as well as for administrative staff who, with additional training, could provide support in administrative procedures related to knowledge valorisation activities.

7.2.3 AUP

The HEI Validation Workshop of the AUP was held on 11 June 2026 with 20 participants. The objective of the workshop was to review and validate the outcomes of the Local HEI Workshop and the proposed SMART-based Knowledge Valorisation Action Plan.

During the validation workshop, participants examined the prioritised actions emerging from the AHP analysis and assessed their feasibility, relevance and alignment with AUP's institutional objectives. The workshop also provided an opportunity to refine the proposed actions, confirm institutional responsibilities, and agree on measurable indicators, timelines and expected outputs.

The validation process confirmed that the institutional Action Plan should focus on a limited number of high-impact interventions. The following action priorities received the strongest support from participants:

Priority Area	Highest-ranked action
Individual Capacities	Training and mentoring
Institutional Capacities	Guidance documents
Incentives and Recognition	Internal motivational mechanisms
Monitoring and Evaluation	Use of evidence in decisions
Visibility and Awareness	Success stories

Table 15: AUP Priorities Areas.

Participants agreed that these actions should form the core of AUP's institutional Knowledge Valorisation Action Plan and should be implemented through clearly defined SMART goals with measurable outputs and institutional ownership.

The validation workshop confirmed the relevance of the Action Plan and its alignment with the needs identified through the AHP prioritisation exercise. It also reinforced the importance of ensuring that the selected

actions remain practical, measurable and feasible within AUP's institutional context. As a result, the validated Action Plan provides a structured roadmap for strengthening Knowledge Valorisation capacity at AUP.

7.2.4 UP

The HEI Validation Workshop of the University of Pannonia (UP) was held on 12 June 2026 with the participation of 8 representatives. The purpose of the workshop was to review and validate the preliminary AHP findings and the proposed SMART-based Knowledge Valorisation Action Plan.



Image 17: UP Validation Workshop.

Given that the AHP results were based on one expert response, the validation workshop played an important role in discussing the preliminary priorities with a broader group of stakeholders. Participants reviewed the identified strengths, priorities and needs, with particular attention to Individual Capacities, Incentives and Recognition, and Monitoring and Evaluation.

The workshop confirmed that the preliminary priorities were relevant for UP, while also allowing participants to refine and specify the proposed activities. Through collaborative discussion, stakeholders validated the main action areas, co-created SMART goals, and discussed responsibilities, timelines and indicators for implementation.

The validation process confirmed the importance of focusing on a limited number of practical and institutionally relevant actions. The main priorities validated by participants were:

Priority Area	Validated action focus
Individual Capacities	Structured training and mentoring programme on Knowledge Valorisation
Incentives and Recognition	Recognition framework, career pathways and reward mechanisms
Monitoring and Evaluation	Accountability and monitoring system with annual reporting procedures
Institutional Capacities	Mapping and documentation of Knowledge Valorisation processes
Visibility and Awareness	Communication programme showcasing institutional success stories

Table 16: Table 7.2.4. Validated Knowledge Valorisation action priorities for UP.

Participants agreed that these actions provide a relevant and feasible basis for strengthening Knowledge Valorisation at the University of Pannonia. The validation workshop also confirmed that the final Action Plan should build on UP's existing strengths in innovation, regional engagement, international cooperation and applied research, while further systematising institutional support, monitoring and recognition mechanisms.

As a result, the validated Action Plan provides UP with a structured roadmap for reinforcing staff capacities, increasing recognition of Knowledge Valorisation activities, improving accountability and

evidence-based decision-making, clarifying support pathways, and promoting successful valorisation practices across the university.

7.2.5 UNIBL

The HEI Validation Workshop of the University of Banja Luka was held on 26 June 2026 with the participation of 7 representatives. The workshop was organised in the Rectorate building and gathered key decision-makers, including the Vice-Rector for Scientific Research and Development, vice-deans from different faculties, and administrative staff responsible for supporting scientific research and development.



Image 18: UNIBL Validation Workshop.

Held in the Rectorate building under the moderation of Milica Marić, this workshop gathered key decision-makers, including the vice-rector for scientific research and development, vice-deans from various faculties, and administrative staff responsible for supporting scientific research and development. The primary purpose of the activity was to conduct a comprehensive management review and validate the draft UNIBL Knowledge Valorisation Action Plan. The workshop began with a brief overview of the project's current status and a presentation of the AHP research results previously gathered from the broader academic community. This was followed by a detailed review of the action plan's draft version, leading into a productive discussion where university

leadership analysed the proposed goals, feasibility, and alignment with the institution's capacity. The session concluded with a definition of the exact operational steps required for the finalization and formal adoption of the strategic document by the university management.

Outputs and insights obtained from the activity

The validation workshop achieved management approval for the UNIBL Knowledge Valorisation Action Plan. University leadership formally approved five targeted SMART goals, establishing a structured roadmap for institutional development, regulatory adjustment, and industry alignment. To optimise resource allocation and mitigate implementation risks, the following structural scope changes were approved and integrated into the final baseline plan:

- The initial deliverable requiring the creation of a separate organisational entity (TTO/KVO) was formally de-scoped to prevent administrative redundancy. The approved amendment reallocates this mandate to existing infrastructure by expanding the operational scope and capacity of the UNIBL's Centre for Development and Research Support (CRPI). CRPI is designated as the single-entry point for knowledge valorisation and commercialisation, with a revised target completion date of March 2027.
- The action plan was modified in section "Set wider career recognition criteria" to an analytical and advisory phase, tasking the Rectorate with conducting an analysis with recommendations for integration pathways by March 2027.

From an internal management perspective, the successful delivery of this validation workshop shifts this specific project initiative from the conceptual design phase to active operational deployment. The critical takeaway for UNIBL management is that sustainable knowledge valorisation depends on structural and regulatory integration, not just individual initiative. By leveraging the proven administrative capacity of CRPI and adopting an evidence-based approach to policy reform, UNIBL has minimised internal institutional friction. This activity establishes a

resource-efficient framework that maximises existing university assets while clearing a transparent path for improved industry-academia collaboration.

7.2.6 UKIM

The HEI Validation Workshop of UKIM was held on 17 July 2026 with the participation of 6 representatives. Following the Local HEI Workshop held on 14 July 2026, the draft SMART goal Action Plan derived from the AHP prioritisation results was submitted to the management of the Faculty of Agricultural Sciences and Food-Skopje for institutional review and validation.



Image 19: UKIM Validation Workshop.

Given UKIM's organisational structure as a large university comprising a substantial number of independently governed constituent faculties and institutes, the Validation Workshop was designed as a pilot workshop for one university unit, the Faculty of Agricultural Sciences and Food-Skopje.

The workshop was structured in two parts. The first part presented the results of the AHP self-assessment and the outcomes of the Local HEI

Workshop, including the priority ranking of the five Knowledge Valorisation areas and the top-ranked alternative actions within each area. The second part consisted of a structured, goal-by-goal review of the draft SMART Action Plan. Participants assessed the institutional and financial feasibility of each proposed goal in light of FASF's scale and governance structure and agreed on necessary adjustments to scope, target groups, indicators, timelines and responsible leaders.

The purpose of the Validation Workshop was threefold. First, it aimed to confirm or, where necessary, adjust the priority ranking emerging from the AHP exercise and the Local HEI Workshop. Second, it aimed to agree concrete and institutionally realistic SMART goals, including a lead or coordinating body at central level and a mechanism for cascading implementation to faculties and institutes. Third, it aimed to validate the resulting Action Plan for adoption and submission to the Faculty's governing bodies.

Faculty management confirmed the priority ranking identified through the AHP self-assessment and the Local HEI Workshop, endorsing Institutional Capacities and Individual Capacities as the two most urgent areas for UKIM/FASF. The discussion therefore focused primarily on how best to implement the proposed SMART goals across the faculty, rather than on whether the underlying priorities themselves were correct.

To optimise resource allocation, ensure institutional ownership at faculty level and mitigate implementation risks, several adjustments were reviewed and proposed for incorporation into the baseline plan. For Institutional Capacities, management agreed that guidance documents and process maps should be developed centrally by December 2026 and adapted at faculty level through a newly established network of faculty KV focal points by March 2027. For Individual Capacities, the training and mentoring programme was confirmed, with the additional requirement that sessions should be actively promoted through the faculty KV focal point network.

For Monitoring and Evaluation, participants agreed that the annual KV monitoring and reporting procedure should be coordinated by the Quality Assurance Office, building on existing institutional quality-assurance reporting lines and working jointly with the Project Office. For Incentives and Recognition, management noted that formal recognition and reward criteria are linked to national higher-education legislation and existing academic promotion procedures. Therefore, the goal was rescoped from immediate implementation to an analytical and advisory phase, with the Human Resources Office and the Rectorate preparing an analysis and draft recommendations by December 2027. For Visibility and Awareness, rather than establishing a new stand-alone demonstration facility, faculty management recommended mapping and better interconnecting existing faculty laboratories, showcase spaces and innovation or technology-transfer infrastructure already used for open days and industry visits.

The validation process confirmed the following action focus areas:

Priority Area	Validated action focus
Institutional Capacities	Central guidance documents and process maps, adapted at faculty level through a network of KV focal points
Individual Capacities	Training and mentoring programme actively promoted across faculties and institutes
Monitoring and Evaluation	Annual KV monitoring and reporting procedure coordinated through existing quality-assurance structures
Incentives and Recognition	Analytical and advisory phase for recognition and motivational mechanisms, aligned with existing legislation and promotion procedures
Visibility and Awareness	Mapping and interconnection of existing demonstration facilities, laboratories and

	showcase spaces through a coordinated visibility campaign
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Table 17. UKIM Action Focus Areas

From an institutional management perspective, the Validation Workshop shifted the FASF Knowledge Valorisation Action Plan from centrally drafted proposals to a plan with agreed institutional ownership. The main conclusion was that sustainable Knowledge Valorisation depends on combining central coordination, shared guidance, indicators and communication with faculty-level ownership through the newly agreed network of KV focal points.

By reusing and strengthening existing institutional functions rather than creating new administrative bodies, FASF aimed to keep the Action Plan resource-efficient while establishing a realistic and broadly owned path towards implementation. The Validation Workshop concluded with faculty management's endorsement of the five SMART goals for onward submission to the Rectorate and relevant university governing bodies for formal discussion and further development of the UKIM Knowledge Valorisation Action Plan.

7.2.7 AUT

The HEI Validation Workshop of the Agricultural University of Tirana (AUT) was held on 17 July 2026 with the participation of 12 representatives. The workshop was organised under the BEAMING project to review and validate the Bioeconomy Research Action Plan developed for AUT.

The validation workshop brought together academic staff and university representatives to assess existing research capacities, define strategic priorities, validate the proposed actions, and agree on SMART objectives, implementation measures and monitoring indicators. The discussion focused on strengthening the university's role in the bioeconomy and ensuring that the proposed Action Plan was feasible, relevant and aligned with institutional priorities.



The validation process confirmed four strategic priority areas for AUT:

Priority Area	Validated action focus
Strengthen Bioeconomy Research Capacity	Development of interdisciplinary research groups and improved institutional coordination in bioeconomy research
Develop Laboratory and Testing Capacities	Strengthening laboratory infrastructure, coordination and analytical services for bio-based products and waste valorisation
Strengthen Industry Collaboration and Technology Transfer	Expansion of cooperation with companies and public institutions, including pilot projects and knowledge-transfer activities
Position AUT as Bioeconomy Knowledge Hub	Increased participation in EU projects, international networks and dissemination activities targeting policymakers, industry and society

Table 18: Priority areas of the validation process.

Participants agreed on a four-year implementation framework with measurable indicators and concrete actions. The validated measures include the establishment of interdisciplinary research groups, integrated laboratory services, a university research platform, and stronger knowledge-transfer activities.

The validation workshop confirmed that the proposed Action Plan provides a coherent framework for strengthening AUT's bioeconomy research and Knowledge Valorisation capacity. It also reinforced the importance of connecting research excellence, laboratory services, industry collaboration and international partnerships in order to position AUT as a national bioeconomy knowledge hub.

7.2.8 UNSFA

The HEI Validation Workshop of the University of Novi Sad, Faculty of Agriculture (UNSFA), was held on 2 July 2026 with the participation of 7 representatives. The workshop was organised to examine and validate the results of the Local HEI Workshop and the proposed SMART-based Knowledge Valorisation Action Plan.



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The validation workshop provided a space for open discussion on the relevance, feasibility and expected impact of the proposed actions. Participants reviewed the priority actions identified through the AHP analysis and assessed their applicability and alignment with the Faculty's institutional goals.

The validation process was conducted in two stages to ensure internal consensus. The first stage involved members of the Scientific and Teaching Council of the Department of Animal Science, who assessed the proposed priority actions from the perspective of departmental capacities, scientific activities and implementation feasibility. The initiative was then formally submitted to the Faculty management.

The second stage involved the Faculty management, including the Vice-Dean for Science and the Vice-Dean for Cooperation with Industry. This discussion focused on the strategic relevance of the proposed actions, their consistency with the Faculty's institutional priorities, and their potential integration into existing governance, research and innovation frameworks. This two-stage validation process ensured that the final SMART Action Plan reflected both operational perspectives and the strategic objectives of UNSFA. The validation workshop confirmed that the proposed UNSFA Knowledge Valorisation Action Plan reflects the priorities identified through the AHP analysis and the Expert Workshop.

Participants agreed that the structure organised around five priority areas provides a coherent and realistic framework for strengthening Knowledge Valorisation at the Faculty:

Priority Area	Weight
Institutional Capacities	28.5%
Incentives and Recognition	23.1%
Individual Capacities	21.1%
Visibility and Awareness	18.6%

Monitoring and Evaluation	8.7%
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Image 20: UNSFA Priority Areas

The validation process confirmed both the strategic relevance and operational feasibility of the proposed actions. In relation to institutional strengthening, participants validated the objective of establishing clear process maps for intellectual property protection and transforming the IRPO Office into a functional Technology Transfer Office by June 2027.

Regarding incentives and recognition, participants placed special emphasis on the need to recognise patents, licences and industry collaboration within the career advancement system for researchers. The introduction of annual recognition awards at departmental level was also considered relevant for motivating staff and increasing engagement in Knowledge Valorisation activities.

For individual capacity development, the validation workshop confirmed the need for a practical one-to-one mentoring programme for innovators, aiming to involve at least 15 researchers in business plan development and entrepreneurial mindset development.

In the area of visibility and awareness, participants recognised the Agro Campus in Temerin as a key Living Lab platform for direct cooperation with industry. The Action Plan, therefore, includes the development of at least three new success stories and the use of digital promotion, including YouTube materials, to increase awareness and support peer learning.

Finally, the validation workshop confirmed the need to monitor the real-world impact of research through a digital monitoring system based on five Key Performance Indicators. Particular attention was given to the value of digital data accessibility, including data from the Milk Laboratory, for direct integration into farmers' software and for generating measurable savings in time and resources.

The validation workshop concluded that the adopted SMART goals, with clearly defined leaders and deadlines, provide a sustainable tool for transforming research results into social and economic value. The final



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validated Action Plan therefore supports UNSFA in strengthening institutional processes, recognising valorisation achievements, developing innovator capacities, promoting success stories and measuring the real impact of research.

7.2.9 EDU

On June 25, 2026, 13 participants attended the virtual Validation Workshop organised by EDUCONS. The objective of the session was to review and validate the KV Action Plan developed through previous activities. The workshop brought together representatives of academia, industry, public authorities and members of the BEAMING Community of Practice with the aim of discussing how research results and knowledge can generate greater value for society, the economy and the wider community.

During the workshop, participants were presented with the key findings and priorities identified through the AHP analysis and the Expert Workshop, as well as the proposed SMART-based measures aimed at strengthening institutional capacities, enhancing researchers' competences, improving recognition mechanisms and establishing appropriate monitoring and stakeholder engagement practices.





Image 21: EDUCONS Virtual Validation Workshop

The workshop provided a platform for open discussion and exchange of ideas regarding the relevance, feasibility and expected impact of the proposed actions. Participants shared comments, experiences and recommendations that contributed to a better understanding of institutional needs and opportunities for strengthening the Knowledge Valorisation ecosystem at EDUCONS University.

Special emphasis was placed on the importance of translating research outcomes into practical value, increasing collaboration between academia and practice and ensuring that Knowledge Valorisation activities contribute to innovation, societal impact and sustainable development.

The feedback collected during the workshop supported the refinement and final validation of the Knowledge Valorisation Action Plan, ensuring that the proposed measures are realistic, stakeholder-informed and aligned with the strategic priorities and development needs of EDUCONS University.

Outputs and insights obtained from the activity

The Validation Workshop confirmed that the proposed Knowledge Valorisation Action Plan adequately reflects the priorities identified through the AHP analysis and the previous Expert Workshop, while addressing the strategic development needs of EDUCONS University. Participants agreed that the proposed structure, organised around five priority areas—Institutional Capacities, Individual Capacities, Incentives and Recognition, Monitoring and Evaluation, and Visibility and Awareness—provides a coherent and realistic framework for strengthening Knowledge Valorisation within the institution.

The proposed SMART goals, implementation timelines, responsibilities and indicators were reviewed and validated by the participants. Discussions confirmed the importance of simplifying institutional procedures related to Knowledge Valorisation, establishing dedicated institutional support mechanisms, strengthening researchers' entrepreneurial and innovation capacities, introducing recognition mechanisms for Knowledge Valorisation achievements, and developing a systematic monitoring and reporting framework.

Particular attention was given to the practical implementation of the Action Plan. Participants agreed that the initial operational targets should include the establishment of at least three functional Knowledge Valorisation procedures, the creation of a dedicated institutional contact point or support office, the provision of at least 20 annual consultations for researchers, training of a minimum of 30 researchers, and the development of at least 10 business ideas. Furthermore, participants supported the introduction of institutional recognition mechanisms, including clearly defined evaluation criteria and an annual Knowledge Valorisation Award scheme.

The workshop also highlighted the need to strengthen monitoring and evaluation practices, recognising that Knowledge Valorisation activities are currently not systematically monitored at institutional level. Participants proposed introducing measurable indicators, such as the number of business ideas, innovation initiatives, patents, technology

transfer activities, stakeholder collaborations and other Knowledge Valorisation outputs, as the basis for future institutional reporting and continuous improvement.

Regarding visibility and stakeholder engagement, participants endorsed the proposed targets of organising at least six promotional activities and two networking events annually. During the discussion, it was also suggested that the university should focus on building long-term collaboration with a smaller number of highly committed external partners rather than pursuing broad but less active stakeholder networks, thereby ensuring stronger and more sustainable cooperation.

An additional recommendation concerned the future implementation of the Action Plan. Participants suggested repeating the institutional Knowledge Valorisation survey during the following academic year and extending participation to all faculties and university employees in order to obtain a broader evidence base for future updates of institutional priorities and actions.

The workshop also informed participants about upcoming opportunities within the BEAMING project, including the internal call for project proposals, encouraging researchers and members of the Community of Practice to actively participate in the preparation of collaborative concept notes and further strengthen the university's Knowledge Valorisation and innovation activities.

Overall, the Validation Workshop successfully completed the participatory development process of the Knowledge Valorisation Action Plan. The workshop confirmed institutional support for the proposed strategic framework and provided practical recommendations that contributed to the refinement of the final Action Plan. The validated SMART Goal Action Plan, presented in the following section of this report, represents the final outcome of the Knowledge Valorisation planning process conducted at EDUCONS University within the BEAMING project.

8. Conclusions

Task 8.4 has enabled BEAMING HEI partners to move from the diagnostic and assessment work carried out in previous WP8 activities towards the definition of concrete institutional Knowledge Valorisation Action Plans. The process combined a common AHP-based prioritisation framework, local expert discussions, institutional validation workshops and SMART-based action planning. This ensured that the resulting plans were not only evidence-informed, but also adapted to the specific institutional context, capacities and priorities of each HEI partner.

Across the participating institutions, the process confirmed that Knowledge Valorisation is understood as a broad institutional capacity, going beyond isolated technology transfer or commercialisation activities. The Action Plans address a range of complementary dimensions, including institutional procedures, researcher skills, visibility of support services, collaboration with industry and external stakeholders, monitoring systems, recognition mechanisms, intellectual property support, entrepreneurship pathways, and the communication of successful valorisation examples.

A common finding across the HEI partners is the importance of strengthening **Institutional Capacities**. Several partners prioritised the development of clearer workflows, process maps, guidance documents, contact points, internal procedures and support structures for Knowledge Valorisation. This reflects a shared need to make institutional support more visible, accessible and operational for researchers, students and administrative staff. In several cases, partners also opted to build on existing structures rather than creating new bodies, which supports feasibility and reduces administrative burden.

A second recurring priority is the development of **Individual Capacities**. Many Action Plans include training, mentoring, communication skills, intellectual property awareness, business idea development, entrepreneurship support and stakeholder engagement activities. This



confirms that effective Knowledge Valorisation depends not only on institutional procedures, but also on the practical competences of researchers, early career researchers, PhD students, innovation staff and administrative support teams.

The Action Plans also show that **Visibility and Awareness** remain important enabling factors. Partners proposed actions such as communication campaigns, success stories, demonstration facilities, researcher databases, Living Labs, institutional webpages and peer-learning materials. These actions aim to increase awareness of available support, showcase existing achievements and make institutional knowledge, expertise and research outputs more visible to internal and external stakeholders.

Monitoring and Evaluation also emerged as a relevant development area. Several partners proposed the introduction of basic indicators, annual reviews, monitoring dashboards, reporting procedures or evidence-based decision-making mechanisms. These measures are important to ensure that Knowledge Valorisation does not remain an ad hoc activity, but becomes part of institutional learning, strategic planning and performance review.

The process also highlighted the need to further address **Incentives and Recognition**. While some institutions proposed recognition schemes, awards or career-related measures, others identified legal, regulatory or institutional constraints that require a more gradual approach. In these cases, partners proposed analytical or advisory steps as a first phase before implementing formal changes to recognition or promotion systems. This reflects the complexity of embedding Knowledge Valorisation into academic career structures, while still recognising its importance for long-term institutional change.

The local workshops played an important role in contextualising the AHP results. In some cases, the AHP findings were confirmed directly by institutional stakeholders; in others, they were refined or interpreted in light of local constraints, existing structures or strategic priorities. This confirms that the AHP exercise was useful as a data-driven starting

point, but that final Action Plans required institutional discussion, expert judgement and validation by relevant stakeholders.

The validation workshops further strengthened the quality and ownership of the Action Plans. They allowed HEI partners to review feasibility, adjust scope, confirm responsibilities, define implementation timelines and align proposed actions with institutional governance structures. In several cases, the validation process led to practical refinements, such as using existing offices as entry points for Knowledge Valorisation, adapting central frameworks to faculty-level implementation, or aligning recognition-related actions with existing legal and academic procedures.

Overall, the individual Action Plans provide a structured and realistic basis for strengthening Knowledge Valorisation capacity across BEAMING HEI partners. While the plans differ in scope, maturity and institutional focus, they are aligned around a common objective: improving the ability of partner institutions to translate research results into economic, societal, environmental, policy and innovation value.

The main achievements of Task 8.4 can be summarised as follows:

- a common AHP-based framework was developed and applied to support institutional prioritisation;
- HEI partners received structured AHP results as input for local discussion;
- local expert workshops were organised to interpret priorities and define institutional actions;
- SMART-based Knowledge Valorisation Action Plans were prepared by the participating HEIs;
- validation workshops were carried out to review and refine the proposed Action Plans;
- the final plans provide a practical basis for future implementation and follow-up at institutional level.

The implementation of these Action Plans will require continued institutional commitment beyond the preparation of this deliverable. In particular, partners will need to ensure that responsible units are clearly identified, timelines are monitored, indicators are used, and the proposed actions are integrated into existing institutional processes where possible. The Action Plans should therefore be understood as living documents that can be updated as implementation progresses, new opportunities emerge and institutional priorities evolve.

By supporting the development of these individual Action Plans, Task 8.4 contributes directly to the broader objectives of WP8. It strengthens the capacity of BEAMING HEI partners to improve their Knowledge Valorisation practices, develop more supportive institutional environments, engage more effectively with stakeholders, and create better conditions for the transformation of research outcomes into value for society, the economy and the wider bioeconomy ecosystem.



9. Annex I

Knowledge Valorisation Action Plan – AHP Prioritisation Survey



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Información general sobre respuestas Activo

Respuestas

60



Tiempo promedio

63:33



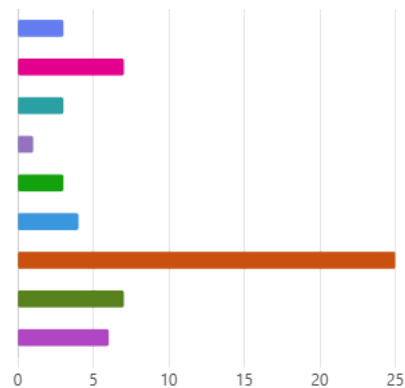
Duración

78 Días



1. Your Institution:

Budapesti Muszaki Es Gazdasagtudományi Egyetem (BME)	3
University of Osijek, Faculty of Food Technology Osijek (UNIOS)	7
Agricultural University - Plovdiv (AUP)	3
University of Pannonia (UP)	1
University of Banja Luka (UNIBL)	3
Ss. Cyril and Methodius University in Skopje (UKIM)	4
Agricultural University of Tirana (AUT)	25
University of Novi Sad, Faculty of Agriculture (UNSFA)	7
Educons University (EDU)	6



2. Your Email address: (It will only be used to contact you if clarification is needed and will not be shared).

52
Respuestas

Respuestas más recientes

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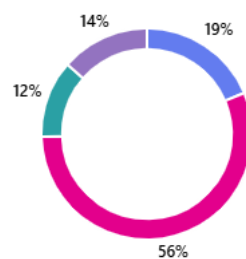
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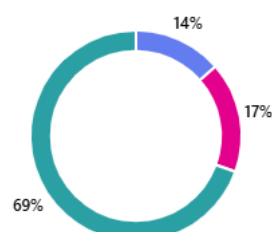
3. Your Position:

Researcher	11
Lecturer / Academic Staff	33
PhD or Postdoctoral	7
Otras	8



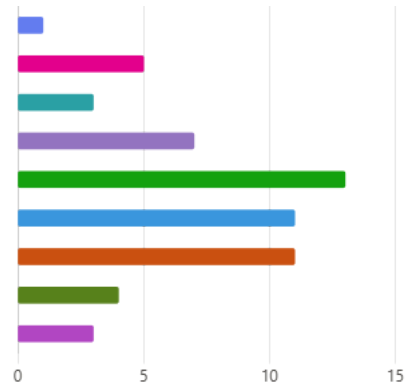
4. Years of experience in Knowledge Valorisation or related fields:

< 1 year	8
1-5 years	10
> 5 years	41



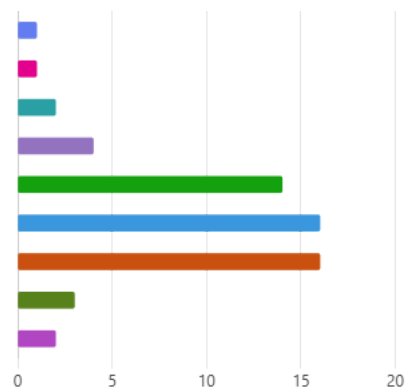
5. C1: Visibility and Awareness vs C2: Individual Capacities
Which criterion is more important and by how much?

C1 is extremely more important than C2	1
C1 is very strongly more important than C2	5
C1 is strongly more important than C2	3
C1 is slightly more important than C2	7
C1 is equally important as C2	13
C2 is slightly more important than C1	11
C2 is strongly more important than C1	11
C2 is very strongly more important than C1	4
C2 is extremely more important than C1	3



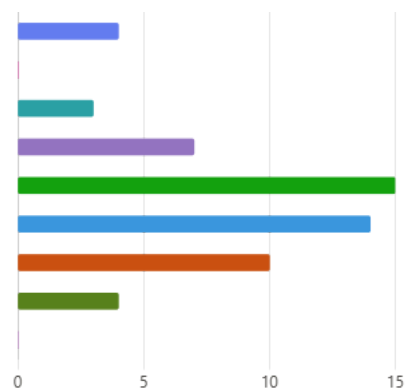
6. C1: Visibility and Awareness vs C3: Institutional Capacities
Which criterion is more important and by how much?

C1 is extremely more important than C3	1
C1 is very strongly more important than C3	1
C1 is strongly more important than C3	2
C1 is slightly more important than C3	4
C1 is equally important as C3	14
C3 is slightly more important than C1	16
C3 is strongly more important than C1	16
C3 is very strongly more important than C1	3
C3 is extremely more important than C1	2



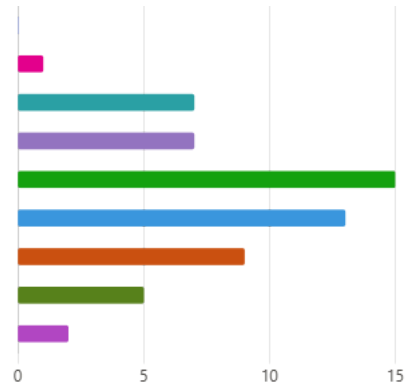
7. C1: Visibility and Awareness vs C4: Incentives and Recognition
Which criterion is more important and by how much?

C1 is extremely more important than C4	4
C1 is very strongly more important than C4	0
C1 is strongly more important than C4	3
C1 is slightly more important than C4	7
C1 is equally important as C4	15
C4 is slightly more important than C1	14
C4 is strongly more important than C1	10
C4 is very strongly more important than C1	4
C4 is extremely more important than C1	0



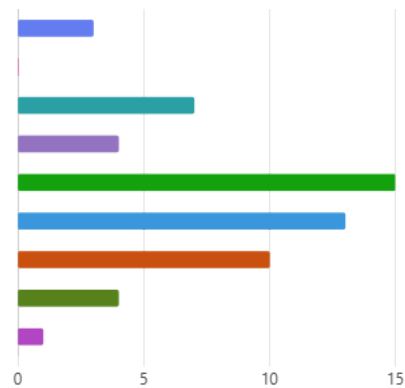
8. C1: Visibility and Awareness vs C5: Monitoring and Evaluation
Which criterion is more important and by how much?

C1 is extremely more important than C5	0
C1 is very strongly more important than C5	1
C1 is strongly more important than C5	7
C1 is slightly more important than C5	7
C1 is equally important as C5	15
C5 is slightly more important than C1	13
C5 is strongly more important than C1	9
C5 is very strongly more important than C1	5
C5 is extremely more important than C1	2



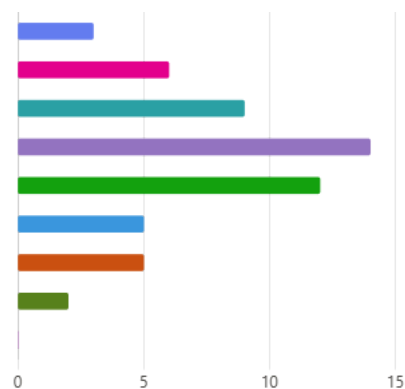
9. C2: Individual Capacities vs C3: Institutional Capacities
Which criterion is more important and by how much?

C2 is extremely more important than C3	3
C2 is very strongly more important than C3	0
C2 is strongly more important than C3	7
C2 is slightly more important than C3	4
C2 is equally important as C3	15
C3 is slightly more important than C2	13
C3 is strongly more important than C2	10
C3 is very strongly more important than C2	4
C3 is extremely more important than C2	1



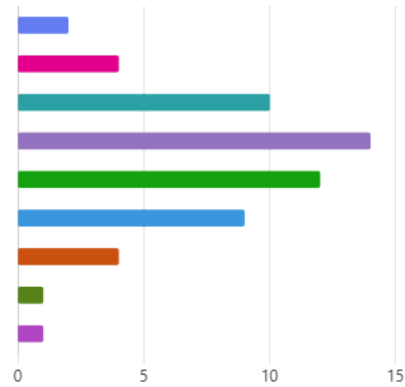
10. C2: Individual Capacities vs C4: Incentives and Recognition
Which criterion is more important and by how much?

C2 is extremely more important than C4	3
C2 is very strongly more important than C4	6
C2 is strongly more important than C4	9
C2 is slightly more important than C4	14
C2 is equally important as C4	12
C4 is slightly more important than C2	5
C4 is strongly more important than C2	5
C4 is very strongly more important than C2	2
C4 is extremely more important than C2	0



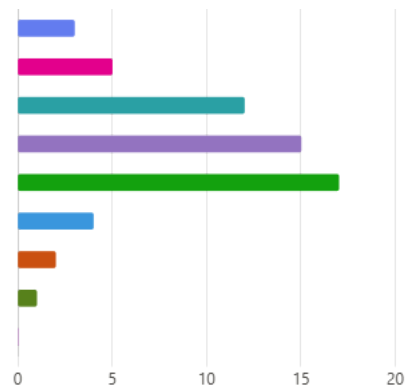
11. C2: Individual Capacities vs C5: Monitoring and Evaluation
Which criterion is more important and by how much?

C2 is extremely more important than C5	2
C2 is very strongly more important than C5	4
C2 is strongly more important than C5	10
C2 is slightly more important than C5	14
C2 is equally important as C5	12
C5 is slightly more important than C2	9
C5 is strongly more important than C2	4
C5 is very strongly more important than C2	1
C5 is extremely more important than C2	1



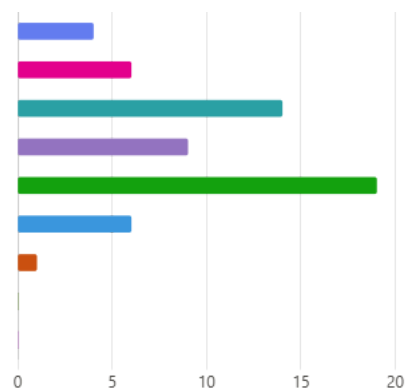
12. C3: Institutional Capacities vs C4: Incentives and Recognition
Which criterion is more important and by how much?

C3 is extremely more important than C4	3
C3 is very strongly more important than C4	5
C3 is strongly more important than C4	12
C3 is slightly more important than C4	15
C3 is equally important as C4	17
C4 is slightly more important than C3	4
C4 is strongly more important than C3	2
C4 is very strongly more important than C3	1
C4 is extremely more important than C3	0



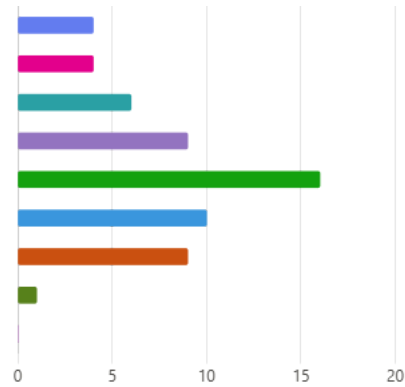
13. C3: Institutional Capacities vs C5: Monitoring and Evaluation
Which criterion is more important and by how much?

C3 is extremely more important than C5	4
C3 is very strongly more important than C5	6
C3 is strongly more important than C5	14
C3 is slightly more important than C5	9
C3 is equally important as C5	19
C5 is slightly more important than C3	6
C5 is strongly more important than C3	1
C5 is very strongly more important than C3	0
C5 is extremely more important than C3	0



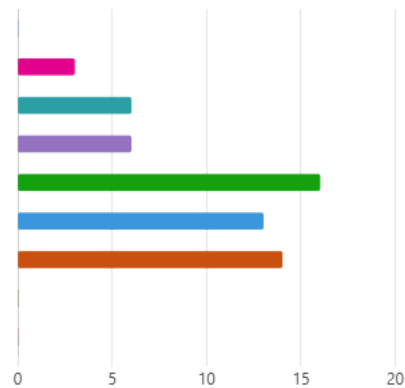
14. C4: Incentives and Recognition vs C5: Monitoring and Evaluation
Which criterion is more important and by how much?

C4 is extremely more important than C5	4
C4 is very strongly more important than C5	4
C4 is strongly more important than C5	6
C4 is slightly more important than C5	9
C4 is equally important as C5	16
C5 is slightly more important than C4	10
C5 is strongly more important than C4	9
C5 is very strongly more important than C4	1
C5 is extremely more important than C4	0



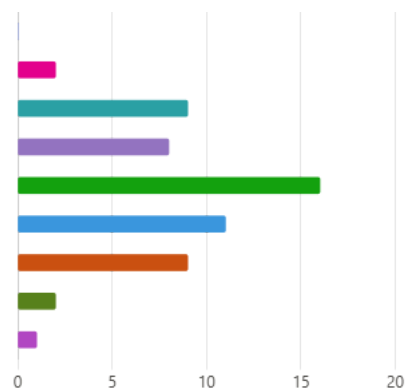
15. **Under criterion C1: Visibility and Awareness**, which activity contributes more effectively to achieving the stated criterion?
A1: KV info sessions vs A2: Success stories

A1 is extremely more important than A2	0
A1 is very strongly more important than A2	3
A1 is strongly more important than A2	6
A1 is slightly more important than A2	6
A1 is equally important as A2	16
A2 is slightly more important than A1	13
A2 is strongly more important than A1	14
A2 is very strongly more important than A1	0
A2 is extremely more important than A1	0



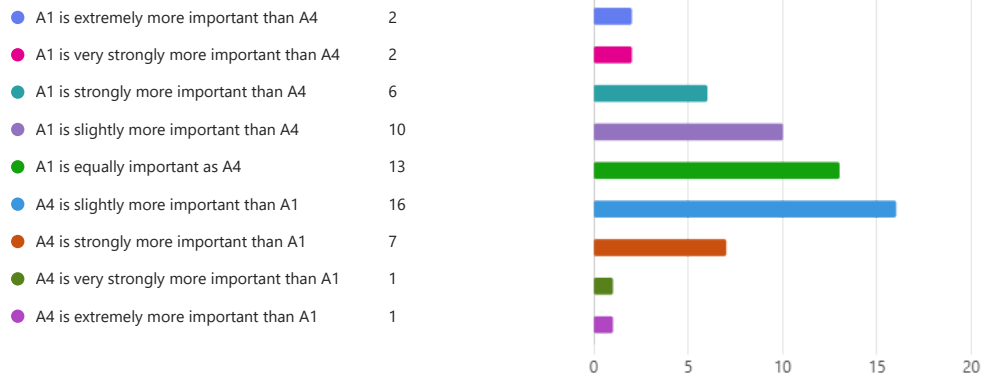
16. **Under criterion C1: Visibility and Awareness**, which activity contributes more effectively to achieving the stated criterion?
A1: KV info sessions vs A3: Clear contact points

A1 is extremely more important than A3	0
A1 is very strongly more important than A3	2
A1 is strongly more important than A3	9
A1 is slightly more important than A3	8
A1 is equally important as A3	16
A3 is slightly more important than A1	11
A3 is strongly more important than A1	9
A3 is very strongly more important than A1	2
A3 is extremely more important than A1	1



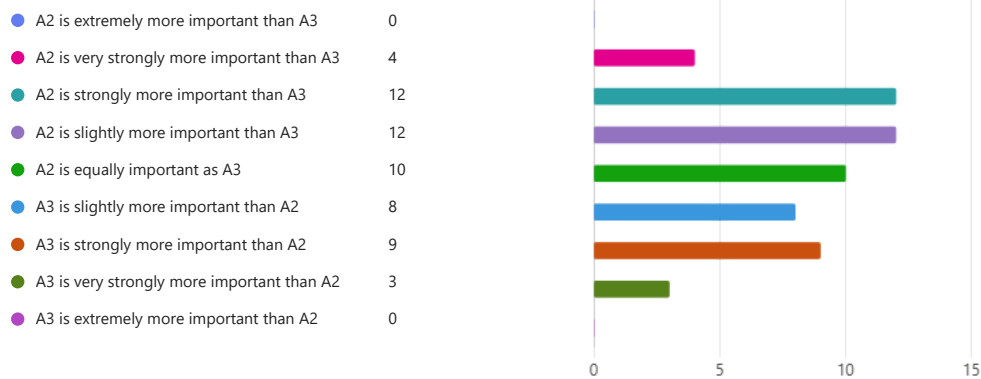
17. Under criterion C1: Visibility and Awareness, which activity contributes more effectively to achieving the stated criterion?

A1: KV info sessions vs A4: Demo facilities



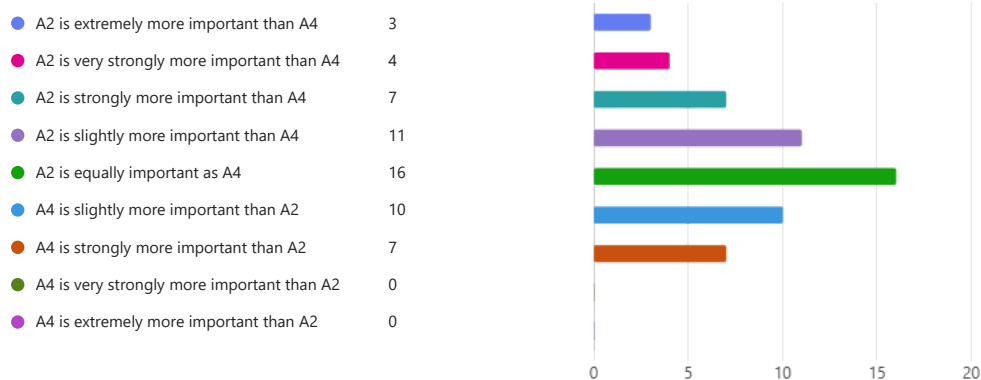
18. Under criterion C1: Visibility and Awareness, which activity contributes more effectively to achieving the stated criterion?

A2: Success stories vs A3: Clear contact points



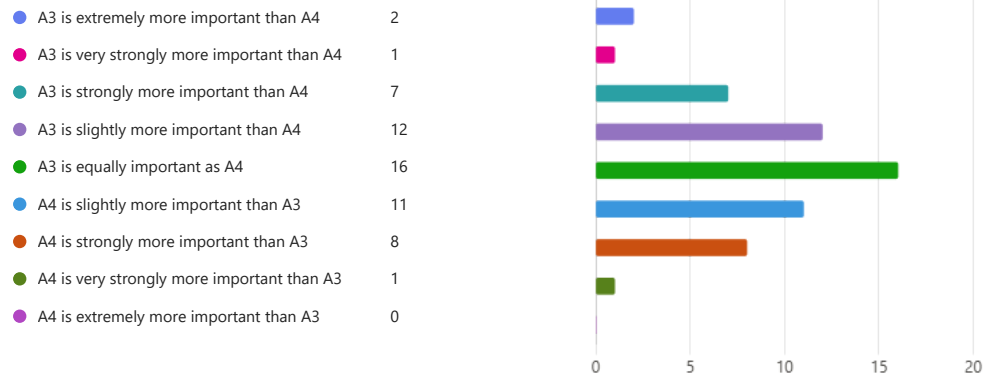
19. Under criterion C1: Visibility and Awareness, which activity contributes more effectively to achieving the stated criterion?

A2: Success stories vs A4: Demo facilities



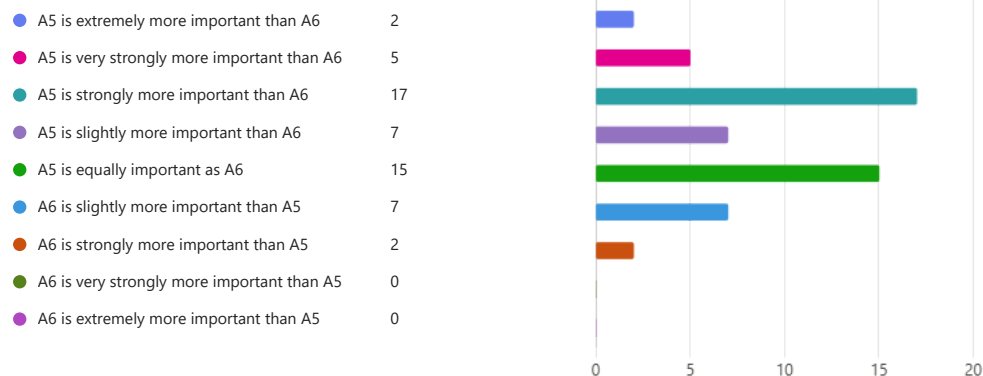
20. **Under criterion C1: Visibility and Awareness**, which activity contributes more effectively to achieving the stated criterion?

A3: Clear contact points vs **A4:** Demo facilities



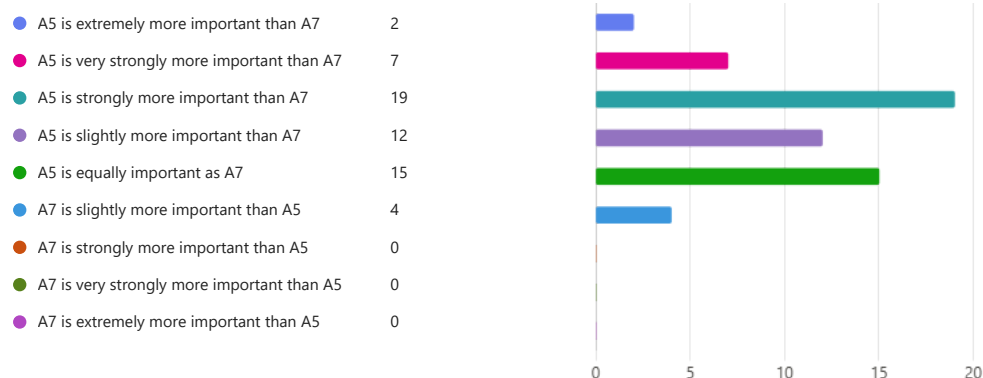
21. **Under criterion C2: Individual Capacities**, which activity contributes more effectively to achieving the stated criterion?

A5: Training / mentoring vs **A6:** Business idea development



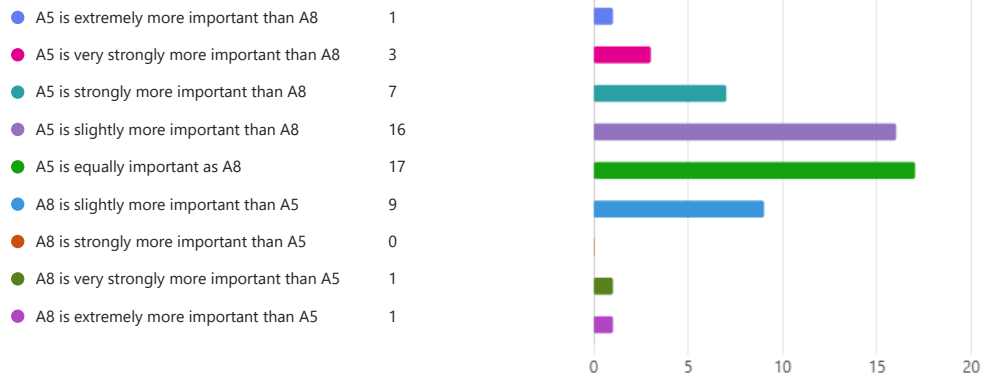
22. **Under criterion C2: Individual Capacities**, which activity contributes more effectively to achieving the stated criterion?

A5: Training / mentoring vs **A7:** IP basics



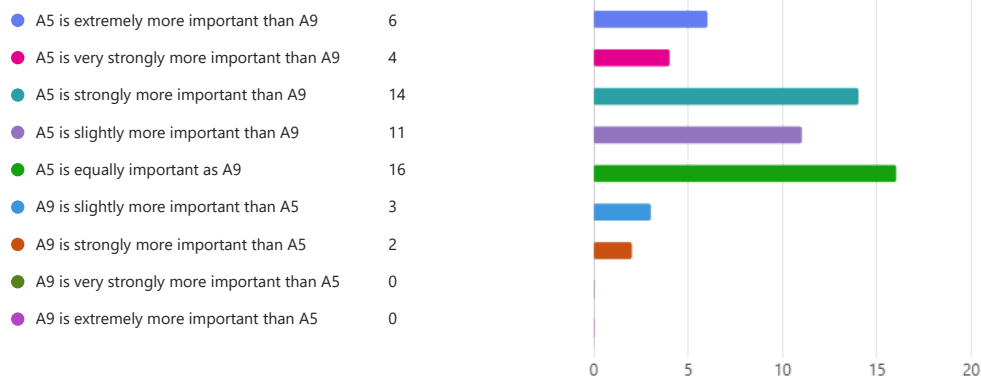
23. **Under criterion C2: Individual Capacities**, which activity contributes more effectively to achieving the stated criterion?

A5: Training / mentoring vs **A8:** Communication skills



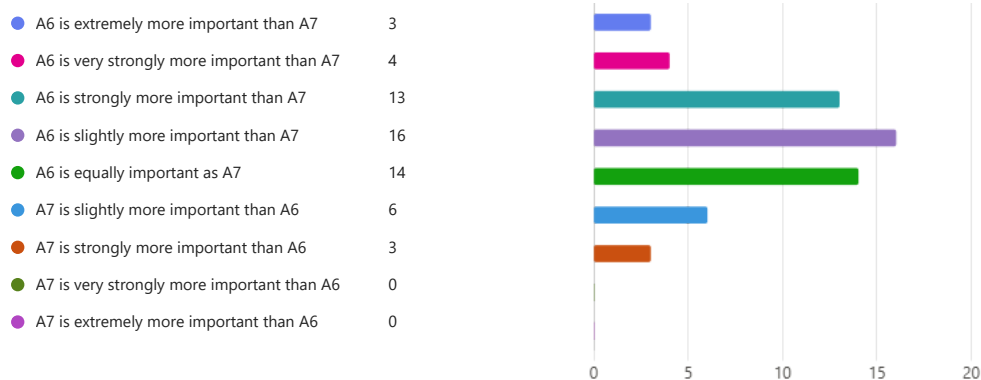
24. **Under criterion C2: Individual Capacities**, which activity contributes more effectively to achieving the stated criterion?

A5: Training / mentoring vs **A9:** Policy development



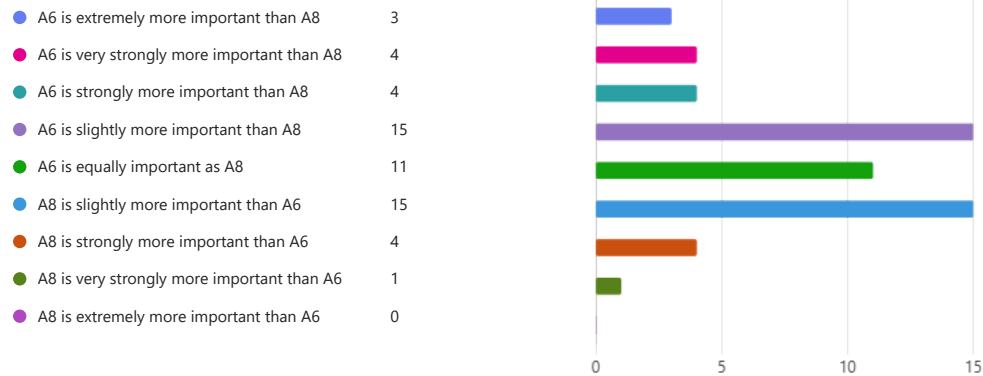
25. **Under criterion C2: Individual Capacities**, which activity contributes more effectively to achieving the stated criterion?

A6: Business idea development vs **A7:** IP basics



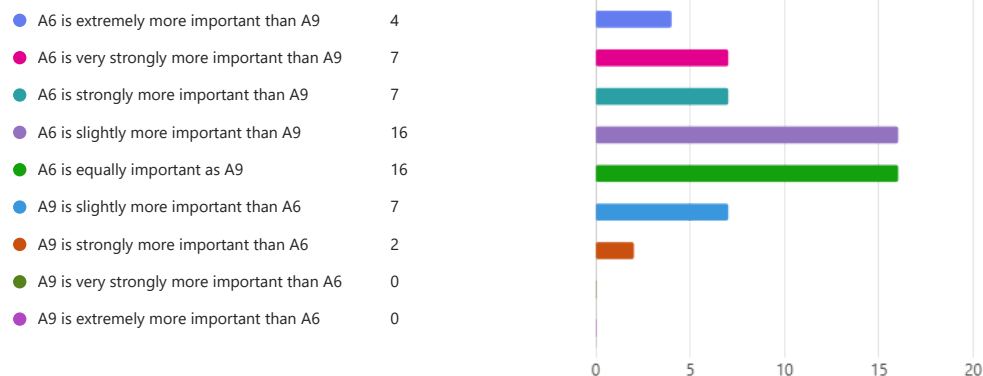
26. **Under criterion C2: Individual Capacities**, which activity contributes more effectively to achieving the stated criterion?

A6: Business idea development vs **A8:** Communication skills



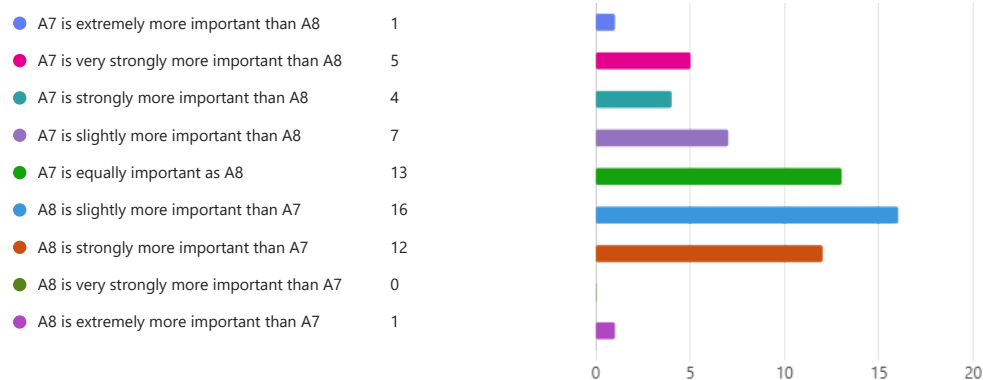
27. **Under criterion C2: Individual Capacities**, which activity contributes more effectively to achieving the stated criterion?

A6: Business idea development vs **A9:** Policy development



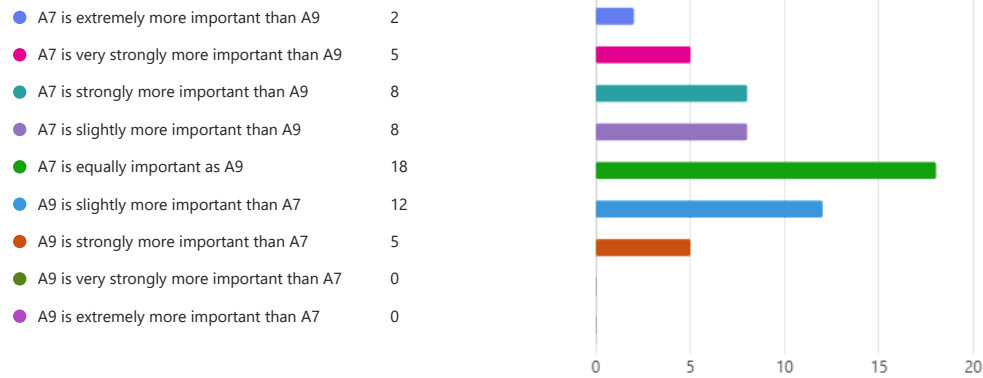
28. **Under criterion C2: Individual Capacities**, which activity contributes more effectively to achieving the stated criterion?

A7: IP basics vs **A8:** Communication skills



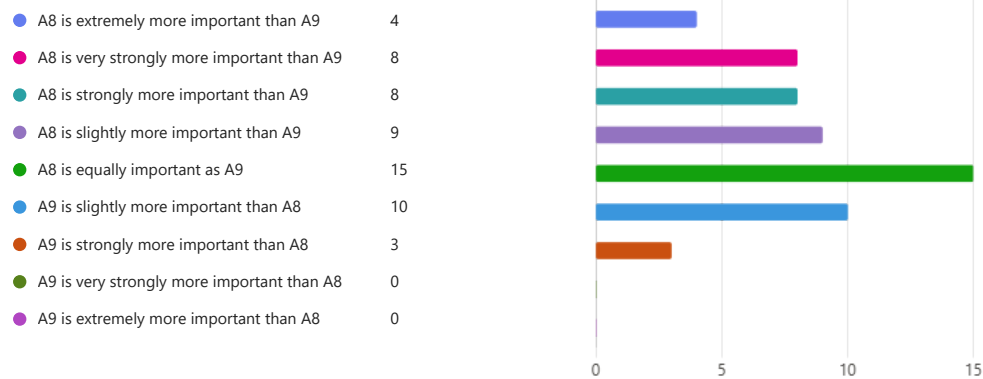
29. **Under criterion C2: Individual Capacities**, which activity contributes more effectively to achieving the stated criterion?

A7: IP basics vs A9: Policy development



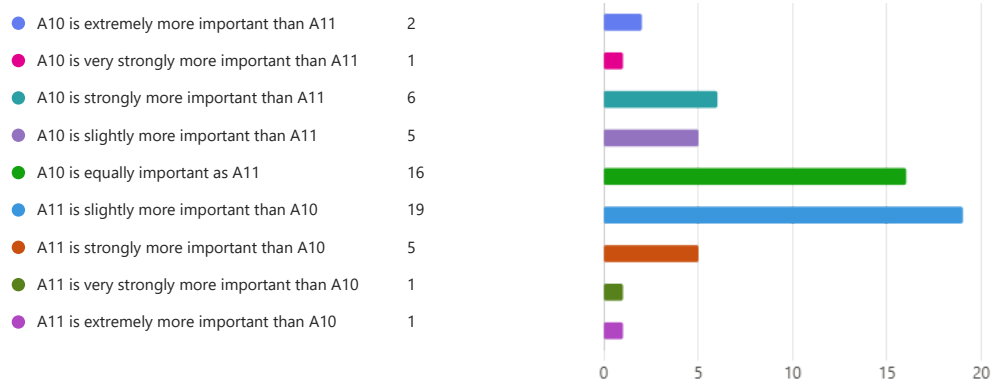
30. **Under criterion C2: Individual Capacities**, which activity contributes more effectively to achieving the stated criterion?

A8: Communication skills vs A9: Policy development

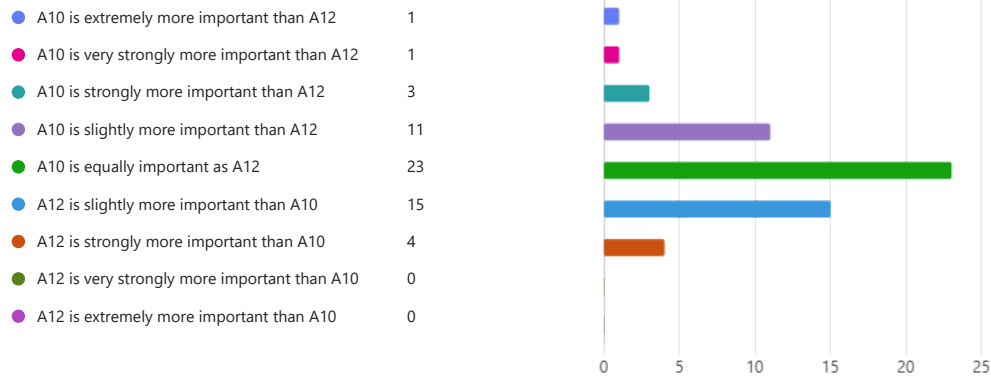


31. **Under criterion C3: Institutional Capacities**, which activity contributes more effectively to achieving the stated criterion?

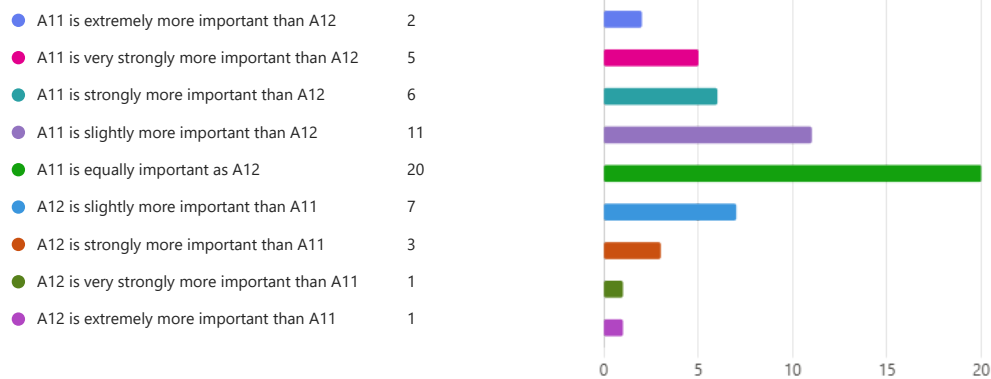
A10: Process maps vs A11: Simplified workflows



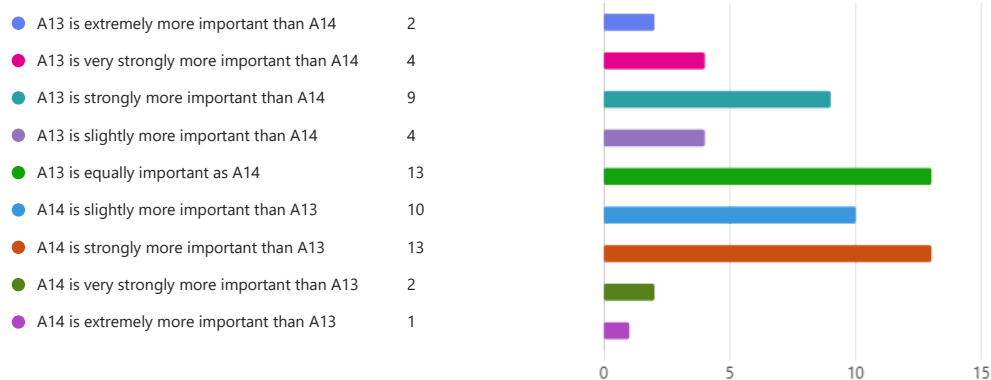
32. **Under criterion C3: Institutional Capacities**, which activity contributes more effectively to achieving the stated criterion?
A10: Process maps vs A12: Guidance documents



33. **Under criterion C3: Institutional Capacities**, which activity contributes more effectively to achieving the stated criterion?
A11: Simplified workflows vs A12: Guidance documents

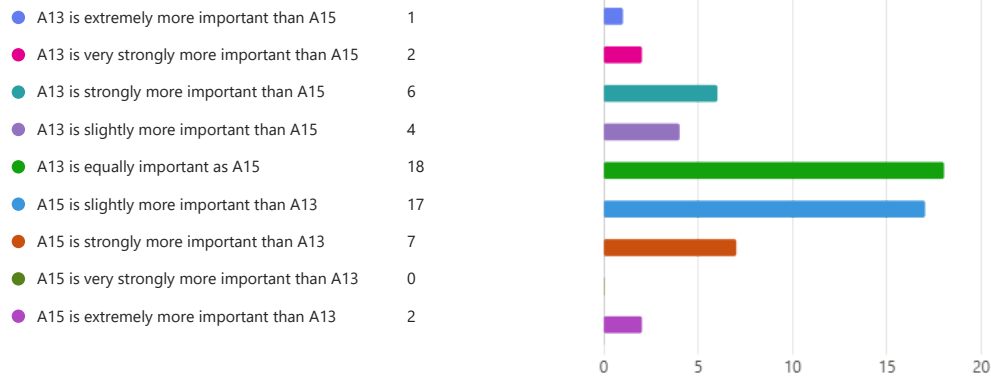


34. **Under criterion C4: Incentives and Recognition**, which activity contributes more effectively to achieving the stated criterion?
A13: Awards vs A14: Career recognition



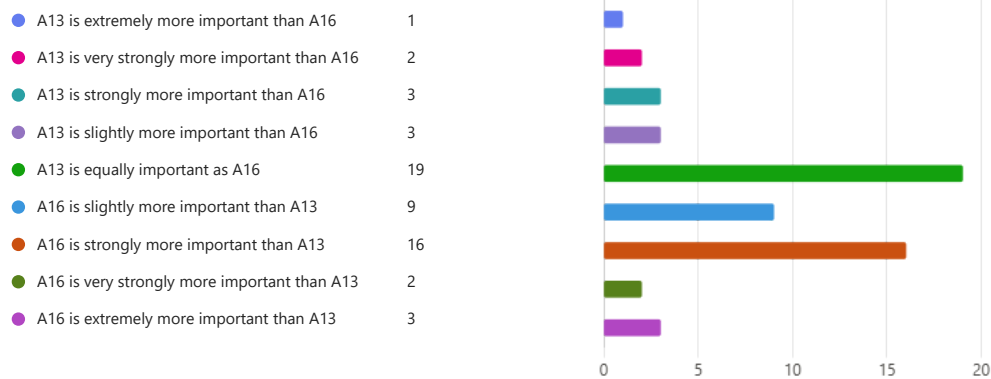
35. Under criterion C4: Incentives and Recognition, which activity contributes more effectively to achieving the stated criterion?

A13: Awards vs A15: Internal motivational mechanisms



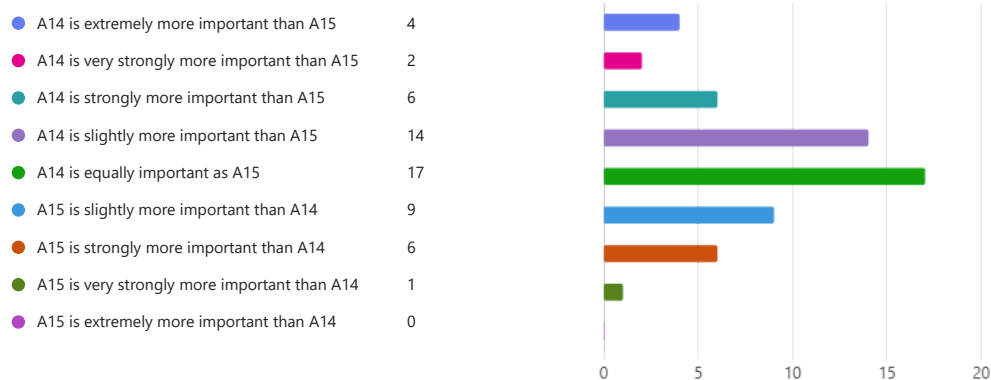
36. Under criterion C4: Incentives and Recognition, which activity contributes more effectively to achieving the stated criterion?

A13: Awards vs A16: Career pathways



37. Under criterion C4: Incentives and Recognition, which activity contributes more effectively to achieving the stated criterion?

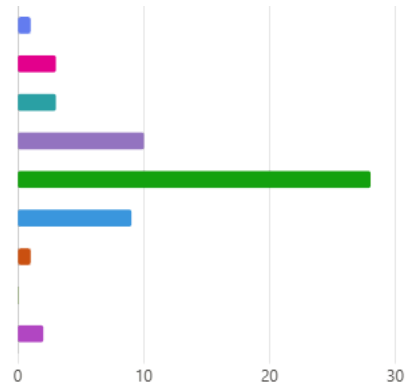
A14: Career recognition vs A15: Internal motivational mechanisms



38. Under criterion C4: Incentives and Recognition, which activity contributes more effectively to achieving the stated criterion?

A14: Career recognition vs A16: Career pathways

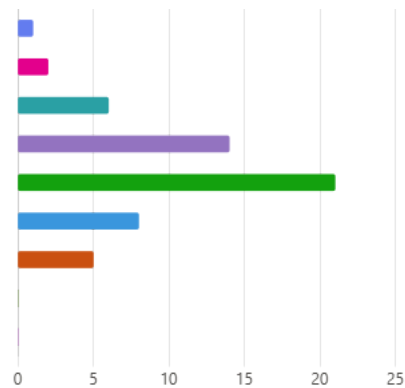
A14 is extremely more important than A16	1
A14 is very strongly more important than A16	3
A14 is strongly more important than A16	3
A14 is slightly more important than A16	10
A14 is equally important as A16	28
A16 is slightly more important than A14	9
A16 is strongly more important than A14	1
A16 is very strongly more important than A14	0
A16 is extremely more important than A14	2



39. Under criterion C4: Incentives and Recognition, which activity contributes more effectively to achieving the stated criterion?

A15: Internal motivational mechanisms vs A16: Career pathways

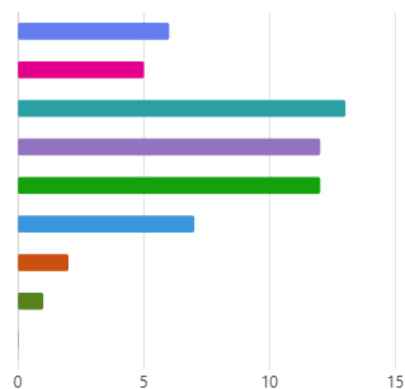
A15 is extremely more important than A16	1
A15 is very strongly more important than A16	2
A15 is strongly more important than A16	6
A15 is slightly more important than A16	14
A15 is equally important as A16	21
A16 is slightly more important than A15	8
A16 is strongly more important than A15	5
A16 is very strongly more important than A15	0
A16 is extremely more important than A15	0



40. Under criterion C5: Monitoring and Evaluation, which activity contributes more effectively to achieving the stated criterion?

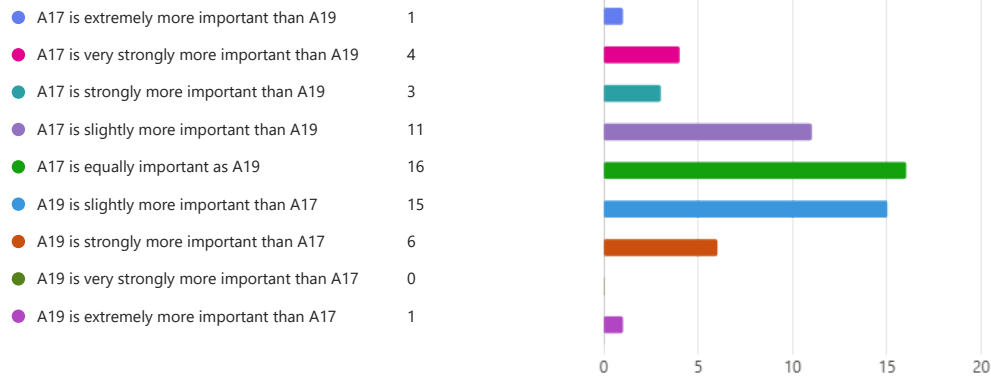
A17: KV indicators vs A18: Annual review

A17 is extremely more important than A18	6
A17 is very strongly more important than A18	5
A17 is strongly more important than A18	13
A17 is slightly more important than A18	12
A17 is equally important as A18	12
A18 is slightly more important than A17	7
A18 is strongly more important than A17	2
A18 is very strongly more important than A17	1
A18 is extremely more important than A17	0



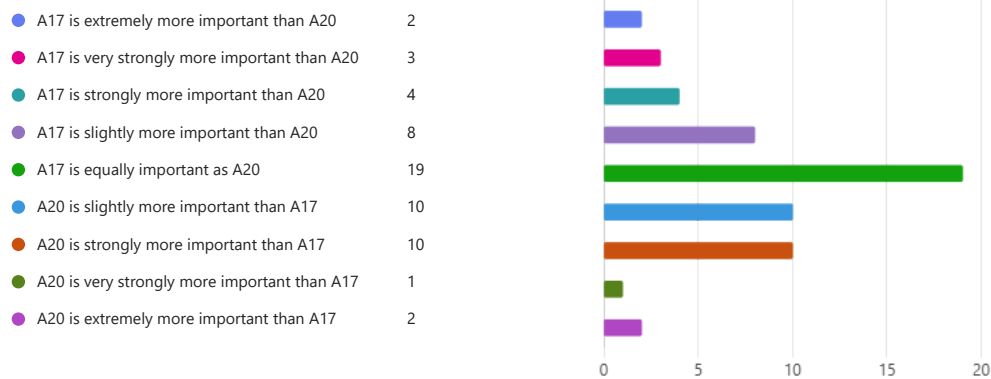
41. Under criterion C5: Monitoring and Evaluation, which activity contributes more effectively to achieving the stated criterion?

A17: KV indicators vs A19: Use of evidence in decisions



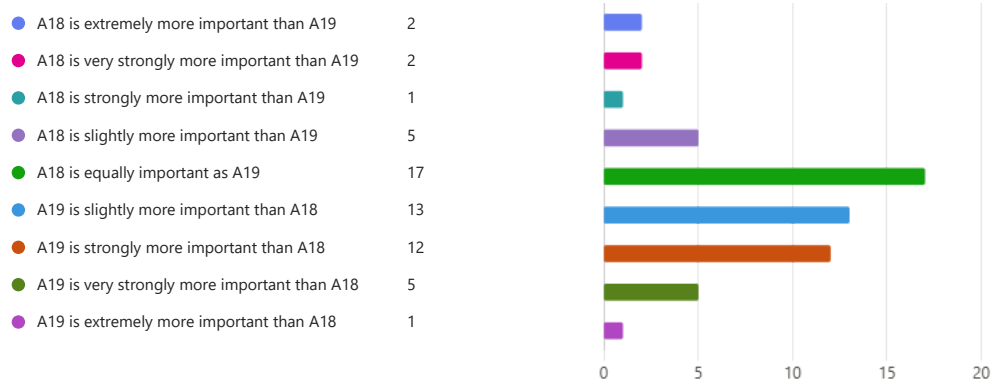
42. Under criterion C5: Monitoring and Evaluation, which activity contributes more effectively to achieving the stated criterion?

A17: KV indicators vs A20: Accountability and transparency



43. Under criterion C5: Monitoring and Evaluation, which activity contributes more effectively to achieving the stated criterion?

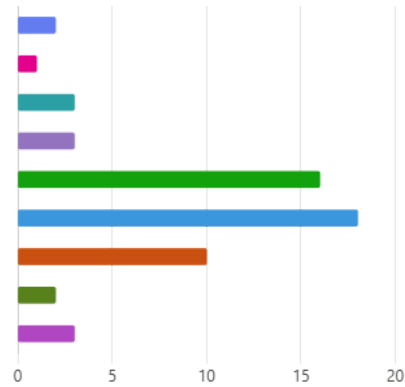
A18: Annual review vs A19: Use of evidence in decisions



44. Under criterion C5: Monitoring and Evaluation, which activity contributes more effectively to achieving the stated criterion?

A18: Annual review vs **A20:** Accountability and transparency

● A18 is extremely more important than A20	2
● A18 is very strongly more important than A20	1
● A18 is strongly more important than A20	3
● A18 is slightly more important than A20	3
● A18 is equally important as A20	16
● A20 is slightly more important than A18	18
● A20 is strongly more important than A18	10
● A20 is very strongly more important than A18	2
● A20 is extremely more important than A18	3



45. Under criterion C5: Monitoring and Evaluation, which activity contributes more effectively to achieving the stated criterion?

A19: Use of evidence in decisions vs **A20:** Accountability and transparency

● A19 is extremely more important than A20	2
● A19 is very strongly more important than A20	7
● A19 is strongly more important than A20	5
● A19 is slightly more important than A20	8
● A19 is equally important as A20	24
● A20 is slightly more important than A19	4
● A20 is strongly more important than A19	6
● A20 is very strongly more important than A19	1
● A20 is extremely more important than A19	2

