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1. LIST OF ABBREVIATIONS

DTP - Danube Transnational Programme

FORESDA - Project "Forest-based cross-sectoral value chains fostering innovation and competitiveness in the Danube region"

LIAP – Project output 3.2 Local Innovation Action Plan

TS – Transnational Strategy (Project output 3.1 Transnational Strategy on Cross-sectoral Level)

FBI – Forest Based Industry

R&D – Research and Development

SMEs – Small and Medium Enterprises

2. EXECUTIVE SUMMARY

One of the outputs of the project FORESDA, is to develop a joint Transnational Strategy (O.3.1) which aims to improve the framework conditions for forest-based cross-sectoral value chains. The strategy is reflected in the Local Innovation Action Plan (O.3.2) at regional level. This document provides an overview of deficiencies and needs in the FBI sector in Serbia and proposes remedial measures and actions with the goal to increase the competitiveness and to support a faster development of the wood industry. In addition, the Local Innovation Action Plan also describes the program of implementation of the Transnational Strategy in Serbia through the definition of activities, timing dynamics for their implementation, as well as mentions the stakeholders responsible for the implementation of the plan.



3. METHODOLOGY

The following LIAP for improved technology transfer and innovation processes in SMEs of the forest-based sector is defined specifically for the project region Serbia, as one of the main outputs of the FORESDA project ([Interreg Danube Transnational Programme](#)). All LIAPs (O.3.2) should be developed in coherence with the set Transnational Strategy (O.3.1), which aims to improve the framework conditions for forest-based cross-sectoral value chains and describes how the project will address identified needs with respect to the regional innovation systems (RIS), and with a focus on cross-sectoral aspects. The LIAPs on the other hand, should specify the concrete implementation – activities, timeline, responsibilities, and measurable objectives – of the Transnational Strategy elaborated at the project level in each region. Accordingly, a validation workshop has been organized in each region, and the participants - relevant stakeholders from FBI and RIS environment - had the opportunity to discuss and contribute to the proposed actions and measures. Their comments and suggestions are integrated in the document and therefore the LIAP reflects the real market needs on the local level.

4. PROJECT REGION/COUNTRY CONTEXT

For the past twenty years, the FBI sector in Serbia achieved positive results according to criteria such as the number of companies, employment growth, realized business revenue, export share, and foreign trade balance. This is supported by the fact that in 2015, the FBI sector in Serbia achieved exports, which accounted for 7.7% of the total economic export of Serbia. The achieved results of the wood industry in 2014 show that its share in the gross domestic product of Serbia was 1.55%. With an export of 363.7 million USD, wood industry participated with 2.72% in the total export of Serbia.

Companies are constantly modernizing their equipment, however – if we define innovation as a propensity to adopt and/or create new products, new processes or new business systems – innovation capacity of SMEs is generally poor (no R&D sectors or investments, limited cooperation with R&D institutions, poor cross-sectoral cooperation). There is a need for national education, training and extension centre for the value-added wood processing industry. This kind of center should also serve as a space for cross-sectoral cooperation, aiming at developing new products and processes.

FBI sector is still unaware of importance of lifelong learning (attending certificate programs, short courses, workshops, seminars, and conferences) for Product Innovation, but also for innovation of existing industrial processes. One of the most important processes in wood industry that can be innovated is wood drying - it is the most intensive process both in terms of time and energy. Every improvement in this area, such as shorter drying time or better drying quality will reflect on the profit of the company.

Generally, the image of wood as a natural, ecological and renewable material is not good enough in Serbia. Considering the presence of a significant amount of wood as a raw material, it is not sufficiently represented in other sectors of importance for the economy, such as the construction sector. In addition, there are currently no "green public procurements" in Serbia that would give priority to wood, as a domestic resource, in comparison with other materials that are mainly imported. From the above, there is a great need to improve the public image of the wood industry, and the Faculty of

Forestry must participate in that as the most important and only educational institution associated with the FBI sector.

The National Strategy for Wood Industry Development by 2020, which is currently under preparation, could also provide a significant contribution to the better image of this sector and its potentials. The Faculty of Forestry, as the only educational and scientific institution in this area, will contribute to the creation and implementation of this strategy. In this regard, cooperation among relevant institutions such as the Faculty, the chamber of commerce, cluster, development agency and others is very important. In addition to the individual activities of these institutions, promotion of the FBI sector in Serbia can currently be found in the professional journal "Drvotehnika" and the conference "Wood Industry and Forestry of Serbia". The journal Drvotehnika publishes all the most important and up-to-date information about business operations of wood industry companies and scientific-professional texts related to the wood industry.

The conference "Wood Industry and Forestry of Serbia" takes place once a year and it is organized by the Faculty of Forestry. The agenda of the conference includes presentation of the latest results in the sector, the problems faced by individual participants in the supply chain, the results of projects from the sector etc. In addition to companies from the wood industry and forestry, this conference brings together all economic stakeholders who are present in the business chain of the FBI sector, such as the representatives of forestry circles, ministries, chambers of commerce, branch associations, educational institutions, etc.

5. FOCUS, OBJECTIVES AND IMPACTS

5.1. IDENTIFICATION OF ALL PRIORITY NEEDS

The main actual challenges/needs of FBI in Serbia can be divided into four areas (corresponding to the four main areas of needs defined in the Transnational Strategy), which are: Image & Lobbying, Policy & Legislative Support, Funding & Business Environment and Education & Human Resources.

Priority area 1 - Image & Lobbying

- Poor picture of the sector in the perception of young people in elementary and secondary schools,
- Lack of measures for technological modernization, improvement of the production of products with the highest level of processing,
- Insufficient cooperation between the forestry sector and the wood industry,
- Lack of participation of other relevant institutions in the promotion of wood products for the purpose of public procurement,
- Lack of directorate or a similar department responsible for the wood sector within the Serbian Ministries

Priority area 2 - Policy & Legislative Support

- Lack of a Wood Industry Development Strategy involving all relevant institutions,
- Unrecognizability of wood products exported from Serbia due to small quantities and problems in the design, promotion and distribution of products,
- Need for an Innovation Center for the development of new products and processes,
- Poor harmonization of business practice in Serbia companies with EU legislation.

Priority area 3 - Funding & Business Environment

- Lack of financial support from governmental institutions, poor quality of projects and unrecognizability of the profession,

- Need for funding opportunities for companies willing to cooperate with relevant R&D institutions, since the Development Fund in Serbia mainly provides funding to companies that do not cooperate with R&D facilities,
- It is necessary to have an aid catalog or scheme of the possible financing of companies
- Lack of institutional support for the export of furniture and other high value-added wood products,
- Negative impact of macroeconomic policies on the development of the wood industry.

Priority area 4 - Education & Human Resources.

- Need for enhancement of the legal basis of educational institutions, which do not currently have the necessary legal basis to include representatives of other institutions and economies in the enrollment process and curriculum development,
- Harmonization of the curriculum with industrial trends and the development of new technologies, including timber constructions
- Creation of a program to attract better students to secondary schools and faculties,
- Helping educational institutions to keep up with technological trends. Educational institutions should keep up with the trends in technology and design and pass that on to students and companies. The presence of employees and pupils at fairs, workshops, etc is low.

5.2. IDENTIFICATION OF NEEDS TO BE ADDRESSED IN THE FRAMEWORK OF FORESDA

The following section describes only the challenges and needs that the University of Belgrade – Faculty of Forestry will focus on in the framework of FORESDA.

Priority area 1 - Image & Lobbying

1. Poor picture of the sector in the perception of young people in elementary and secondary schools,
2. Insufficient cooperation between the forestry sector and wood industry,
3. Better cooperation between Faculty and SMEs,
4. Participation of other relevant institutions in the promotion of wood products for the purpose of public procurement.

Priority area 2 - Policy & Legislative Support

5. The lack of a FBI Development Strategy as an important document and in that sense the necessity to involve all relevant institutions,
6. Need for an Innovation Center for the development of design and new products,
7. Poor harmonization of business practice in companies with EU legislation.

Priority area 3 - Funding & Business Environment

8. Lack of programmes providing financial support
Motivate FBI companies that mostly do not participate in international projects.

Priority area 4 - Education & Human Resources.

9. Introduction of “dual education” – it is necessary to support the introduction of pilot departments according to the principles of dual education for the training of staff in secondary vocational schools for wood-related professions,
10. Harmonize the curriculum with other international programs and industrial trends,
11. Participation teachers and students on the international practical works and projects.

5.3. OBJECTIVES AND EXPECTED IMPACTS

The following section describes the objectives and expected impacts related to the short-term needs described in previous section.

OBJECTIVES	EXPECTED IMPACTS
Improving the image of the sector among young people	Based on the improved image, the FBI sector will become an interesting field of industry, especially in rural areas
Better cooperation between the subsectors of Forestry and Wood Industry.	Improved connecting chain in order to create wood products with added value
Improving the quality of drying solid wood from the aspect of time and energy consumption	The new wood drying concept contributes to a better quantitative and qualitative use of wood
Increasing the use of wood, as a material, in public “green” procurement	Greater cooperation between R&D institutions and public procurement services in order to promote wood as a material and its advantages in relation to other, mainly imported, raw materials
Participate in creating of a Wood Industry Development Strategy as an important document	Positioning the FBI sector as an important export industry by 2020
Establishment of an Innovation Center for the purpose of design and development of new products	Increased competitiveness of the wood industry in the markets
Informing companies with standards and legal regulations in the EU	Increased transnational cooperation between standardization institutions and SMEs
Informing companies about possible ways of financing from international funds	Improved cooperation with companies and clusters from other countries



<p>Promotion of the "dual education" system in secondary vocational schools and faculties</p>	<p>Increased cooperation between companies and educational institutions. Increased establishment of "pilot" departments in secondary vocational schools.</p>
<p>Creating applications for international educational projects.</p>	<p>Better cooperation between universities in order to improve curriculum</p>
<p>Participation of teachers and students at various international practical projects or workshops.</p>	<p>Better cooperation between university and companies in order to improve student practical work</p>

5.4. LINKS WITH OTHER FORESDA OUTCOMES

The present LIAP within WP3 package will be connected to other WP packages within the FORESDA project. The LIAP is a very important document created in this project and it is necessary to implement and promote the corresponding activities in order to create an image of the necessary changes in the FBI sector. Within WP2 which deals with the promotional campaign, recommendations and proposed measures from the LIAP will be promoted through activities such as workshops, social networks, publishing articles in professional journals, publishing information on the results of the project on the website of the faculty, etc. One of the measures of the LIAP is to improve the participation of companies and to reach better cooperation with R&D institutions on projects in order to improve technologies and business. For this purpose, in WP4, a pilot project will be developed for the region of Serbia on improving wood drying through the development of a new oscillation drying schedule with a focus on energy saving and increased drying quality. In those terms, the faculty will cooperate with companies from the sector in order to develop the project and its implementation.

Within WP6, the visits will be organized between the institutions, participants in the project, in order to get acquainted with the regional pilot projects and their implementation. The LIAP proposes measures for a better transnational cooperation between institutions in order to apply new knowledge and new products and introduce them into the domestic industry. The LIAP activities will also be reflected in the implementation of WP5. One of the main goals of the work package is the inclusion of R&D institutions in solving some of the problems that burden SMEs. Through WP5, the project will provide non-financial assistance to 90 companies, i.e. to 30 companies through a proposal for ideas for improving their business management, and to 60 companies through non-financial assistance in the development of innovations, the gain of expertise, the search for buyers, etc.

6. ACTIONS AND SCHEDULE

The following section contains information on the planned actions/projects corresponding to the previously identified needs, objectives and expected impacts of the respective LIAP:

Planned activities:

Priority area 1 - Image & Lobbying

1. Promotion of the FBI sector - Presentation of curriculum and study programs of the Faculty of Forestry in secondary schools,
2. Improving the participation of sectors from forestry and wood industry in joint scientific or professional projects,
3. Creation of pilot solutions in order to improve the quality of solid wood drying,
4. Promotion of wood for the purposes of "green public procurement" within the conference "Wood Industry and Forestry of Serbia".

Priority area 2 - Policy & Legislative Support

5. Development of the FBI strategy - Faculty of Forestry will give its contribution in the final stage of development of the FBI strategy and its subsequent implementation.
6. The establishment of Innovation Center for the Development of New Products and Processes - The Faculty of Forestry will launch an initiative on the establishment of an Innovation Center
7. Providing information to companies about EU standards - during the cooperation of the Faculty with companies, the companies should be introduced to the EU standards that should be met when exporting products to the EU markets and they should be informed about the latest trends in product quality.

Priority area 3 - Funding & Business Environment

8. Participation of SMEs in the EU projects - The Faculty of Forestry will support the companies to participate in EU projects (e.g. Danube Programme).

Priority area 4 - Education & Human Resources.

9. Implementation of dual education principle in the schools - The Faculty of Forestry will support the principle of dual education in secondary vocational schools.
10. Participation of Faculty of Forestry in the EU project with aim to improve study programs - The Faculty of Forestry, together with the University of Salzburg, which is also a participant in the FORESDA project, will apply together for funds under the Erasmus+ program.
11. Participation of teachers and students in some practical international projects - due to insufficient practical training during the course, the Faculty of Forestry will ensure that students participate in international projects, whose main goal is to enable practical training in wood processing companies. In addition to that, during their courses, teachers can visit laboratories and companies and get to learn about their work.

The following table shows the timeline of activities:

ACTIONS & SCHEDULE → Timeline ↓ Action Description	Project Period 3 (1-6/2018)		Project Period 4 (7-12/2018)		Project Period 5 (1-6/2019)	
	1-3	4-6	7-9	10-12	1-3	4-6
1. Promotion of the FBI sector through the presentation of curricula and study programs of the Faculty of Forestry in secondary schools						
2. Improving the participation of forestry and wood industry sectors in joint scientific or professional projects						
3. Creation of pilot solutions in order to improve the quality of solid wood drying						
4. The promotion of wood for the purposes of "green public procurement"						
5. Development of FBI strategy.						
6. The establishment of Innovation Center for the Development of New Products and Processes						
7. Providing information to companies about EU standards.						
8. Participation of SMEs in the EU projects						
9. Implementation of principle dual education in the schools						
10. Participation of Faculty of Forestry in the EU project related to improve study programs						
11. Participation of teachers and students in some international practical projects.						

7. KEY IMPLEMENTATION STEPS

1. Promotion of the sector through the presentation of curriculum and study programs of the Faculty of Forestry in secondary schools

Preparation - to create ideas, set-up of communication tools, dissemination of ideas (online and physically)... / April –September 2018

Realization of ideas - October-December 2018

2. Improving the participation of forestry and wood industry sectors in joint scientific or professional projects

Preparation to create ideas, set-up of communication tools... / April – December 2018-March 2019

Monitoring of realization January - June 2019

3. Creation of pilot solutions in order to improve the quality of solid wood drying

Preparation and realization will be done in the frame of the project FORESDA, January 2018-June 2019

4. Promotion of wood for the purposes of "green public procurement" within the conference " Wood Industry and Forestry of Serbia".

Preparation the conference "Wood Industry and Forestry of Serbia" - to create materials, set-up of communication tools... / January-March 2018

Dissemination-Online and physically / March - December 2018

5. Development of FBI strategy - the Faculty of Forestry will give its contribution in the final stage of development of the strategy and its subsequent implementation.

Presentation of Draft Strategy on the conference "Wood Industry and Forestry of Serbia" – April 2018

Dissemination – April-December 2018/January-June 2019

6. The establishment of Innovation Center for the Development of New Products and Processes - Faculty of Forestry will launch an initiative on the establishment of an Innovation Center for the Development of New Products and Processes.

Preparation materials - to create ideas, set-up of communication tools... / July – December 2018

Dissemination - Online and physically / January - March 2019

Monitoring of realization – January – March 2019

7. Providing information to companies about EU standards.

Preparation materials, set-up of communication tools... / September – December 2018

Dissemination - Online and physically / January - March 2019

8. Participation of SMEs in the EU projects - Faculty of Forestry will support the companies to participate in the EU projects (e.g. Danube Program)

Preparation materials, present results of the project FORESDA,... / September – December 2018/January - March 2019

9. Implementation of dual education principle in the schools - Faculty of Forestry will support the principle of dual education in secondary vocational schools.

Preparation materials, set-up of communication tools... / July – December 2018

Dissemination - Online and physically / January - June 2019

10. Participation of Faculty of Forestry in the EU project with aim to improve study programs - Faculty of Forestry will apply for the projects in the areas of education (e.g. Erasmus+ program).

Preparation materials for application, / July – December 2018

Monitoring of realization - Online and physical / January - June 2019

11. Participation of teachers and students in some international practical projects - Faculty of Forestry will ensure that students and teachers participate in some international practical projects

Preparation materials for application, / January – June 2018

Realization - Online and physical / July - December 2018

8. RESPONSIBILITIES

The LIAP will be produced by the representatives of the University of Belgrade Faculty of Forestry, who will immediately be the main promoters and implementers of the proposed measures for improving the image and business in the field of the wood industry. In addition to the faculty as an educational institution, promotional activities will also involve representatives from the Regional Working Group, including the relevant representatives of enterprises, the Serbian Chamber of Commerce and the Wood Industry Cluster of Serbia. The representatives of the Chamber of Commerce and the Wood Industry Cluster will play an important role in the field of awareness raising on the adoption of regulations and creation of conditions that will contribute to better business and greater recognition of the profession. In addition to the faculty, representatives of secondary vocational schools will be part of the team that will be involved in the implementation of the proposed measures in the field of education. Better access to information will be provided to all decision-makers through various conferences, trade fairs and workshops. In an indirect way, the LIAP activities will also include local self-governments, public enterprises "Srbijašume" and "Vojvodinašume", the Development Agency of Serbia, Agency for Wood, international and local professionals.

9. TARGET GROUPS AND STAKEHOLDERS

1. Promotion of the sector through the presentation of curriculum and study programs of the Faculty of Forestry in secondary schools

Target group: Vocational schools, FBI companies

Stakeholders / Interest: Local and regional institutions, Chamber of Commerce, and faculties

2. Improving the participation of forestry and wood industry sectors in joint scientific or professional projects

Target group: Local and regional forestry institutions, FBI companies, Faculty

Stakeholders / Interest: Ministries, Chamber of Commerce, Development Fund,

3. Creation of pilot solutions in order to improve the quality of solid wood drying

Target group: FBI companies, Educational institutions

Stakeholders / Interest: Local and regional institutions, Chambers of commerce, Clusters,

4. Promotion of wood for the purposes of "green public procurement" within the conference "Wood Industry and Forestry of Serbia".

Target group: Local and regional institutions, Clusters, FBI companies

Stakeholders / Interest: Chamber of Commerce, Development Fund,

5. Development of FBI strategy - Faculty of Forestry will give its contribution in the final stage of development of the strategy and its subsequent implementation.

Target group: Local and regional institutions, Clusters, FBI companies

Stakeholders / Interest: Ministries, Chamber of Commerce, Development Fund,

6. The establishment of Innovation Center for the Development of New Products and Processes - Faculty of Forestry will launch an initiative on the establishment of an Innovation Center for the Development of New Products and Processes.

Target group: Educational institutions, Local and regional institutions, FBI companies
Stakeholders / Interest: Faculties, Chamber of Commerce, Innovation Fund, Furniture production companies

7. Providing information to companies about EU standards.

Target group: FBI companies, Clusters, Local and regional institutions,
Stakeholders / Interest: Chamber of Commerce, National agency for standardization,

8. Participation of SMEs in the EU projects - Faculty of Forestry will support the companies to participate in the EU projects (e.g. Danube Programme)

Target group: FBI companies, educational institutions, Clusters
Stakeholders / Interest: Local and regional institutions

9. Implementation of dual education principle in the schools - Faculty of Forestry will support the principle of dual education in secondary vocational schools.

Target group: Local and regional institutions, FBI companies, educational institutions,
Clusters

Stakeholders / Interest: Chamber of Commerce, vocational schools and faculties

10. Participation of Faculty of Forestry in the EU project with aim to improve study programs - Faculty of Forestry will apply for the projects in the areas of education (e.g. Erasmus+ program).

Target group: Educational institutions,

Stakeholders / Interest: Ministries, FBI companies

11. Participation of teachers and students in some international practical projects - Faculty of Forestry will ensure that students and teachers participate in some international practical projects

Target group: Educational institutions, FBI companies

Stakeholders / Interest: Ministries, Local and regional institutions, Clusters.

10. RESOURCES AND BUDGET

1. Promotion of the sector through the presentation of curriculum and study programs of the Faculty of Forestry in secondary schools

Human resources: Faculty of Forestry staff will present curriculum and study programs in secondary schools. (4000 EUR)

Facilities: 3000 EUR for travel and accommodation,

Financial: 7000 EUR (budget of Faculty of Forestry)

2. Improving the participation of forestry and wood industry sectors in joint scientific or professional projects

Human resources: Professors and researches will prepare and perform planned activities (3000 EUR staff cost).

Financial: 3000 EUR (budget of Faculty of Forestry)

3. Creation of pilot solutions in order to improve the quality of solid wood drying

Human resources: Faculty of Forestry staff and external experts will implement pilot project with aim to improve the quality of solid wood drying (28000 EUR for the staff cost and 10000 EUR for external experts from FORESDA budget)

Facilities: 5000 EUR for drying costs (Faculty of Forestry has the laboratory for wood drying, including semi-industrial and industrial kiln)

Financial: 43000 EUR from FORESDA budget

4. Promotion of wood for the purposes of "green public procurement" within the conference " Wood Industry and Forestry of Serbia".

Human resources: Faculty of Forestry staff to perform the activities (2000 EUR)

Facilities: 1000 EUR for the event (renting the space)

Financial: 3000 EUR for meetings with public institutions and other stakeholders

5. Development of FBI strategy - Faculty of Forestry will give its contribution in the final stage of development of the strategy and its subsequent implementation.

Human resources: Faculty of Forestry staff to support realization of the strategy and its implementation (3000 EUR)

6. The establishment of Innovation Center for the Development of New Products and Processes - Faculty of Forestry will launch an initiative on the establishment of an Innovation Center for the Development of New Products and Processes.

Human: Faculty of Forestry staff to perform establishment of Innovation Center (5000 EUR)

7. Providing information to companies about EU standards.

Human resources: Faculty of Forestry staff will conduct all activities (3000 EUR)

Financial: 2000 EUR from public funding for materials, 3000 EUR for trainings of SMEs

8. Participation of SMEs in the EU projects - Faculty of Forestry will support the companies to participate in the EU projects (e.g. Danube Program)

Human resources: Faculty of Forestry staff will perform the activities (3000 EUR)

Financial: 5000 EUR of public and private funding for trainings of SMEs

9. Implementation of dual education principle in the schools - Faculty of Forestry will support the principle of dual education in secondary vocational schools.

Human resources: 5000 EUR for Faculty of Forestry staff to support the planned activities.

10. Participation of Faculty of Forestry in the EU projects with aim to improve study programs - Faculty of Forestry will apply for the projects in the areas of education (e.g. Erasmus+ program).

Human resources: 1000 EUR for Faculty of Forestry staff to prepare applications.

Financial: 10000 EUR from public institutions

11. Participation of teachers and students in some international practical projects - Faculty of Forestry will ensure that students and teachers participate in some international practical projects

Human resources: 2000 EUR for Faculty of Forestry staff to prepare and support these activities.

Financial: 8000 EUR from Faculty of Forestry

11. COMMUNICATION ACTIVITIES

Communication activities for the purpose of presenting the Local Innovation Action Plan and its activities will be divided into two groups. One group of activities will be online presentations (e.g. on Websites, social networks, newsletters, electronic journals etc. - Online communication activities), and another group of activities that will disseminate information about the LIAP will be organized apart from the Websites - (workshops, fairs, professional conferences etc. – Offline communication activities).

Online communication activities:

Information on the prepared Local Innovation Action Plan (LIAP) within the FORESDA project will be posted on the website of the Faculty of Forestry. The information about the LIAP will be also sent to public and private companies and relevant institutions from the database of the Chair of Primary Wood Processing from the Faculty of Forestry. The company Eko-press d.o.o., a member of the working group of the project, will publish an article on the developed LIAP in its professional-review journal *Drvotehnika*, which is published three times a year and has its own online presentation. The printed form of the journal is sent to about 5,000 addresses of companies, public companies, institutes, scientific and educational institutions, etc. In addition, the Eko-press company publishes its Newsletter on its portal Drvotehnika.info, which is sent to about 6000 electronic subscribers.

Offline communication activities

Within the offline LIAP presentation, the planned activities include workshops, fairs, professional conferences, etc. In April or May 2017, the third conference entitled "Wood Industry and Forestry of Serbia", will be organized by the Faculty of Forestry with the participation of 150 to 200 participants from the forestry and wood industries. The plan for the agenda of the conference is to include a topic related to the project FORESDA and the produced LIAP. The Furniture Fair is held every year in early November, and



the Faculty of Forestry is, naturally, always at the focal point of that event. The Faculty will have its own booth where the opportunities and goals of the project will be presented. In addition to the above activities, information on LIAP and activities will be distributed in professional and thematic workshops in which the Faculty will participate.

12. RISK ANALYSIS

DESCRIPTION OF POSSIBLE RISK	PROBABILITY OF OCCURRENCE	IMPACT	REMEDIAL ACTIONS
There are no joint projects between Forestry and Wood industry sectors	0.5	0.7	Organize workshops and meetings to explain the significance of this kind of the projects
A new wood drying solution was not applied in wood companies.	0.3	0.8	Organize workshops to explain benefits of new wood drying concept
No activities undertaken on the drafting of the Rulebook on the implementation of the procedures of "green public procurement"	0.5	0.8	Organize workshops and meetings on the importance of introducing domestic raw materials into products that are the subject of procurement
No study available on the need and ways of forming an innovative center	0.3	0.9	Using experience of other institutions
Poor cooperation between faculty and FBI companies. Companies are not interested in EU standards.	0.4	0.7	Organize workshops to explain the importance of using the standards for various wood industry fields
Companies do not participate in the EU projects	0.4	0.8	Organize workshops and meetings to explain potential benefits of EU projects
No preparation activities for the international projects applications	0.5	0.7	Organize workshops on the topics related to project applications
"Pilot Department" not applied	0.5	0.8	Organize workshops and meetings on the importance of introducing a dual education system

13. APPENDIX I:

LIAP SERBIA - TABLE OVERVIEW

LOCAL ACTION PLAN	TIMELINE					OBJECTIVES	TARGET GROUPS	BUDGET (EUR)
	Project Period 3 (1-6/2018)	Project Period 4 (7-12/2018)	Project Period 5 (1-6/2019)	1-3	4-6			
Priority area 1 - Image & Lobbying 1. Promotion of the sector through the presentation of curriculum and study programs of the Faculty of Forestry in secondary schools 2. Improving the participation of forestry and wood industry sectors in joint scientific or professional projects 3. Creation of pilot solutions in order to improve the quality of solid wood drying 4. The promotion of wood for the purposes of "green public procurement" within the conference "Wood Industry and Forestry of Serbia".						Priority area 1 - Image & Lobbying Improving the image of the sector in young people Better cooperation between the subsectors of Forestry and Wood Industry. Improving the quality of drying solid wood from the aspect of time and energy consumption Increasing the participate of wood, as a material, in public "green" procurement	Priority area 1 - Image & Lobbying Vocational schools, FBI companies Local and regional forestry institutions, FBI companies, Faculty FBI companies, Educational institutions Local and regional insitutions, Clusters, FBI companies	Priority area 1 - Image & Lobbying 7000 3000 33000 3000
Priority area 2 - Policy & Legislative Support 5. Development of FBI strategy 6. The establishment of Innovation Center for the Development of New Products and Processes 7. Providing information to companies about EU standards.						Priority area 2 - Policy & Legislative Support Positioning the FBI sector as an important export industry by 2020 Increasing the competitiveness of the wood industry in the markets Increased transnational cooperation between standardization institutions and SMEs.	Priority area 2 - Policy & Legislative Support Local and regional institutions, Clusters, FBI companies Educational institutions, Local and regional institutions, FBI companies FBI companies, Clusters, Local and regional institutions.	Priority area 2 - Policy & Legislative Support 3000 5000 8000
Priority area 3 - Funding & Business Environment 8. Participation of SMEs in the EU projects						Priority area 3 - Funding & Business Environment Informing companies about possible ways of participating in the international projects	Priority area 3 - Funding & Business Environment FBI companies, educational institutions, Clusters	Priority area 3 - Funding & Business Environment 8000
Priority area 4 - Education & Human Resources. 9. Implementation of dual education principle in the schools 10. Participation of Faculty of Forestry in the EU project with aim to improve study programs 11. Participation of teachers and students in some international practical projects						Priority area 4 - Education & Human Resources. Increased cooperation between companies and educational institutions. Increased establishment of "pilot" departments in Better cooperation between universities in order to improve curriculum Better cooperation between university and companies in order to improve student practical work	Priority area 4 - Education & Human Resources. Local and regional institutions, FBI companies, Educational institutions, Clusters. Educational institutions. Educational institutions, FBI companies	Priority area 4 - Education & Human Resources. 5000 11000 10000