

<b>Wider objective:</b> What is the overall broader objective, to which the project will contribute?	<b>Indicators of progress:</b> What are the key indicators related to the wider objective?	<b>How indicators will be measured:</b> What are the sources of information on these indicators?	
<ul style="list-style-type: none"> <li>• Enhancing management of human research potential at WB universities in line with national and EU strategies for researchers in order to contribute to the further WB region growth.</li> </ul>	<ul style="list-style-type: none"> <li>• All partner universities endorsed the principles of EU strategies for researchers and their employers.</li> <li>• University bylaws relevant for HR offices and services publicised.</li> <li>• Researchers better qualified for professional development and regional cooperation.</li> </ul>	<ul style="list-style-type: none"> <li>• University internal HR documents and university annual reports.</li> <li>• WB countries questionnaires (Chapter 25 Science and Research).</li> <li>• Ministry annual reports on HE;</li> <li>• Project progress reports for Serbia, Montenegro Bosnia and Herzegovina and Albania.</li> <li>• Progress reports by EACEA;</li> <li>• External evaluation reports.</li> <li>• University and ministry websites.</li> </ul>	
<b>Specific project objective/s:</b> What are the specific objectives, which the project shall achieve?	<b>Indicators of progress:</b> What are the quantitative and qualitative indicators showing whether and to what extent the project's specific objectives are met?	<b>How indicators will be measured:</b> What are the sources of information that exist and can be collected? What are the methods required to get this information?	<b>Assumptions &amp; risks:</b> What are the factors and conditions not under the direct control of the project, which are necessary to achieve these objectives? What risks have to be considered?
<ul style="list-style-type: none"> <li>• Improving institutional HR policies and practices by harmonising them with EU standards and strategies for researchers, and with national priorities for sustainable development.</li> <li>• Enhancing career development</li> </ul>	<ul style="list-style-type: none"> <li>• A comparative analysis delivered by M...;</li> <li>• Institutional HR bylaws and policies are adopted by WBC universities by M...;</li> <li>• At least 60 university administrative staff dealing with research services trained by M...;</li> <li>• HRS4R principles adopted by all</li> </ul>	<ul style="list-style-type: none"> <li>• University registers;</li> <li>• University websites;</li> <li>• Guidebook for young researchers</li> <li>• Reports and materials from trainings</li> <li>• Quality reports</li> <li>• Monitoring reports</li> <li>• The website for The label "HR</li> </ul>	<ul style="list-style-type: none"> <li>• Universities' management boards support the improvement of HR policies and their harmonization with EU strategies for the researchers and national priorities.</li> <li>• Researchers' clearly expressed interest in region wide cooperation and consequent</li> </ul>

<p>and cooperation opportunities of researchers through professional and transferable skills improvement.</p> <ul style="list-style-type: none"> <li>• Fostering regional cooperation in order to harmonise the management of university research potentials, and raise awareness about HRS4R principles.</li> </ul>	<p>WBC partner universities;</p> <ul style="list-style-type: none"> <li>• At least 50% of researchers well-acquainted with HRS4R strategy</li> <li>• At least 18 existing university centres/offices are reinforced</li> <li>• At least 9 trainings for researchers realised</li> <li>• At least 27 bylaws adopted at WBC universities</li> <li>• At least 9 Pilot mentoring systems implemented and 9 mentors trained.</li> <li>• At least 5000 participants trained in different skills</li> </ul>	<p>Excellence in Research"</p>	<p>professional improvement.</p> <ul style="list-style-type: none"> <li>• The overall current economic crisis in the WB region could serve as an impeding factor.</li> </ul>
<p><b>Outputs (tangible) and outcomes (intangible):</b> Please, provide the list of concrete deliverables – outputs/outcomes (grouped in work packages) leading to the specific objectives.</p>	<p><b>Indicators of progress:</b> What are the indicators to measure whether and to what extent the project achieves the envisaged results and effects?</p>	<p><b>How indicators will be measured:</b> What are the sources of information on these indicators?</p>	<p><b>Assumptions &amp; risks:</b> What external factors and conditions must be realized to obtain the expected outcomes and results on schedule?</p>
<p><b>WP1. Preparation for the HR research management reform</b></p> <p>1.1. Research potential at WBC universities mapped 1.2. Review of HR strategies at EU partners 1.3. Comparative analysis 1.4. Action plans for HE management reform 1.5. HR offices and centres equipped</p> <p><b>WP2. Excellent university for the researchers</b></p> <p>2.1. University centres and HR offices reinforced 2.2 Administrative staff</p>	<p><b>WP1. Preparation for the HR research management reform</b></p> <ul style="list-style-type: none"> <li>• Nine reports on research potential at WBC partner universities based on questionnaires regarding HR.</li> <li>• Three visits of WBC representatives for knowledge transfer organized by EU partners: 3X27=81 participants trained.</li> <li>• Comparative analysis made and distributed to all partners.</li> <li>• Nine action plans by WBC Workgroups designed and approved.</li> <li>• Tendering procedure realised.</li> </ul>	<p><b>WP1. Preparation for the HR research management reform</b></p> <ul style="list-style-type: none"> <li>• All WBC university websites; Re@WBC project website.</li> <li>• Agendas and attendance lists available; participants' reports available on the project website.</li> <li>• Comparative analysis available on the project website.</li> <li>• Action plans</li> <li>• University financial documentation; Project picture gallery</li> </ul>	<ul style="list-style-type: none"> <li>• EU partner universities' open willingness to share their own experience and indicate the difficulties that are likely to occur during the process of enhancement of the HR research potential, specifically by participating in seminars for the administrative staff and seminars for the WB young researchers on research methodology, and various skills.</li> <li>• A positive disposition of the partner WB universities' rectors to endorse making the appropriate changes to bylaws so as to enable and facilitate enhancement of the</li> </ul>

<p>competences improved.</p> <p>2.3. University managements educated on the C&amp;C implementation</p> <p>2.4 HRS4R strategy created and adopted at partner universities.</p> <p>2.5. Training trainers</p> <p>2.6. Promotion procedures improved</p> <p>2.7. Plagiarism monitoring tools implemented</p> <p>2.8. Ethical committee procedures improved</p> <p>2.9. Cooperation with scientific diaspora established</p> <p><b>WP3. Excellent researchers for the community</b></p> <p>3.1. Researchers trained on C&amp;C and HRS4R</p> <p>3.2. Webpages offer opportunity links</p> <p>3.3. Young researchers trained on research methodology</p> <p>3.4. Young researchers trained in various skills</p> <p>3.5. Training on teaching methodology</p> <p>3.6. Pilot Mentoring system introduced</p> <p>3.7. Measures for enhancement of multidisciplinary in research</p> <p>3.8 Guide book published.</p> <p><b>WP4. Quality</b></p> <p>4.1. Quality Assurance Committee (QAC) established</p> <p>4.2. Project quality procedures developed</p> <p>4.3. WP reports</p> <p>4.4. Annual QA reports</p> <p>4.5. Reports analysis</p>	<p>ICT equipment purchased and installed at HR offices and centres.</p> <p><b>WP2. Excellent university for the researchers</b></p> <ul style="list-style-type: none"> <li>• Enhanced legislative aspect of university HR services: relevant bylaws created and adopted.</li> <li>• Training by EU partners of WBC administrative staff related to research services realised in all WBC project countries: 10X4=40 participants trained;</li> <li>• 18 representatives of the management boards (1 academic staff+1 administrative staff from each of the WBP universities) educated by EU experts on the implementation of the Charter and Code through the “HR Excellence in Research”</li> <li>• Nine HRS4R strategies adopted by . WBC university rectorates</li> <li>• Training of trainers by EU partners realised</li> <li>• University bylaws regulating promotion procedures revised, improved and adopted if necessary.</li> <li>• Plagiarism monitoring tools implemented and used by ethical committee members, supervisors, reviewers, etc. at all WBC partners.</li> <li>• More efficient resolution of ethical issues. Relevant by-laws created. Trainings for ethical committee members realised by EU partners in each WBC:</li> </ul>	<p><b>WP2. Excellent university for the researchers</b></p> <ul style="list-style-type: none"> <li>• Relevant bylaws available on the university and project websites.</li> <li>• Agendas, attendance lists and reports on trainings available on the website.</li> <li>• Agendas and attendance lists available; seminar reports.</li> <li>• University management decisions on HRS4R strategy adoption available on the website.</li> <li>• Agendas and attendance lists available; seminar reports.</li> <li>• University management decisions on bylaws regulating promotion procedures available on the website.</li> <li>• Plagiarism monitoring tools available on the university website; number of visits to the website.</li> <li>• Relevant by-laws available on the website. Training agendas and attendance lists available.</li> <li>• Alumni networks available on the website.</li> </ul> <p><b>WP3. Excellent researchers for</b></p>	<p>HR research potential.</p> <ul style="list-style-type: none"> <li>• Faculties/departments/centres of WB universities are openly inclined to support making the appropriate changes to bylaws needed for further enhancement of the HR research potential</li> <li>• There is a well recognized need among the WBC researchers and junior teaching staff for professional skills development.</li> <li>• The WB Universities’ management boards strongly encourage additional trainings of the administrative university staff related to research services.</li> <li>• A part of the administrative university staff might be inert and resistant to change</li> </ul>
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<p>4.6. External monitoring</p> <p><b>WP5. Dissemination and exploitation</b></p> <p>5.1. Project web-site created and regularly updated.</p> <p>5.2. Promotional material distributed</p> <p>5.3. Project results disseminated</p> <p>5.4. The label "HR Excellence in Research" obtained by a number of WB partner universities.</p> <p>5.5. Establishment of awards for young researchers.</p> <p>5.6. Mentoring system adopted</p> <p>5.7. Strategy on continual training of researchers adopted</p> <p><b>WP6. Management</b></p> <p>6.1. Kick-off and coordinating meetings realised.</p> <p>6.2. Procedures for project management</p> <p>6.3. Project management bodies set up and PA signed</p> <p>6.4. Software platform for project management</p> <p>6.5. Day-to-day coordination</p> <p>6.6. Financial management</p>	<p>5X9=45 participants trained.</p> <ul style="list-style-type: none"> <li>• Alumni networks created.</li> </ul> <p><b>WP3. Excellent researchers for the community</b></p> <ul style="list-style-type: none"> <li>•1x100X9=900 researchers trained at a one-day seminar for all researchers organised at each partner university by WBC C&amp;C experts.</li> <li>•Increased transparency of research opportunities. Researchers' email database created at all partner universities.</li> <li>•2X100X9=1800 researchers trained at two two-day seminars organised at partner universities.</li> <li>•2X60X9=1080 researchers trained at two two-day seminars organised at each partner university.</li> <li>•2X100X9=1800 teaching staff trained at two one-day seminars organised at each partner university:</li> <li>•Mentoring system created, and tested at one faculty at least of each WBC partner universities. Nine mentors trained.</li> <li>•1X30X9=270 researchers trained at a one-day workshop organised at each WBC partner university:</li> </ul> <p><b>WP4. Quality</b></p> <ul style="list-style-type: none"> <li>•The decision on establishing the QAC made at the kick-off meeting</li> <li>•Project quality standards and</li> </ul>	<p><b>the community</b></p> <ul style="list-style-type: none"> <li>•Agendas and attendance lists available; seminar reports.</li> <li>•Web-sites offer opportunity links (job vacancies, mobility programmes, project calls etc.);</li> </ul> <ul style="list-style-type: none"> <li>•Agendas and attendance lists available; seminar reports.</li> <li>•Agendas and attendance lists available; seminar reports.</li> <li>•Agendas and attendance lists available; seminar reports.</li> <li>•Mentoring system draft available on the website.</li> <li>•Agendas researchers trained and attendance lists available; workshop reports.</li> <li>•Guide book published in printed and electronic versions and made available to all WBC researchers.</li> </ul> <p><b>WP4. Quality</b></p> <ul style="list-style-type: none"> <li>•The decision on establishing the QAC published on the project website</li> <li>•Quality management guide delivered and distributed to all partners</li> <li>•Internal WP quality reports available on the project platform to relevant project management</li> </ul>	
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	<p>procedures discussed and adopted by QAC</p> <ul style="list-style-type: none"> <li>•Quality reports prepared by all WP leaders every 6 months.</li> <li>•Quality reports prepared by partners every year.</li> <li>•QAC joint reports with conclusions</li> <li>•External expert for QA sub-contracted.</li> </ul> <p>Mid-term and final external evaluation done.</p> <p><b>WP5. Dissemination and exploitation</b></p> <ul style="list-style-type: none"> <li>•Launching of the project web-site.</li> <li>•Designing of Project promotional material.</li> <li>•Promotional events organised</li> <li>•Working groups prepare and submit necessary application documents.</li> <li>•By-laws regulating a system of awards created.</li> <li>•Bylaws regulating the Mentoring system created .</li> </ul> <p>University strategy adopted by the end of the project lifetime.</p> <p><b>WP6. Management</b></p> <ul style="list-style-type: none"> <li>•Kick –off and five coordination meetings organized.</li> <li>•Documents that define procedures for project management created and</li> </ul>	<p>bodies.</p> <ul style="list-style-type: none"> <li>•Internal partner reports available on the project platform to relevant project management bodies.</li> <li>•QAC joint reports available on the project platform to relevant project management bodies.</li> <li>•Mid-term and final external evaluation reports delivered.</li> </ul> <p><b>WP5. Dissemination and exploitation</b></p> <ul style="list-style-type: none"> <li>•Project web-site available.</li> <li>•Project promotional material distributed throughout the project life-time.</li> <li>•Final conference organised; public appearances in the media for the purpose of promotion.</li> <li>•The label "HR Excellence in Research" obtained and publicised.</li> <li>•By-laws regulating a system of awards (prizes, promotional events, grants etc.) adopted.</li> <li>•Bylaws regulating the Mentoring system available on the website.</li> </ul> <p>University strategy available on the website.</p> <p><b>WP6. Management</b></p> <ul style="list-style-type: none"> <li>•Minutes and reports on conclusions and decisions distributed.</li> <li>•Documents defining procedures for project management distributed to partners.</li> </ul>	
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	<p>approved by partners.</p> <ul style="list-style-type: none"> <li>•The decision about establishing the management bodies made and partnership agreements developed.</li> <li>•Software platform for efficient management created, launched and maintained.</li> <li>•Coordinating activities carried out permanently and smoothly.</li> <li>•Financial management and bookkeeping organised permanently and smoothly; financial audit organized</li> </ul>	<ul style="list-style-type: none"> <li>•The decision on establishing the management bodies published on the project website; all partnership agreements collected.</li> <li>•Software platform for efficient management used by all partners. Coordinating activities result in outputs/outcomes according to project goals.</li> <li>•Project budget spending is efficient, fair and transparent;; financial audit done successfully</li> </ul>	
<p><b>Activities:</b> What are the key activities to be carried out (grouped in work packages) and in what sequence in order to produce the expected results?</p>	<p><b>Inputs:</b> What inputs are required to implement these activities, e.g. staff time, equipment, mobilities, publications, etc?</p>		<p><b>Assumptions, risks and preconditions:</b> What pre-conditions are required before the project starts? What conditions outside the project's direct control have to be present for the implementation of the planned activities?</p>

<p><b>WP1. Preparation for research potential enhancement</b></p> <p>1.1. Mapping research potential at WBC universities.</p> <p>1.2. Mapping HR management strategies at EU universities.</p> <p>1.3. Performing comparative analysis based on collected data.</p> <p>1.4. Developing action plans for bridging identified gaps</p> <p>1.5. Purchasing ICT equipment for HR offices and centres.</p> <p><b>WP2. Excellent university for the researchers</b></p> <p>2.1. Creation and adoption of bylaws relevant for HR enhancement.</p> <p>2.2. Training of WBC administrative staff related to research services</p> <p>2.3. Seminar by EU and P1 partners on HRS4R strategy for uni management.</p> <p>2.4. Preparing and adopting HRS4R strategy at all WBC partner universities.</p> <p>2.5. Training trainers by EU partners.</p> <p>2.6. Revising and improving university by-laws regulating academic promotion procedures.</p> <p>2.7. Plagiarism monitoring tools implementing</p> <p>2.8. Enhancing of ethical committees through legislative improvements and trainings.</p>	<p>A1.1 all partners 9 1x1 manager 10 x3 teachers 2x1 administrative</p> <p>A1.2 all partners 9 1M+6T+2A</p> <p>A1.3 all partners 9 1M+10T+1A A1.4 5M+5T A1.5 all partners 4 1M+1T+2A+3T</p>		
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<p>2.9. Establishing links with scientific diaspora by creating and updating databases.</p> <p><b>WP3. Excellent researchers for the community</b></p> <p>3.1. Training of WBC researchers concerning the role and significance of C&amp;C and HRS4R.</p> <p>3.2. Creating and updating of databases and web sites for better transparency and information flow.</p> <p>3.3. Research methodology training of WBC young researchers.</p> <p>3.4. Training of WBC young researchers in various skills.</p> <p>3.5. Teaching methodology training of junior academic staff.</p> <p>3.6. Developing a pilot Mentoring system for newly promoted assistant professors.</p> <p>3.7. Raising awareness about the significance of multidisciplinary approach to research.</p> <p>3.8. Preparing a guidebook for young researchers.</p> <p><b>WP4. Project quality management</b></p> <p>4.1. Establishing Quality Assurance Committee (QAC)</p> <p>4.2. Developing relevant documents and templates for</p>			
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<p>QA.</p> <p>4.3. Preparing reports on WPs progress.</p> <p>4.4. Preparing annual partners' QA reports</p> <p>4.5. Implementing external monitoring.</p> <p><b>WP5. Dissemination and exploitation</b></p> <p>5.1. Creating, maintaining and regularly updating project web-site.</p> <p>5.2. Designing and distributing of project promotional material.</p> <p>5.3. Disseminating of project results through various events and public appearances.</p> <p>5.4. Obtaining the label "HR Excellence in Research" by a number of WBC partner universities</p> <p>5.5. Establishing of a sustainable system of awards for young researchers.</p> <p>5.6. Creating and adopting bylaws to regulate the Mentoring system</p> <p>5.7. Creating and adopting University strategy for continual training of researchers.</p> <p><b>WP6. Management</b></p> <p>6.1. Organising and realising a Kick-off and coordination meetings.</p>			
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<p>6.2. Developing and adopting procedures for project management.</p> <p>6.3. Setting-up project management bodies and signing partnership agreements.</p> <p>6.4. Establishing a software platform for efficient project management</p> <p>6.5. Coordinating project activities on a daily basis.</p> <p>6.6. Performing financial management and bookkeeping.</p>			
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