

Erasmus + Project No 561586-EPP-1-2015-1-RS-EPPKA2-CBHE-JP
Enhancement of HE Research Potential Contributing
to Further Growth of the WB Region
(Re@WBC)



Ref. No. and Title of Work package	4.2 Project quality procedures developed
Title of Deliverable:	Quality Control and Monitoring Manual
Institution:	University of Montenegro
Author/s of the deliverable	
Dissemination Level	Internal

Dear Partners,

The “DISSEMINATION AND EXPLOITATION” is a deliverable within WP.5 of the Re@WBC project (*Enhancement of HE Research Potential Contributing to Further Growth of the WB Region*). It is produced based on the original project application text, the agreement made at the kick-off meeting, Partnership Agreements, and different EACEA guidelines. This manual outlines how dissemination should be organized and how exploitation activities will ensure optimal use of the project's results.

TABLE OF CONTENTS

1. Introduction.....	3
2. Dissemination and exploitation expectations	4
2.1 Four specific Re@WBC objectives of the project.....	4
2.2 Project activities and deliverables	4
3. Re@WBC deliverable WP5: dissemination and exploitation.....	7
3.1. Project results disseminated, deliverable 5.3.	7
3.1.1. Reminder	8
4. Dissemination and Target Groups	9
4.1 Due dates.....	9
4.1.1 Excerpt from the Re@WBC Action Plan.....	10
5. Re@WBC Dissemination and reporting.....	13
5.1 Re@WBC Report analysis.....	13
6. Re@WBC dissemination tools	14
6.1 Re@WBC logo	14
6.2 Re@WBC websites and other electronic tools	174
6.3 Internal communications - Re@WBC Project Management.....	16
6.4 Short project presentation - flyer	147
6.5 Publicity control.....	20
7. Re@WBC events	21
7.1 Quality feedback by the target groups	21
8. Supporting documents.....	22
9. The individual calendars for promotions for 2015-2017.....	22

1. Introduction

The main objective of Re@WBC is to contribute to enhanced management of human research potential at WB universities in line with national and EU strategies for researchers. The methodology to achieve this objective will combine top-down and bottom-up approaches. Namely, while the procedures and practices for HR management at the partner universities will be improved to meet European standards, the continual process of training and informing young researchers about professional skills and career development opportunities will be established. The evidence for fulfillment of the above general objective will be provided in the form of a set of universities' bylaws, relevant for human research potential management, as well as in increased level of professional development of the researchers.

In order to achieve the main objective, the project will work on improving institutional policies and practices by harmonizing them with EU standards and strategies for researchers, and with national priorities. The foreseen work will be based on a comprehensive and exhaustive comparative analysis which is expected to reveal the key gaps between the current practices and EU standards. The analysis will be used to develop and adopt institutional bylaws and policies regulating human research potential. In order to facilitate the practical implementation of these policies, administrative staff will be trained to work with researchers, resulting in the reinforced capacity of existing university centres and offices to deal with career development issues, to promote career and cooperation opportunities and to implement professional development programmes. Since the activities aiming at developing the institutional capacity to implement best human research management practices will be carried out in a common context of the similar research and innovation systems of the WBC countries, the project is expected to further enhance the regional cooperation and establish a sustainable exchange of information and experiences in dealing with HR management issues.

When bottom-up activities are considered, the project specifically aims first at improving their professional and transferable skills, and second at promotion of the career development and cooperation opportunities. It is expected that increased level of professional skills among researchers will result in more successful pursuit of different opportunities and more effective and efficient involvement.

Finally, since the background for the foreseen activities is provided by the EU standards and specifically by European Charter and Code, it is expected that all partner universities will be awarded with HR Excellence in Research label, by the European Commission as key evidence that the institutional strategies for human research management reached the highest standards.

2. Dissemination and exploitation expectations

The Erasmus+ *Guidelines* shortly defines the significance of regular dissemination of project activities and results as follows:

“Having a strong plan for dissemination and exploitation from the beginning of a project is a key priority and should form an integral part of the CBHE throughout its lifetime. The objective of dissemination and exploitation is to maximise the impact of project results by optimising their value, strengthening their impact, transferring them to different contexts, integrating them in a sustainable way and using them actively in systems and practices at local and international levels.”

The Re@WBC dissemination and exploitation activities as devised in the project are to ensure to ensure the highest possible quality of the project activities, outputs and outcomes, and the optimal use of the project's results both within the lifetime of the project and after.

The main objective of Re@WBC is to contribute to enhanced management of human research potential at WB universities in line with national and EU strategies for researchers. The partners agree that this overall objective shall always be in the forefront of all decisions to be taken. The partners therefore might decide to prioritise certain activities over others which have a higher impact in relation to the achievement of the objectives. Quality in the project means that the achievement of the objectives might be more important even if it means e.g. postponing a deadline or changing some aspects of an activity. The same applies to dissemination and exploitation activities.

2.1 Four specific Re@WBC objectives of the project

Four specific Re@WBC objectives of the project are:

- Improving institutional HR policies and practices by harmonising them with EU standards and strategies for researchers, and with national priorities for sustainable development
- Enhancing career development and cooperation opportunities of researchers through
- Professional and transferable skills improvement
- Fostering regional cooperation in order to harmonise the management of university research potentials, and raise awareness about HRS4R principles.

2.2 Project activities and deliverables

The project deliverables are classified into tangible deliverables such as reports, publications, manuals, methodology, plans, printed and electronically available promotional material, as well as intangible deliverables in the form of organized events (trainings, conference, seminar, info days, etc.

The objectives given in the previous section, therefore, are to be achieved through six

workpackages and the following outputs and outcomes:

WP1. Preparation for the HR research management reform

- 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 centers equipped

WP2. Excellent university for the researchers

- 2.1. University centers and HR offices reinforced
- 2.2. Administrative staff competences improved
- 2.3. University managements educated on the C&C implementation
- 2.4. HRS4R strategy created and adopted at partner universities
- 2.5. Training trainers
- 2.6. Promotion procedures improved
- 2.7. Plagiarism monitoring tools implemented
- 2.8. Ethical committee procedures improved
- 2.9. Cooperation with scientific diaspora established

WP3. Excellent researchers for the community

- 3.1. Researchers trained on C&C and HRS4R
- 3.2. Webpages offer opportunity links
- 3.3. Young researchers trained on research methodology
- 3.4. Young researchers trained in various skills
- 3.5. Training on teaching methodology
- 3.6. Pilot Mentoring system introduced
- 3.7. Measures for enhancement of multidisciplinary in research
- 3.8. Guide book published.

WP4. Quality at Re@WBC

- 4.1. Quality Assurance Committee (QAC) established
- 4.2. Project quality procedures developed
- 4.3. WP reports
- 4.4. Annual QA reports
- 4.5. Reports analysis
- 4.6. External monitoring

WP5. Dissemination and exploitation at Re@WBC

- 5.1. Project web-site created and regularly updated
- 5.2. Promotional material distributed
- 5.3. Project results disseminated
- 5.4. The label "HR Excellence in Research" obtained by a number of WB partner universities
- 5.5. Establishment of awards for young researchers
- 5.6. Mentoring system adopted
- 5.7. Strategy on continual training of researchers adopted

WP6. Management at Re@WBC

- 6.1. Kick-off and coordinating meetings realised
- 6.2. Procedures for project management
- 6.3. PA signed
- 6.4. Software platform for project management
- 6.5. Day-to-day coordination
- 6.6. Financial management

A common quality expectation for all deliverables is their relevance to reach the overall objective and the specific objectives, with a further focus on their development in an efficient and effective manner. Timely delivery following the project workplan as identified in the Application Form and Action Plans (modified and agreed if necessary by the SC on six-month basis) is expected.

3. Re@WBC deliverable WP5: dissemination and exploitation

All dissemination activities are planned and scheduled in Dissemination plan of the project. Those are:

- 5.1. Project web-site created and regularly updated
- 5.2. Promotional material distributed
- 5.3. Project results disseminated
- 5.4. The label "HR Excellence in Research" obtained by a number of WB partner universities
- 5.5. Establishment of awards for young researchers
- 5.6. Mentoring system adopted
- 5.7. Strategy on continual training of researchers adopted

3.1. Project results disseminated, deliverable 5.3.

Because the project's dissemination activities are thought and planned so that we should disseminate to sustain, all the project partners should give their best to appropriately promote our efforts.

Various events and public appearances can serve as a way of dissemination of project results, with the purpose of making the general public aware of the project activities, and especially to better emphasize the importance and benefits of the ideas embodied in Re@WBC. These events can be various open door days, info days, faculty days, Erasmus+ days, various workshops, etc.

"As it is absolutely necessary to raise awareness of the general public of the importance of implementing HRS4R, appearances in media are also planned, being one of the best ways to spread information." (Re@WBC Application)

Every partner can promote the project on the web site of their own institution. Such as:

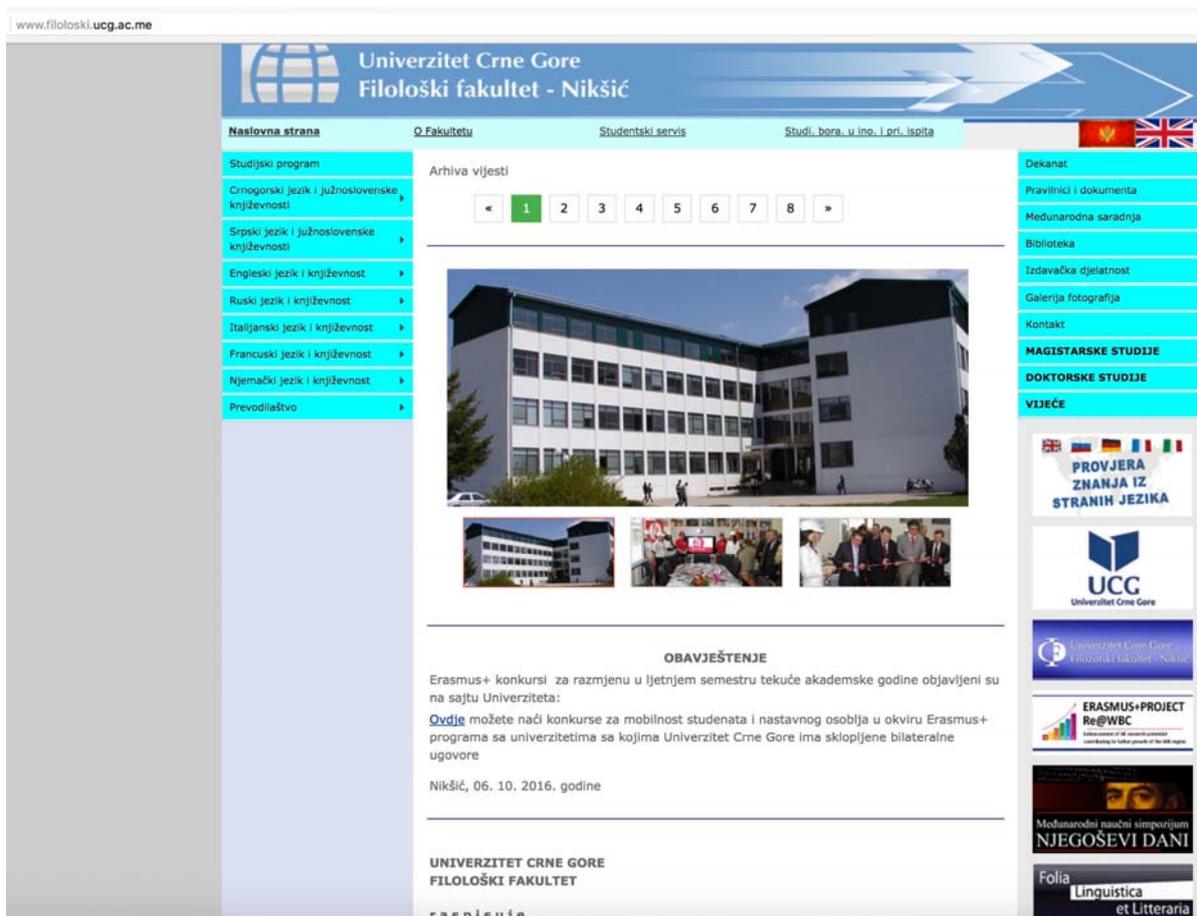


Figure 1: Screenshot of the University of Montenegro home page with Re@WBC promotion

3.1.1. Reminder

As agreed at the meeting in Coventry,

- Each partner was to nominate a person responsible for this activity by July 01, 2016.
- All the relevant info and data was to be sent to Marija Krivokapic (UoM): marija13a@gmail.com.
- Everything will be published on the project's web page: <http://rewbc.ni.ac.rs>.

4. Dissemination and Target Groups

Re@WBC's main focus is improvement of the human research potential, and therefore our basic target group are researchers. After them come administrative staff and members of Ethical Boards. Improving the status of the researchers is to be achieved on several levels

When it comes to dissemination, it has been planned that "at each of the WBP universities a researchers' email databases will be created in order to keep researchers updated, regularly and in a timely manner, about current job vacancies, project calls, conference announcements, publishing opportunities and other information relevant to their further career development. Also they will be used to provide researchers with any information related to the project itself that might be of interest to them." (Re@WBC Application)

The plan adoption of adequate bylaws concerning promotion procedures, work of the EC and of the University centers and offices dealing with HR, will guarantee optimal use of the results within the project lifetime and after. All of these groups will be additionally trained, after which the responsibility for the continual training initiative will be entrusted to HR university centers/offices. The continuation of the mentoring system and the system of awards (prizes, promotional events, grants etc.), established during the project lifetime, will "help, guide, stimulate and motivate young researchers." While the adoption of the HRS4R strategy "will represent a strong guarantee that they will steadily trace the path of their EU colleagues towards becoming a modern, comfortable and productive environment for the researchers." (Re@WBC Application)

4.1 Due dates

It is planned that the "HR Excellence in Research" label, deliverable 5.4., will be obtained by a number of WBP universities by June 14, 2018.

It is expected that precise award criteria, deliverable 5.5., will be created and adequately formulated bylaws concerning the system of awards will be adopted by July 7, 2017.

As agreed at the meeting in Coventry:

- Each WB partner is to submit a Report about the existing system of awards (for students, researchers, teachers, professors, administrative staff...)
- Report should also contain a suggestion how to improve the existing or introduce a new system of awards
- Report is to be sent by December 15, 2016
- Each WB partner is to nominate a person in charge of reporting by September 10, 2016.

The Mentoring system, deliverable 5.6., as another stimulus for quality work, is expected to be endorsed by the universities' management boards and made mandatory by installing appropriate bylaws. Due date is October 14, 2018.

Strategy on continual training of training of young researchers on research methodology and professional skills, deliverable 5.7., is expected to be created and adopted by April 14, 2018. After this, the CD centres will be entrusted the organization of these trainings. We naturally expect that continual training of young researchers is necessary in order to maintain the quality of research and increase the production rate of new results.

4.1.1 Excerpt from the Re@WBC Action Plan

Table 1: YEAR I

Activities		Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Ref.nr/ Sub-ref nr	Title													
5.1	Creating, maintaining and regularly updating project web-site.	11	1x		1x	1x								
5.2	Designing and distributing of project promotional material.	10		1x		1x	1x							
5.3	Disseminating of project results through various events and public appearances.	4											1x1=	1x1=
5.4	Obtaining the label "HR Excellence in Research" by a number of WBC partner universities	4									1x1=		1x	1x
5.5	Establishing of a sustainable system of awards for young researchers.	3											1x1=	1x

Table 2: YEAR II

Ref.nr/ Sub-ref nr	Title													
5.1	Creating, maintaining and regularly updating project web-site.	12	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x
5.2	Designing and distributing of project promotional material.	11	1x	1x	1x	1x	1x	1x	1x	1x	1x		1x	1x
5.3	Disseminating of project results through various events and public appearances.	16	1x1=	1x	1x	1x	1x1=	1x	1x	1x1=	1x	1x	1x	1x1=
5.4	Obtaining the label "HR Excellence in Research" by a number of WBC partner universities	11	1x	1x	1x	1x	1x	1x	1x	1x	1x		1x	1x
5.5	Establishing of a sustainable system of awards for young researchers.	9	1x	1x	1x	1x	1x	1x	1x	1x	1x			
5.6	Creating and adopting bylaws to regulate the Mentoring system	11								2x2=	2x2=		2x	1x
5.7	Creating and adopting University strategy for continual training of researchers.	3											1x1=	1x

Table 3: YEAR III

Activities		Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Ref.nr/ Sub-ref nr	Title													
5.1	Creating, maintaining and regularly updating project web-site.	14	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x
5.2	Designing and distributing of project promotional material.	9	1x	1x	1x	1x	1x	1x	1x	1x	1x			
5.3	Disseminating of project results through various events and public appearances.	15	1x	1x	1x	1x1=	1x	1x	1x	1x1=	1x	1x	1x	1x1=
5.4	Obtaining the label "HR Excellence in Research" by a number of WBC partner universities	8	1x	1x	1x	1x	1x	1x	1x	1x				
5.7	Creating and adopting University strategy for continual training of researchers.	6	1x	1x	1x	1x	1x	1x						

5 Re@WBC Dissemination and reporting

The original project application text assumes that by the end of the project, i.e. by 14.10.2018:

- regular reporting on the progress of all WPs is compulsory
- regular reporting by each lead partner is compulsory
- lead partners are to perform a sort of SWOT analysis which gives a clear picture about the progress made and gaps that need to be attended to

These reports will be considered as indicators of project quality, they will help sum up the progress in the given period, and allow QAC to get a clear picture of the realisation of the project. In other words, if there are any discrepancies between the Work Plan and the realised activities, QAC will react timely and prevent further delays.

5.1 Re@WBC Report analysis

As it is also projected in the application, and confirmed at the kick-off meeting, QAC will make a report analysis. This analysis is necessary in order to prepare an action plan for the remedy of all problems possibly identified in the reports.

It is also decided that the conclusions made by QAC are compulsory for all project partners.

6 Re@WBC dissemination tools

6.1 Re@WBC logo

his Re@WBC logo is to serve the visibility purpose of the project. It is to be used for all the project deliverables and its the project



documents.

Figure 2. Re@WBC Logo

This logo is designed by the University of Niš.

6.2 Re@WBC websites and other electronic tools

The Re@WBC website <http://rewbc.ni.ac.rs/> is an important dissemination tool for presentation of project results as well as place where all the information on the project activities and other relevant data are being published. Among the information related to the project description, objectives and outcomes of the project, the website contains the list of the Consortium Members together with their short presentation. There are contact information that enable easier communication between all members of the consortium and other parties interested in the project. Logical Framework Matrix (LFM) and Work plan documents are available on the Re@WBC website as well as project results during the lifetime of the project presented in the form of the tables.

The project website is created at the very beginning of the project and regularly updated by the colleagues from the University of Nis, as well as by other participants of the project, coordinators of individual partner institutions. As planned in the original project application, this web site is used to procure to all interested parties training materials, seminar presentations, promotion materials, project reports, and other information related to the project activities.

Structure of the Re@WBC website consists of 8 categories (sub-categories):

1. HOME
2. ABOUT PROJECT (Summary, Objectives, Activities, LFM Meeting, Work packages, Project partners, Project teams)
3. DOCUMENTS
4. EVENTS
5. NEWS
6. CONTACT
7. PROJECT MENAGEMENT
8. GALLERY

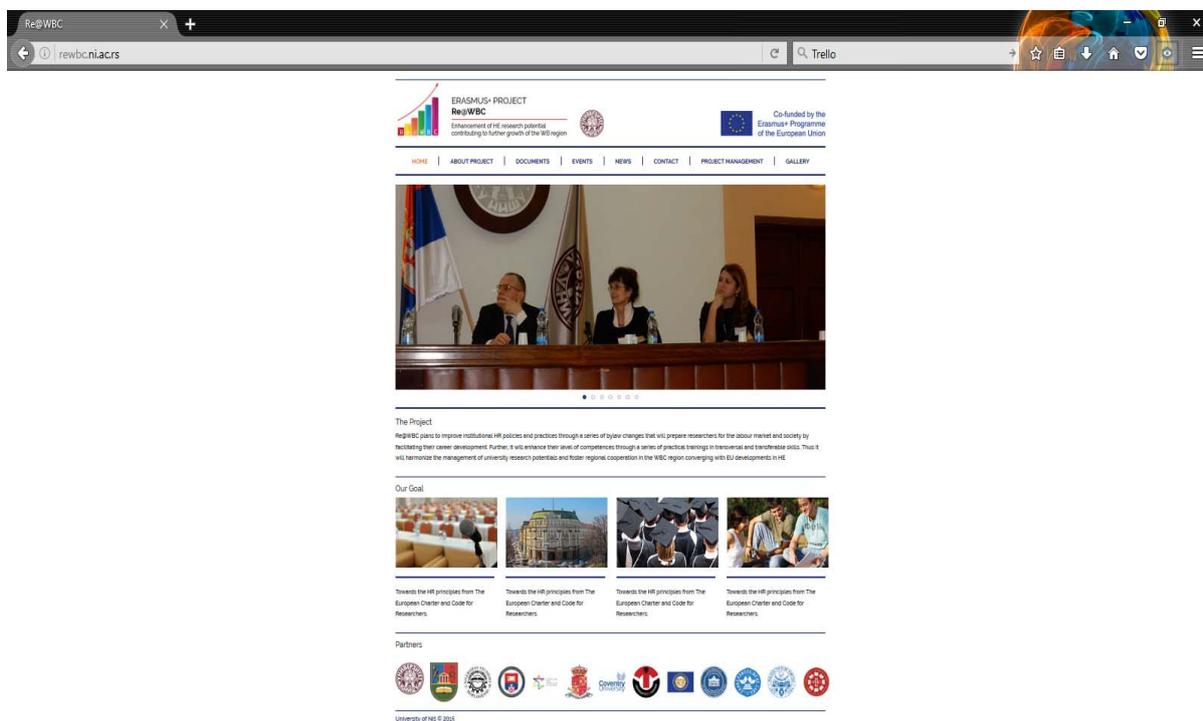


Figure 3. Screenshot of Re@WBC home page

The Re@WBC project envisages setting up its web-site and platform as intranet tool for both project management and dissemination purposes. This web-site is to be developed and maintained by UNI, while all the partners are expected to effectively communicate the results of the project for the web-site maintenance. Therefore, we have developed News template for delivering the news on organized or attended event to help us fulfil this task.

All partners are asked to promote Re@WBC project on their websites and other electronic tools (such as: Facebook, Twitter and LinkedIn profiles/groups, newsletters, etc.) by providing short description of the project, logo and link to Re@WBC website.

The Re@WBC platform can be accessed by all partners depending on their assigned tasks and roles. It will be the single point of reference for the project documentation and communication among partners. UNI will set up and maintain the Re@WBC platform.

6.3 Internal communications - Re@WBC Project Management

Re@WBC takes care that all our deliverables have a common appearance. This step is important for the visual recognition of the project and as an important help in final reporting to both the Project Coordinator and to EACEA.

Online platform *Re@WBC* (available at <http://rewbc.ni.ac.rs/>) is used for effective overall project management, coordination of the work between project participants, document management and communication between partners. *Re@WBC Project Management platform*, after registration of the partner institutions' members, allows large number of functionalities needed for the project management. Project representation in *Re@WBC Project Management* consist of lists representing different work packages, financial management (key financial documents, staff coasts, travel coasts, coasts of stay, equipment, etc.).

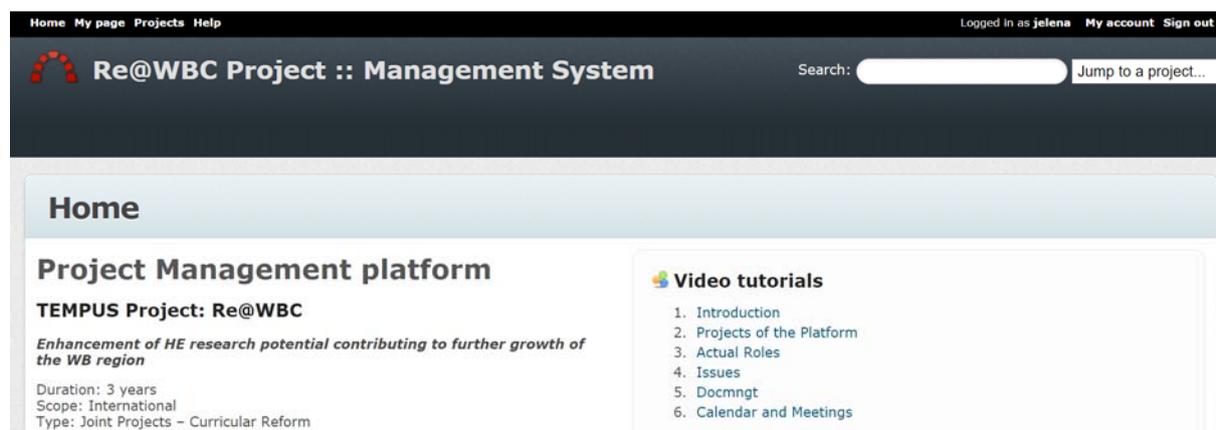


Figure 4. Home page of Re@WBC Online platform

Every *WP* consists of several *Cards* containing corresponding activities and issues, together with the description of the activity, information about activity leaders, members, percentage of finished work.

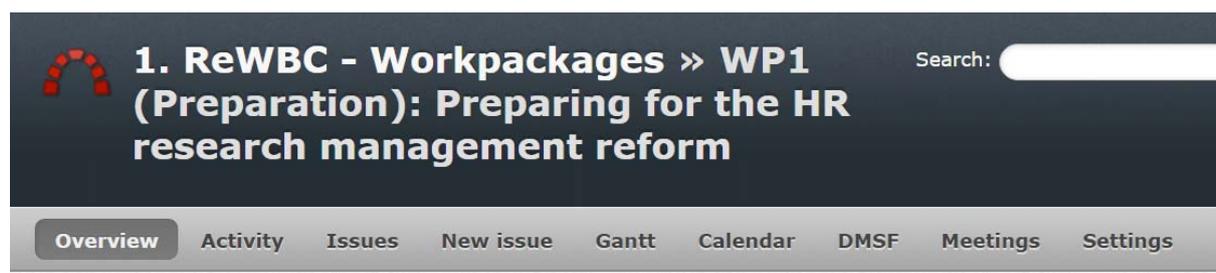


Figure 5. Main menu of Re@WBC Project Management platform

After any change made on platform, all the partners registered to that activity (card) are informed instantly via their registered e-mails, and allowed to participate in discussions and other actions related to the project activity, like uploading supporting documents. *Re@WBC Project Management platform* also has a separate *Calendar* where the partners can check out upcoming deadlines for each activity as well as sheduelled meetings.



Figure 6. Main Menu of Re@WBC Project Management platform

Check list for review of deliverable, Word document template, Power point presentation template, Attendance sheet template, Participants feedback form, Event report template, Risk monitoring sheet, News template are uploaded by each partner directly to the Re@WBC Project Management Platform (<http://mngt.rewbc.ni.ac.rs>). Therefore, all the partners are supposed to follow these templates for all document based deliverables.

6.4 Short project presentation - flyer

Promotional material is also created by the University of Nis. It consists of a poster and a brochure. The purpose of this material is promoting the project and also raising awareness for the role and significance of implementing HRS4R.

Project flyer is designed with idea to present briefly main information about Re@WBC project to potentially interested parties. Text in the flyer gives short info on the type of the project, partners involved, main and specific objectives as well as the goals in all three dimensions of the third mission (technology transfer and innovation, continual education, social engagement).

Contract number – 561586-EPP-1-2015-1-RS-EPPKA2-CBHE-JP

Project acronym – Re@WBC

Project name – Enhancement of HE Research Potential Contributing to Further Growth of the WB Region

Project duration – October 2015 - October 2018

Programme – ERASMUS+

Re@WBC Consortium

Serbian partners

- ✓ Center for promotion of science

Higher Education Institutions

- ✓ University of Nis
- ✓ University of Belgrade
- ✓ University of Novi Sad
- ✓ University of Kragujevac

Higher Education Institutions from WBC

- ✓ University of Sarajevo, BiH
- ✓ University of Montenegro, Montenegro
- ✓ University of East Sarajevo, BiH
- ✓ University of Tirana, Albania
- ✓ University of Vlora "Ismail Qemali", Albania

EU partners

- ✓ University of Coventry, United Kingdom
- ✓ Politecnico di Torino, Italy
- ✓ Université de Liège, Belgium



University
of Niš

Co-funded by the
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ERASMUS+ PROJECT
Re@WBC

Enhancement of HE research potential
contributing to further growth of the WB region

<http://rewbc.ni.ac.rs/>



Figure 7: Re@WBC Flyer



Figure 8: Front page of the Re@WBC brochure

6.5 Publicity control

The project coordinator (UNI) is responsible for the design of the promotional material. The draft version will be sent to all partners for comments and suggestions, before printing, publishing and distribution. The materials will be disseminated by all the partners at appropriate events in order to reach the project's target group.

All the publications and events produced by the partners have to have Erasmus+ logo followed by the sentence: *"Funded by the Erasmus+ Programme of the European Union."* This is to be placed on the cover or the first page.

Every product made through this project has to have the following disclaimer on the inner pages:

The European Commission support for the production of this publication does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

7. Re@WBC events

The organizers of all the project events (working meetings, studying abroad, etc.) should provide in due time a full information package to the participants including the draft agenda, letter of invitation and a note on the logistics (informing about travel arrangements, venue, suggested hotels, etc.).

The organizers will record the minutes of the meetings to be distributed to all the project participants. It is advised that feedback forms will be distributed among participants

Posters and other promotional materials shall be displayed during the event paying attention to the above stated publicity instructions.

Each event should be documented by some, or all, when appropriate, of the given materials: news, agenda, list of participants with affiliation, list of trainees, report, gallery, presentations (upon the approval of the presenter), video materials (upon approval of authors).

7.1 Quality feedback by the target groups

To ensure quality of the project events, it is necessary to be aware of the satisfaction of beneficiaries and other target groups. For this reason we will collect a variety of information using visits, interviews, questionnaires, consultation, and other forms of activities. A template for feedback (Annex E) is created as a handy tool to allow the impact assessment of the project activities. This template may be slightly adapted to conform to the specific needs of different events, yet the main items shall not be deleted.

Besides, a specific event report template annexed to this document (Annex F) is to be filled by project partners (organizers) for all Re@WBC events (workshops, info days, trainings). Report will include summary review of statistical data and will help in final reporting.

8. Supporting documents

Different supporting documents have been elaborated for the overall enhancement of the project quality assurance plan and the same should be used for reporting on dissemination activities: These documents are available at the end of the "Quality Control and Assurance Manual" document and they consist of the following:

- Checklist for review of deliverable
- Word document template
- PowerPoint presentations template
- Attendance sheet template
- Participant feedback form
- Event report template
- Risks monitoring sheet
- List of deliverables
- News template
- Self-assessment report

9. The individual calendars for promotions for 2015-2016.

Table 1: Events

No.	Responsible partner	Event type	Event name	Official organizer of the event	Venue, city, state	Date, Period	Level	Estimated number of participants
1.	UNI	Info-day	Kick-off meeting Nis	University of Niš	Rectorate, Nis, Serbia	December 2015	International	40
3.	Ulg, UNI	Meeting, Training	Mapping HR management strategies at EU universities	University of Liege	Liège	April 2016	International	50
4.	UMNG	Training	Monitoring visit at Faculty of Philology	University of Montenegro	Niksic, Montenegro	May 2016	National	20
5.	UBG, UNI	Seminar	Seminar on HRS4R strategy for Universities management	University of Belgrade	Belgrade, Serbia	June 2016	International	15
6.	UC, UNI	Training	Mapping HR management	University of Coventry	Coventry, UK	June 2016	International	35

			strategies at EU universities					
7.	UV	Info-day and Monitoring visit	Information day and monitoring visit at University of Vlora "Ismail Qemali"	University of Vlora	Vlora, Albania	July 2015	National	20
8.	UNI	Info-day Promotion	Promotion of the Re@WBC project at the XIX Geometrical Seminar	University of Nis	Zlatibor, Serbia	August 2016	National	100
9.	UNS	Training	Training of WBC administrative staff related to research services	University of Novi Sad	Novi Sad, Serbia	September 2016	International	35
10.	UV	Training	Promotion of Re@WBC project at Responsible Research and Innovation (RRI)	University of Vlora	Vlora, Albania	October 2016	National	15

			training					
11.	UKG, ULG,UC, UNI	Training	Enhancing of ethical committees through legislative improvements and trainings	University of Kragujevac	Kragujevac, Serbia	November 2016	International	35
12.	UES	Monitoring visit	National monitoring visit at the University of Sarajevo and University of East Sarajevo	University of East Sarajevo	East Sarajevo, BiH	October 2016	National	15
13.	UC, UNS, UNI	Training	Training for trainers at Coventry University	University of Coventry	Coventry, UK	December 2016	International	40
14.	UNI, UBG	Meeting	The first Steering Committee of Re@WBC project at University of Belgrade	University of Belgrade	Rectorate building, Belgrade, Serbia	December 2016	International	20

15.	UNI	Promotion	Promotion of the Re@WBC project at the the XIII International Conference on Systems, Automatic Control and Measurements, SAUM 2016	University of Nis	Faculty of engineering, Nis, Serbia	November 2016	International	100
16	UKG	Promotion of the Re@WBC project	9th Scientific conference of young philologist of Serbia	University of Kragujevac	Rectorate building Kragujevac Serbia	April, 2017	National	200
17	UNI	Promotion of the Re@WBC project	ICNAAM 2017		Thessaloniki Greece	September, 2017	International	1000
	UES	Promotion of the Re@WBC project at the	Agrosym International Agriculture Symposium	University of East Sarajevo	Jahorina, Bosnia and Herzegovina	October 2016	International	1000
19	UV	Promotion of the Re@WBC project	4th ASSE conference	University of Vlora	Vlora, Albania	10,June, 2017	International	70