



ERASMUS+ PROJECT
Re@WBC

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



Co-funded by the
Erasmus+ Programme
of the European Union

Annex B to QC Manual - Word document template

**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 Workpackage	4. Quality
Title of Deliverable:	Final report on the Project's quality
Institution:	University of Montenegro (UoM)
Author/s of the deliverable	Dijana Vučković, PhD
Status of the document:	Draft/Final
Document Version no and date:	v.0x ???????
Number of Pages	12
Dissemination Level	Public/Internal

Abstract	<p>This report is a final quality report on the Project activities. It includes all the activities planned for the Project (last year and six months of extension period) life time, with an emphasis on the second half of the Project eligibility time. The analyses have been carried out through work packages and their specific tasks. This report also shows the Project's great complexity and its importance for WBC HEIs in the processes of their harmonization with other similar institutions in the EHEA. The Project's achievements are numerous and highlighted in this report.</p>
----------	---



ERASMUS+ PROJECT

Re@WBC

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



Co-funded by the
Erasmus+ Programme
of the European Union

TABLE OF CONTENTS

1. Introduction	3
2. OVERALL ACHIEVEMENT: WHAT HAS BEEN DONE AFTER THE MIDTERM REPORT QUALITY ANALYSIS?	4
2.1 Overview of realized and ongoing tasks through work packages	4
2.2 Overview of achievements through work packages	6
3. CONCLUSION	11



ERASMUS+ PROJECT Re@WBC

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



Co-funded by the
Erasmus+ Programme
of the European Union

1. Introduction

The overall aim of the project entitled “Enhancement of HE research potential contributing to further growth of the WB region” was to enhance and empower management of human research (HR) potential at WB universities in line with EU and national strategies for researchers. This aim was concretized through several, very complex tasks that were organized into logical and comprehensive work packages. Some of the planned tasks were harder to achieve for the whole Consortium, while some of them were easier and each partner university did them in accordance within the proposed time schedule.

The Project management had requested the extension of the Project for additional six months due to some delays of two partner universities (University of Montenegro and University of Kragujevac). The extension had been approved by the head of the unit of the Education, Audiovisual and Culture Executive Agency on 3rd October 2018 and the Project eligibility period was set to 14th April 2019. Several important activities had been planned to be done in this period (2.1, 2.6, 2.9, 3.3, 3.6, 5.3 and 5.5). At the end of three and a half years of the project lifetime, we underline that most of the planned tasks have been finished with great success and realization.

Through the Project activities, The Project Consortium had a great opportunity to learn, to grow up in a very strong and adaptable team. The Consortium itself is very diverse, consisted of WBC HEIs with three Program Countries universities. Namely, although we knew about big differences between Partner Universities in their overall functioning, in some situations we had an opportunity to see that these differences are so big that some of the planned tasks we worked in different ways by adapting concrete task to the circumstances of a concrete university. That was a great challenge for the whole Consortium, but on the other hand – that was an excellent opportunity to learn how to deal with problem solving in diverse and changeable environment. The Project Management was frequently faced with almost unsolvable situations and shown a large amount of proficiency in resolving many problems.

This Project has shown some of the biggest gaps in managing HE research potential at the WBC HEIs. Many of the gaps were fully recovered, while some of them will be important topic for further enhancement.

Project activities were divided into three thematic groups:

- Improving institutional HR policies and practices by harmonizing 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; and
- Fostering regional cooperation in order to harmonize the management of university research potentials, and raise awareness about HRS4R principles.

All these thematic groups were the Project’s tasks developed through work packages and all of them were achieved in the highest possible measure. The dominant deliverables of the Project achievements are mainly the reports and trainings. At this moment, almost all of the activities have been reported.

At the end of this long and useful process, we may underline its regional relevance, not only through concrete achievements based on the Project tasks, but also its wider relevance in the area of regional cooperation, regional harmonization and regional HEIs enhancement. The Project enhanced partner universities to improve many aspects of their legislation, procedures and roles in the area of human research potential and helped a lot in common understanding of the importance of the topic for further growth of WBC HEIs research potential.

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.



2. OVERALL ACHIEVEMENT: WHAT HAS BEEN DONE AFTER THE MIDTERM REPORT QUALITY ANALYSIS?

2.1 Overview of realized tasks through work packages

Table 1 contains all the tasks developed under six work packages and partners' achievements in each of the tasks. Grey cells mean that the tasks were realized in the period after the Midterm Quality Report and blue cells mean that these tasks are the part of ongoing activities on the Project finalization.

Table 1 – Activities in the Project Re@WBC

Progress of realised tasks X – completed task % – in progress N/A – document not available Grey cell background – completed since Mid-term Report	Univ ersit y of Nis	Univer sity of Kraguj evac	Univ ersit y of Novi Sad	Univer sity of Belgra de	Univer sity of Monte negro	Univ ersit y of Saraj evo	Univer sity of East Saraje vo	Univ ersit y of Vlora	Univer sity of Tirana
1.1 Research potential at WBC universities mapped	X	X	X	X	X	X	X	X	X
1.2 Review of HR strategies at EU partners	X	X	X	X	X	X	X	X	X
1.3 Comparative analysis	X	X	X	X	X	X	X	X	X
1.4 Action plans for HE management reform	X	X	X	X	X	X	X	X	X
1.5 HR offices and centers equipped	X	X	X	X	X	X	X	X	X
2.1 University centers and HR offices reinforced	X	X	X	X	X	X	X	X	X
2.2 Administrative staff competences improved	X	X	X	X	X	X	X	X	X
2.3 University managements educated on the C&C implementation	X	X	X	X	X	X	X	X	X
2.4 HRS4R strategy created and adopted at partner universities	X	X	X	X	X	X	X	X	X

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.



ERASMUS+ PROJECT Re@WBC

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



Co-funded by the
Erasmus+ Programme
of the European Union

2.5 Training trainers	X	X	X	X	X	X	X	X	X
2.6 Promotion procedures improved	X	X	X	X	X	X	X	X	X
2.7 Plagiarism monitoring tools implemented	X	X	X	X	X	X	X	X	N/A
2.8 Ethical committee procedures improved	X	X	X	X	X	X	X	X	X
2.9 Cooperation with scientific diaspora established	X	X	X	X	X	X	X	X	X
3.1 Researchers trained on C&C and HRS4R	X	X	X	X	X	X	X	X	X
3.2 Webpages offer opportunity links	X	X	X	X	X	X	X	X	X
3.3 Young researchers trained on research methodology	X	X	X	X	X	X	X	X	X
3.4 Young researchers trained in various skills	X	X	X	X	X	X	X	X	X
3.5 Training on teaching methodology	X	N/A	X	X	X	X	X	X	X
3.6 Pilot Mentoring system introduced	X	X	X	X	X	X	X	X	X
3.7 Measures for enhancement of multidisciplinary in research	X	X	X	X	X	X	X	X	X
3.8 A guide book published	X	X	X	X	X	X	X	X	X
4.1 Quality Assurance Committee (QAC) established	X	X	X	X	X	X	X	X	X
4.2 Project quality procedures developed	X	X	X	X	X	X	X	X	X
4.3 WP reports	X	X	X	X	X	X	X	X	X
4.4 Annual QA reports	X	X	X	X	X	X	X	X	X
4.5 Reports analysis	50%	50%	50%	50%	50%	50%	50%	50%	50%
4.6 External monitoring	X	X	X	X	X	X	X	X	X
5.1 Project web-site created and regularly updated	X	X	X	X	X	X	X	X	X
5.2 Promotional material distributed	X	X	X	X	X	X	X	X	X

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.



5.3 Project results disseminated	X	X	X	X	X	X	X	X	X
5.4 The label “HR Excellence in Research” obtained by a number of WB partner universities	X	X	X	X	%	X	X	X	%
5.5 Establishment of awards for young researchers	X	X	X	X	X	X	X	X	N/A
5.6 Mentoring system adopted	X	N/A	X	X	X	X	X	X	N/A
5.7 Strategy on continual training of researchers adopted	X	X	X	X	X	X	X	X	X
6.1 Kick-off and coordinating meetings realized	X	X	X	X	X	X	X	X	X
6.2 Procedures for project management	X	X	X	X	X	X	X	X	X
6.3 Project management bodies set up and PA signed	X	X	X	X	X	X	X	X	X
6.4 Software platform for project management	X	X	X	X	X	X	X	X	X
6.5 Day-to-day coordination	90%	90%	90%	90%	90%	90%	90%	90%	90%
6.6 Financial management	%	%	%	%	%	%	%	%	%

2.2 Overview of achievements through work packages

Preparation phase has been realized within the WP1 – *Preparing for the HR research management reform*. In the frame of this WP there were five tasks planned to be done during 2016, but finalization of one task was predicted for the very beginning of 2017. The main deliverables (excluding task 1.5 which implies equipment for HR offices and centers) are reports.

Concrete activities and tasks that were planned within this preparatory phase are:

- 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

Each task was completed by all the Partner Universities in planned time schedule and reported in Midterm Report. This work package was realized with the fully recognition of its importance for further activities and

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.



ERASMUS+ PROJECT

Re@WBC

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



Co-funded by the
Erasmus+ Programme
of the European Union

that was significant base for other activities. The only exception was task 1.4. *Action plans for HE management reform*, that has not been finished by three partners: University of Belgrade, University of Tirana and University of Montenegro. In the meantime, these three universities had managerial changes, and those successful changes led to finalization of action plans. Experiences and positive solutions of other Consortium members were very important for these three partners. Development and adoption of practical and functional action plans were of crucial importance for all already planned activities. It can be seen in other achievements that these plans were very well suited for Project's task realization.

The second work package (WP2) was devoted to gain excellence for the researchers (entitled *Excellent University for the researchers*) and it contained nine very complex tasks:

- 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

Just one task had been finished by all the partners before writing Midterm Quality Report, while other tasks were too complicated for most of the partners to obtain for a short time period. Some of the tasks in this work package were the main reason for the Project's extension, and if we consider their realization in the last time period, we shall see that the Consortium managed to complete them with a great success.

Task 2.1 aimed at HR offices reinforcement was relatively big challenge for bigger universities due to their internal complexity. University of Belgrade, University of Tirana and University of Vlora finished this task in the second half of the Project eligibility period. These three universities also finished task 2.4 and all of them created and adopted HRS4R strategies.

Activities that were planned to be done within the task 2.3 aimed at training on the Charter and Code for the university management were finished in the period after the Midterm Report by University of Montenegro and University of East Sarajevo.

Task 2.5 aimed at training of trainers was one of the tasks in which University of Montenegro had delay. Problem with this task for this university (apart from important changes in management team and new Rector appointment) was the fact that this university is allocated in several cities (Podgorica, Nikšić, Kotor, Cetinje, Bijelo Polje, Berane) and each training for young researchers was difficult from the organizational point of view. Namely, it is not easy to accomplish place-time schedule that will be appropriate for young researchers employed at different units (faculties) and in different towns. The trainers organized several events and this important task had been done.

Promotion procedures were already improved by several partners, with the exception of University of Kragujevac, University of East Sarajevo, University of Vlora and University of Tirana. During this second half of the Project eligibility time, these four partners re-designed their promotion rules in order to better meet proposed standards in the EHEA. This task was hard to achieve because its promotion rules are among the most important part of the university bylaws and it is necessary to make an agreement on their redesigning.

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.



ERASMUS+ PROJECT Re@WBC

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



Co-funded by the
Erasmus+ Programme
of the European Union

Almost all the partners, with the exception of the University of Tirana (report is missing), already implemented plagiarism monitoring tools.

Another procedure that was the topic of this work package was the one connected to ethical committees. Five universities accomplished this task during the period after the Midterm report. These procedures are also a part of the most sensitive university procedures and they are now, according to accepted individual reports, significantly improved in order to meet European standards.

At the very beginning of the Project it was not so evident that task 2.9, entitled Cooperation with scientific diaspora, will be so heavy to deal with, but in the meantime it became very clear that there are a lot of subjective and objective obstacles due to its realization. Just two partners did this task before the Midterm report, while all other partners made some significant efforts to find the best way to resolve this task. According to relevant reports, each partner university was very successful and connections with scientific diaspora were established. This task completion we treat as one of the most significant achievements of this Project because connection with scientific diaspora could help in many aspects of WBC HEIs modernization in the research domain.

The third WP is developmental, such as WP2, and its tasks were divided into eight subtasks:

- 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 A guide book published

Task 3.1 aimed at training of young researchers on the Charter and Code was finished during the first and second year of the Project eligibility time by almost all the partners, with the exception of two of them: University of Kragujevac and University of Montenegro. Both of the partners had objective reason for this permanent disposal and both of them finished the task and reported on the events.

For some of the partners subtask 3.2 was not easy to achieve due to their size and internal complexity. With a large amount of additional efforts gained from administrative (IT) staff, necessary opportunity links were added at universities' web pages. We also consider this as a great achievement of the Project and one of the most important factors that will help in its sustainability and visibility, even in the period after the Project lifetime.

Activities 3.3, 3.4 and 3.5 were aimed at different trainings of young researchers. Training on research methodology had been finished by four universities in the last period, while training on various skills was the part of the activities at the University of Montenegro and it was accomplished. It is important to underline that proposed numbers of trained young researcher were too big for this university due to its smaller size in comparison with other partners. Activity 3.5 was very important task for all the partners and all of them have finished it and reported on it, with one exception of University of Kragujevac.

Just three partners finished task 3.6 before the Midterm report, while all the others accomplished it in the last year and a half. This task was complicated to achieve due to traditionally defined roles of young researchers, especially those promoted in assistant professors. Namely, at the WBC HEIs these young

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.



ERASMUS+ PROJECT

Re@WBC

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



Co-funded by the
Erasmus+ Programme
of the European Union

scientists are highly autonomous, and the only part of the university tasks which they could not act autonomously is a part of mentoring for PhD candidates. In accordance with EHEA practices and procedures, this mentoring system for young scientists had been improved in the highest possible measure.

Multidisciplinarity in research has been highly positively evaluated by all the partners, but it was not easy to find the way in which it is possible to enhance it through some measures. There were many discussions on this topic among the Consortium members and all the partners found and developed their own measures for accomplishing this task.

Although guide book on research methodology for young researchers was published prior to University of Montenegro started to follow the Project activities, it is considerable to accept their activities connected with the promotion of this book and work on its visibility. These added activities were accounted as their contribution within task 3.8.

WP4 is Quality work package, and its activities were predicted as follows:

- 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

Tasks 4.1 and 4.2 were finished in accordance with planned time frame, at the very beginning of the Project, while the others were a part of the whole process and some of them had been finished during last months. WP reports (4.3) and Annual QA reports were written by all the partners and accepted by the Project management. In addition, the External monitoring (task 4.6) was finished and that Report shown evaluator's satisfaction with the whole project achievement, also with the emphasis on successful managerial attitudes and skills that were obviously needed in some potentially risk situations. Namely, some partners had objective reasons for some of the delays, but it was necessary to help them and to lead them in order to finish their activities. It is obvious that without the full commitment of the whole Consortium, especially the leading partner (University of Niš), some of the planned activities would not have been completed. Reports analysis (4.5) and final report on quality are one of the elements that need to be done during this period, as soon as possible.

WP5 has an aims of the Project dissemination and exploitation of its results. Seven important activities were planned:

- 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.

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.



ERASMUS+ PROJECT

Re@WBC

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



Co-funded by the
Erasmus+ Programme
of the European Union

Two tasks (5.1 and 5.2) were finished at the very beginning while the others were planned and realized throughout the Project eligible time. All the time, the Project activities were disseminated on different occasions, during regular meetings at different university levels, during organized trainings and workshops and through the Project website. According to opinions of the Consortium members this process is still ongoing because there are many new opportunities for dissemination of the Project results and its ideas.

Task 5.4 was one of the most important Project goals and it considers obtaining of the label “HR Excellence in Research” by “a number of partners”. After the Midterm report on quality, two partners obtained this label (University of Belgrade and University of East Sarajevo). University of Montenegro and University of Vlora made serious efforts in preparation of documentation for this high label.

Tasks 5.5 (awards for young researchers), 5.6 (mentoring system) and 5.7 (strategy on continual training of researchers) were finished by all the partners and they reported on that. For University of Tirana, tasks 5.5 and 5.6 have not been reported yet. Task 5.6 has the same position at University of Kragujevac.

WP6 – Management is the last work package and it has six tasks:

- 6.1 Kick-off and coordinating meetings realized
- 6.2 Procedures for project management
- 6.3 Project management bodies set up and PA signed
- 6.4 Software platform for project management
- 6.5 Day-to-day coordination
- 6.6 Financial management

Except activities labeled as 6.5 and 6.6, all the other activities were finished on time and with the whole Consortium consensus. Task 6.5 is still on-going, with more than 90% of its completion, while 6.6 aimed at financial management is also in its final phase of completion.

The leading partner, University of Nis, professionally led this WP. There were many different risks to the Project implementation, but skilled leading helped a lot in its overcoming.



ERASMUS+ PROJECT

Re@WBC

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



Co-funded by the
Erasmus+ Programme
of the European Union

3. CONCLUSION

This report includes activities that had been realized during the second half of the Project realization. Many of the planned activities were done in the assumed time frame, but without the extension period of a half year some of them would not have been realized. This extension allowed to the partner universities to ensure almost all the planned tasks. There are several unrealized (or – undocumented through reporting) activities by University of Kragujevac (training on teaching methodology) and University of Tirana (plagiarism tools implemented). Moreover, there are several technical omissions that needs to be resolved (missing reports dates or agendas).

When we consider project's relevance and its overall goal, it is already clear that some of the activities will have much broader impact on WBC HEIs. This Project did not have a direct impact on national policy level, but the impact it had on the universities will for sure enhance its achievements. Several developed and realized trainings (in research methodology, teaching methodology and various skills) were interesting to the participants and these trainings are going to become a regular practice on the universities. Except that, sustainability of the Project results is guaranteed by changed bylaws and several procedures that are the part of regular university practice. Visibility of the Project was enabled and supported by the main project website but also via partner university websites.

The label "HR Excellence in Research" which was obtained by a number of WB partner universities is also of the greatest importance for young researchers. Two partner universities did not finish this task, although serious steps towards its accomplishment were taken. We expect that both universities will gain this logo very soon.

The overall Project's goal was very high and serious tasks were created, planned and realized with an aim to meet higher standards of similar institutions across EHEA. These tasks and their realization sometimes were very difficult for some universities due to their specifics or due to some temporary circumstances (rectors' and management changes). The Consortium's leading partner, University of Nis, shown great skills in project management and its coordination. In some situations, it was problematic to deal with delays or to find the most appropriate way of accomplishing some of the tasks. This was especially related to changes of procedures and/or university bylaws. Even trainings were sometimes complicated to realize due to different organizational factors. Communication among partners was excellent, on regular basis, with day-to-day responses to some questions. The Consortium was well balanced in the terms of different scientific fields of the universities representatives and that good balance we evaluate as one of the vehicles that enabled the fulfillment of the Project activities.

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.



ERASMUS+ PROJECT

Re@WBC

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



Co-funded by the
Erasmus+ Programme
of the European Union

Project number: 561586-EPP-1-2015-1-RS-EPPKA2-CBHE-JP

"This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein"

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.