



Funded by the
Erasmus+ Programme
of the European Union

Enhancement of HE Research Potential Contributing
to Further Growth of the WB Region
(Re@WBC)



**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)**

	<h2>WORKPACKAGE 4. QUALITY</h2>
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Ref. No. and Title of Workpackage	4.3-4.4 Re@WBC reporting
Title of Deliverable:	Re@WBC reporting form
Institution:	University of Montenegro
Author/s of the deliverable	Olivera Popovic, Dragana Cvetkovic Ilic
Dissemination Level	Internal

Dear Partners,

Please use this form for the annual report on the progress of WPs within your institutions, as well as for your internal quality assurance procedures.

With best regards,

Re@WBC Project's Steering Committee



INSTITUTION	University of Belgrade (UB)
WP1. Preparation for the HR research management reform	
1.1. Research potential at WBC universities mapped	
Start date	15.12.2015.
End date	
Description of the activity carried out	The partners are provided with a detailed analysis of the current state of the HE research potential at WBP universities. To facilitate this process, each of the WBC universities is expected to hand in to University of Nis a filled in questionnaire, carefully designed to map all the relevant data (such as the numbers of researchers per research titles, data related to the election procedures and their transparency, data related to career and research centers and Ethical committees, etc.). The results of the analysis will serve as the starting point for further development of the project activities.
Specific and measurable indicators of achievement	Based on the questionnaire, produced by the University of Niš, the universities of Belgrade carried out a desk research on the research potential and HR management practices.
Planned results	The data served to prepare the comparative analysis and pave the way to develop an action plan for the successful implementation of the HRS4R strategy along the principles laid down in the Charter & Code for Researchers.

INSTITUTION	University of Belgrade (UB)
WP1. Preparation for the HR research management reform	
1.2. Review of HR strategies at EU partners	
Start date	15.12.2015.
End date	14.07.2016.
Description of the activity carried out	The WB partners are to gain insight into the current HR management strategies at EU universities. This is accomplished through three meetings organized by the EU universities, at which EU experts present their experiences with the process of enhancement of the HE research potential and give useful advice
Specific and measurable indicators of achievement	The meetings were organized in Turin (March 2016), Liege (April 2016) and Coventry (June 2016). The UB representatives attended the meetings in Turin and Coventry.



Planned results	The EU partners presented the best practice regarding the improvement of HR potential and career opportunities, organization of PhD studies as well as the transfer from fundamental research to industrial innovation.
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INSTITUTION	University of Belgrade (UB)
WP1. Preparation for the HR research management reform	
1.3. Comparative analysis	
Start date	15.12.2015.
End date	14.09.2016.
Description of the activity carried out	Based on the information presented at the three meetings organized (1.2), a detailed comparative analysis is made by University of Nis, followed by a list of remarks pertaining to the identified gaps, and all the resulting conclusions are distributed to each of the WB partner universities. This will certainly be of great help to all the partner universities to gain better insight into the current state of affairs and prepare more adequately for the upcoming project activities
Specific and measurable indicators of achievement	This task was actualized by University of Nis. A comparative analysis with identified gaps was sent to partners. UB received this analysis and drew on it for preparing the action plan for enhancing HR potential at UB.
Planned results	Gaps were identified and these were presented in the action plan along with proposed measures to take for completing these gaps and the persons responsible for each. The action plan was submitted to EU and was also improved following the recommendations of the HR experts.

INSTITUTION	University of Belgrade (UB)
WP1. Preparation for the HR research management reform	
1.4. Action plans for HE management reform	
Start date	15.12.2015.
End date	14.10.2016.
Description of the activity carried out	Each of the WBP universities individually is to design an action plan for HE management reforms, based on the comparative analysis, with the purpose of enhancement of the HE research potential, and for application of HRS4R. The action plans are then to be presented to the universities' rectorates and consequently adopted.
Specific and measurable indicators of achievement	UB has completed the following in this regard: <ol style="list-style-type: none"> 1. Upon the rector's decision, a working group was set up to work on the action plan. The chairman of the Working Group is the Vice Rector for Science, Innovation, and the Technology Transfer, and the vice-chairman is the Secretary General of the University (head of the administrative service of the University and the highest responsible official for its legal affairs). The Working Group also comprises four associate professors from each of the scientific fields taught at the University, two administrative staff members, as well as one PhD student. Since its establishment, the Working Group held regular



	<p>monthly sessions (please find attendance lists attached). The members were selected in order for all of the researchers' categories (R1 to R4) to be represented.</p> <ol style="list-style-type: none"> 2. The working group developed an action plan based on the results from the questionnaire administered at UB, the comparative analysis carried out by UNI, the gaps identified for the purpose of adopting an HRS4R based on the C&C principles. 3. The action plan has been presented to the rectorate and adopted. 4. The application for the HR Excellence in research label has been submitted. 5. The Euraxess team has reviewed the application and made minor recommendations. 6. The work group has worked on the recommendations and made all necessary improvements. 7. The application has been resubmitted. 8. UB received a positive answer from the Euraxess team. <p>UB was granted the HR logo.</p>
<p>Planned results</p>	<p>The logo is featured on the UB's website (http://www.bg.ac.rs/en/), together with all the documents developed to follow the Application of the Human Resources Strategy for Researchers (HRS4R) (http://www.bg.ac.rs/en/university/HRS4R.php).</p>



INSTITUTION	University of Belgrade (UB)
WP1. Preparation for the HR research management reform	
1.5. HR offices and centers equipped	
Start date	15.12.2015.
End date	14.01.2017.
Description of the activity carried out	Suitable equipment is purchased and installed at HR offices and centres and put in disposal of the CDC staff and researchers, as well as appropriate plagiarism software, which is to be used by Ethical Committee members, supervisors, and reviewers, with the purpose of reducing instances of plagiarism in research that have reached grave proportions in the recent years
Specific and measurable indicators of achievement	Regarding this task, the following steps have been taken: Tendering procedure; Signing of contacts; Equipment takeover; Procurement and installation of the plagiarism software completed.
Planned results	Equipment has been bought, entered into the UB's inventory and made available. A regulation for the use of the software has been adopted. The software is available for use for doctoral dissertations.



INSTITUTION	University of Belgrade (UB)
WP2. Excellent university for the researchers	
2.1. University centers and HR offices reinforced	
Start date	15.11.2016.
End date	14.07.2017.
Description of the activity carried out	Concrete bylaws at WBC universities are adopted with the purpose of improving the status of researchers and bringing the university closer to the more developed EU HE institutions, by implementing the principles of the human research strategy. Adoption of these bylaws will regulate the issue of the responsibilities of the existing centers and offices, and enhance them towards better service to researchers. At the same time, the bylaws will ensure sustainability of the project results, being regulations permanently implemented in the university system for the generations of researchers to come.
Specific and measurable indicators of achievement	Within this activity the UB adopted The rulebook on organization and systematization of expert offices and centers at University of Belgrade (23.03.2018).
Planned results	The improvement of bylaws in order to make HR offices and research centres more functional. The adoption of these bylaws will regulate the issue on responsibilities of existing centers and offices, and enhance them towards better service to researchers.

INSTITUTION	University of Belgrade (UB)
WP2. Excellent university for the researchers	
2.2 Administrative staff competences improved	
Start date	15.08.2016.
End date	
Description of the activity carried out	36 members of administrative staff (4 persons from each WBP university) are informed about the C&C principles. A starting supposition is that in the WBC region the principles of the code of conduct for researchers and charter for their employers is not well known. The university administration also needs to know more about the rights researchers enjoy in the European academic area since that will motivate them to implement the principles of C&C in their academic communities. For that reason, training will be organized by experienced trainers who will improve administrative staff competences in the field of C&C and provided them with necessary skills and knowledge to better and more efficiently handle researchers' career development issues. One of direct outcomes of this work package will be a more competent academic staff that will, each at their own universities, get researchers acquainted with and further educated on the implementation of the Charter and Code through the "HR Excellence in Research" process, and generally raise



	awareness on the matter.
Specific and measurable indicators of achievement	Three administrative representatives attended the training session on September 2016 in Novi Sad. Highly skilled trainers from EU partner institutions provided information about C&C and administrative support services. The presentations were followed by Q&A sessions.
Planned results	Raising awareness of the importance of C&C principles and their implementation.



INSTITUTION	University of Belgrade (UB)
WP2. Excellent university for the researchers	
2.3. University managements educated on the C&C implementation	
Start date	15.08.2016
End date	14.04.2016.
Description of the activity carried out	To make the university an excellent environment for the researcher, it is necessary to educate the management about the significance of improving the position of human research potential. It is planned that representatives of the management boards be educated by EU experts on the implementation of the Charter and Code through the "HR Excellence in Research" process at a seminar which will be realized in cooperation with the HR experts from the University of Nis. From each university at least 2 representatives of the management boards (the rector and a vice rector) are to participate. They are expected to make themselves better familiar with the principles and benefits of Charter and Code through the "HR Excellence in Research", so that they are more ready to give the necessary support to certain project actions, to the realization of which their support is essential (such as adoption of bylaws).
Specific and measurable indicators of achievement	The seminar on education of management boards was held on June 2016 in Belgrade.
Planned results	Management board representatives of the partner institutions will be educated on the implementation of the Charter and Code through the HR Excellence in Research process.

INSTITUTION	University of Belgrade (UB)
WP2. Excellent university for the researchers	
2.4 HRS4R strategy created and adopted at partner universities	
Start date	15.01.2016.
End date	14.10.2017.
Description of the activity carried out	Already in the fourth month of the duration of the project, at each of the WB partner universities a work group will be formed and charged with the task of designing a HRS4R strategy and presenting it to the Rectorates and Senates. In the initial phase of its work it will consult with the EU partners and UNI, that has already adopted HRS4R, concerning the methodology of adoption of HRS4R, and later on as the workgroup designs it, it will actively make use of the comparative analysis (which is planned in 1.3) as well as the experiences of the EU partners related to the problems of overcoming the difficulties that are likely to present themselves during the process. In view of the positive disposition of the rectorates of all the WBP universities



	<p>towards bringing their universities closer to the highly developed EU universities, it is strongly expected to receive their endorsement for the adoption of the strategy.</p>
<p>Specific and measurable indicators of achievement</p>	<ol style="list-style-type: none"> 1. UB officially endorsed the strategy. 2. The working group was set up. 3. The action plan was developed and approved by the rectorate. 4. The application was prepared and submitted. 5. The Euraxess team reviewed the application and made minor recommendations. 6. The working group elaborated the recommendations and application was resubmitted. 7. A positive feedback was obtained. <p>The UB has received the logo.</p>
<p>Planned results</p>	<p>We believe this will increase UB's visibility in the region and wider.</p>



INSTITUTION	University of Belgrade (UB)
WP2. Excellent university for the researchers	
2.5. Training trainers	
Start date	15.11.2016.
End date	14.02.2017.
Description of the activity carried out	In order to have a firmly established practice, that will continue to live on also after the termination of the project, of organizing trainings for researchers on various important topics such as researcher methodology, teaching methodology, writing research project proposals, inter-cultural communication, research ethics and entrepreneurship, WBP professors will be appropriately educated by EU experts and will receive proper qualification to conduct such trainings themselves. A total of 4 trainings will be organized: those on inter-cultural communications, researcher ethics, writing research proposal, will be held in Belgrade; those on research methodology will be held in Liege; those on soft skills and entrepreneurship will be held in Torino; those on teaching methodology and multidisciplinary will be held in Coventry. At these trainings 81 researchers are to be trained in total.
Specific and measurable indicators of achievement	The UB representatives attended meetings in Coventry, Liege and Turin.
Planned results	The participants are successfully trained on inter-cultural communications, researcher ethics, writing research proposal, soft skills and entrepreneurship, teaching methodology and multidisciplinary.

INSTITUTION	University of Belgrade (UB)
WP2. Excellent university for the researchers	
2.6. Promotion procedures improved	
Start date	15.11.2016.
End date	14.07.2017.
Description of the activity carried out	Bylaws regulating promotion procedures, which rank among factors of most importance as far as the working of universities is concerned, are improved at WBP universities so as to enable increase efficiency and effectiveness of the promotion procedures. Among the specific measures taken in this respect is designing a common template for evaluation reports. In addition to the usual data requirements (such as published papers, teaching experience, etc.), the common template is to include as mandatory some other currently not evaluated aspects (highlighted strengths and weaknesses of the candidates, co-authorship issues, mobility experiences, professional



	skills, creativity and independence, public impact and engagement). Also, the average time of diploma recognition process is reduced.
Specific and measurable indicators of achievement	Within this activity the UB adopted the following bylaws: Regulation on minimal conditions for obtaining the title of lecturer with amendments (2016-2017) Regulation on the manner and procedure of obtaining the title of lecturer and on establishing the employment status (20.11.2017)
Planned results	Created in the line with the highest ethical and professional standards, we believe that the improvements of existing bylaws will increase efficiency and effectiveness of the promotion procedures.



INSTITUTION	University of Belgrade (UB)
WP2. Excellent university for the researchers	
2.7. Plagiarism monitoring tools implemented	
Start date	
End date	14.03.2017.
Description of the activity carried out	Appropriate plagiarism monitoring tools are installed for use by Ethical Committee members, supervisors, reviewers, etc. so as to fight the recent increase of plagiarism partly due to an overproduction of research papers. Through their respective faculties/departments, all researchers are informed about the possibility of using this new feature, and the software is made available for use also to journals published by the WBP universities
Specific and measurable indicators of achievement	The plagiarism software has been successfully installed. The UB adopted the rulebook on procedure for verification of originality of doctoral dissertation (20.06.2018.)
Planned results	Improving efficiency level of the bodies responsible for ethics implementation at UB.

INSTITUTION	University of Belgrade (UB)
WP2. Excellent university for the researchers	
2.8. Ethical committee procedures improved	
Start date	
End date	14.04.2017.
Description of the activity carried out	Relevant bylaws are created and adopted with the purpose of rendering more efficient the work of EC, which has so far not proved to be enough satisfactory. A total of 36 members of EC (4 members per each WBP university) are educated, through a training, by EU partners whose rich experience will vouch for its successful completion, so as to improve the quality of work of EC. This will most surely lead to researchers' having better service and receiving a more satisfactory response when it comes to setting right the procedures that they find incorrectly run in some way, or exercising their rights in general, and will ultimately produce a much better working environment in the WBP universities, and also result in having the best of researchers working there.
Specific and measurable indicators of achievement	The following has been completed within this activity: 1. UV and UNIKG have acted as task leaders for this activity. 2. A training with the participation of ethics committee members



	<p>from WB partner institutions was hosted by UNIKG. The UB had two representatives.</p> <p>3. The UB submitted the Reports on ethics committees.</p> <p>4. UB has passed a new regulation on ethics: Code of Professional Ethics, (22.06.2016.); Rulebook of the faculties' ethical committees and of the University Ethical Committee with amendments (2016-2017).</p>
Planned results	<p>Based on the reports and the suggestions, the relevant bylaws have been further improved.</p>



INSTITUTION	University of Belgrade (UB)
WP2. Excellent university for the researchers	
2.9. Cooperation with scientific diaspora established	
Start date	
End date	14.10.2018.
Description of the activity carried out	Alumni networks are created and expanded and links to them are added on websites at all WBC partner universities, with the goal of increasing career opportunities and improving research quality, and reinforcing cooperation with scientific diaspora, which is undoubtedly of enormous importance in both of the mentioned respects
Specific and measurable indicators of achievement	<p>In order to improve the Alumni network the UB carried out the following actions summarized in final report (http://rewbc.ni.ac.rs/documents-2/):</p> <ol style="list-style-type: none"> 1) The website of the University of Belgrade was upgraded, in order to enhance the visibility of the Alumni network to its visitors (screenshots included in this Report); 2) The information on the appointment and engagement of guest professors at the University of Belgrade are visible via protocols of the Senate of the University (Serbian version): http://bg.ac.rs/sr/organi/senat/sednice.php; 3) The LinkedIn network of the University of Belgrade has more than 81,000 followers (of whom more than 4,800 are engaged in the United States of America, 3,700 in Canada, 1,800 in Germany, 1,700 in the United Kingdom, 1000 in Montenegro etc), with the more precise data available at: https://www.linkedin.com/school/university-of-belgrade/alumni/
Planned results	Strengthened links with the scientific diaspora, increased opportunities for researchers both ways.



INSTITUTION	University of Belgrade (UB)
WP3. Excellent researchers for the community	
3.1. Researchers trained on C&C and HRS4R	
Start date	
End date	14.06.2016.
Description of the activity carried out	900 researchers (100 per WBP university) are made familiar with the role and significance of C&C and HRS4R through a one-day seminar, that is to be organized at each of the WBP universities, with the intention of raising awareness about the benefits of applying the principles implemented in the strategy.
Specific and measurable indicators of achievement	The UB successfully completed this task. Total of 109 participants (PhD students, Researches, Teaching Assistants and Assistant Professors) were closely introduced with the role and significance of C&C and HRS4R through organization of two seminars.
Planned results	The young researchers and PhD students are informed in detail about the opportunities coming from implementation of HRS4R and C&C principles.

INSTITUTION	University of Belgrade (UB)
WP3. Excellent researchers for the community	
3.2. Webpages offer opportunity links	
Start date	
End date	14.10.2018.
Description of the activity carried out	Email databases of all researchers are created at all WBP universities and the webpages on the universities' websites offer opportunity links (job vacancies, mobility programmes, project calls etc.). This will contribute to having a more open and easier access of researchers to all the relevant information, and to regularly keeping them posted and on time.
Specific and measurable indicators of achievement	As a leader of this task, UB has developed and distributed to partner universities the Questionnaire about the current state of databases. According to the reports from each WBP partner, the UB made the analysis and delivered the feedback to the project coordinator. The final report was discussed in detail at QA meeting held on November 2017 at University of Sarajevo. In 2019 the University of Belgrade created new web service aimed at more open and transparent access to the information which are important for overcoming issues which has been previously mapped by the Gap analysis. The web page is consisted of frequently asked questions (F.A.Q.) and answers and it is available at the University website http://www.bg.ac.rs/sr/nauka/prirucnik.php . The users of this web



	page can also find the Academic guidebook for young researchers (http://www.bg.ac.rs/files/sr/nauka/Guidebook-Final-CIP.pdf), created as one of the most important Re@WBC project deliverables.
Planned results	We expect improvement in transparency, more access to important information and career opportunities.



INSTITUTION	University of Belgrade (UB)
WP3. Excellent researchers for the community	
3.3. Young researchers trained on research methodology	
Start date	
End date	14.06.2017.
Description of the activity carried out	1800 young researchers (100 per seminar at each WBP university) are trained by WBC lectures during two two-day seminars on research methodology. This is to have a huge impact on the quality of future research and will thus benefit the whole academic community of the WBP universities.
Specific and measurable indicators of achievement	The University of Belgrade organized six training sessions within this activity. The following topics have been covered: Search for scientific sources of information, Search, evaluation and use of non-commercial and commercial scientific information resources, Creative thinking: from the problem to solution, Research development plan. Total of 215 researchers have been educated on different aspects of research methodology.
Planned results	Improvement in implementation of research methodology.

INSTITUTION	University of Belgrade (UB)
WP3. Excellent researchers for the community	
3.4. Young researchers trained in various skills	
Start date	
End date	14.01.2018
Description of the activity carried out	Through two-day seminar, 225 researchers receive training by EU partners' experts in the following subjects: Project management; Writing research project proposals; Inter-cultural communication; Research ethics; Entrepreneurship. The researchers working in WBP universities do not currently have the opportunity to be exposed to these topics in a systematic manner, and are thus deprived of all these skills, which are without any doubt of large importance for their professional development.
Specific and measurable indicators of achievement	The UB delegated 17 participants to attend training in Kragujevac (11-12 September 2017).



Planned results	The young researchers and PhD student received relevant and updated information about entrepreneurship, effective networking, career planning and development needs, interdisciplinarity in research, etc.
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INSTITUTION	University of Belgrade (UB)
WP3. Excellent researchers for the community	
3.5. Training on teaching methodology	
Start date	
End date	14.01.2018.
Description of the activity carried out	1800 members of the Junior teaching staff (100 per seminar at each WBP university) are trained during two one-day trainings in Teaching methodology. The trainings are intended to facilitate the start of teaching careers to the just elected assistant professors and give them appropriate support.
Specific and measurable indicators of achievement	The UB organized two training session within this activity and the following topics have been covered: "Active learning "and "Which are the most common challenges that teachers face and how they could be overcome?" The training sessions encouraged the exchange of views, attitudes and propositions for upgrading the teaching skills. Total of 152 participants (teaching assistants, docents, associate and full professors) attended this event.
Planned results	Improvement in teaching methodology.

INSTITUTION	University of Belgrade (UB)
WP3. Excellent researchers for the community	
3.6. Pilot Mentoring system introduced	
Start date	
End date	14.10.2018.
Description of the activity carried out	Pilot mentoring system is created, and tested at least at one faculty (department) of each WBP university, with the purpose of aiding the newly promoted assistant professors to better respond to new responsibilities. This is intended as a possible response to the need of the junior teaching staff to continue receiving help and guidance from their supervisors after the completion of their PhD studies, given that this is precisely the moment that is crucial to a successful continuation of their careers.
Specific and measurable indicators of achievement	In February 2019, the University of Belgrade adopted Recommendation for development of mentoring system and thus strengthened initiative for complete implementation at institutional level.



Planned results	Providing support to young teaching staff for the career development.
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INSTITUTION	University of Belgrade (UB)
WP3. Excellent researchers for the community	
3.7. Measures for enhancement of multidisciplinary in research	
Start date	
End date	14.01.2018.
Description of the activity carried out	Motivated by a general lack of multidisciplinary in research in WBP universities, a workshop is organized for 50 participants at each of WB partner university to demonstrate the benefit of multidisciplinary approaches, with specific case studies of a poor and profitable research, at which also the example of the University of Nis, where a Scientific Council for Multidisciplinary Studies has been established, is offered to the remaining WBC partners.
Specific and measurable indicators of achievement	On 14 May 2018, University of Belgrade organized training workshop within this activity: "Interdisciplinary study programs". Total of 52 participants (Bachelor, Master, PhD students and Researches) attended this event.
Planned results	Establishment of the multidisciplinary approach by strengthening the links between different fields of research.

INSTITUTION	University of Belgrade (UB)
WP3. Excellent researchers for the community	
3.8 Guide book published	
Start date	
End date	14.04.2018.
Description of the activity carried out	A guidebook in English is prepared and published, with the purpose of helping young researchers at the starting point of their careers, containing answers to many typical questions related to publishing their first paper, browsing scientific journals' databases, SCI lists, citation indices and impact factors, participation in scientific conferences etc.
Specific and measurable indicators of achievement	The UB has successfully delivered Chapter on Scientific and Technical Communication.
Planned results	The Guide book for young researchers covered the most relevant topics for development of the research career: Research Methodology, Processing, Analysis and Interpretation of Research Results, Ethics and Responsibility in Scientific Research, Scientific and Technical Communication, Writing & Publishing of Scientific Paper, Writing PhD thesis, Introduction to Academic Teaching, Research



	Projects Planning and Managing, Career Starting and Planning.
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INSTITUTION	University of Belgrade (UB)
WP4. Quality at Re@WBC	
4.1. Quality Assurance Committee (QAC) established	
Start date	15.12.2015.
End date	14.01.2016.
Description of the activity carried out	Re@WBC QAC will consist of 5 members representing five partner institutions: University of Nis, University of Montenegro, University of Liege, University of East Sarajevo, University of Tirana.
Specific and measurable indicators of achievement	The QAC was established at the kick-off meeting held on December 2015 in Nis. The first Quality Assurance Committee meeting of the Re@WBC project was organized by the University of Montenegro in Podgorica, 23-25 March 2017. The second Quality Assurance Committee meeting was held on November 2017 at University of Sarajevo. The UB representatives attended each QA meeting and took active participation directed toward assurance of the project quality.
Planned results	The participants presented the activities they have already implemented and exposed plan of the activities they intend to carry out.

INSTITUTION	University of Belgrade (UB)
WP4. Quality at Re@WBC	
4.2. Project quality procedures developed	
Start date	15.12.2015.
End date	14.06.2016.
Description of the activity carried out	Re@WBC will develop relevant documents and templates necessary for efficient project development. In the first place, it is necessary to create a Financial Management Guide (FMG) to help all partners with the most sensitive issue of budget management and harmonize all financial practices of the partners. Besides the FMG, various templates will be designed to further facilitate all procedures related to activities leading to staff costs and travel costs.
Specific and measurable indicators of achievement	The following documents have been created: 1. Quality Control and Monitoring Manual 2. Financial Management Guide 3. Dissemination and Exploitation Management 4. Templates to be used for all the procedures related to the project activities.
Planned results	The UB uses all the documents recommended by project coordinator.



INSTITUTION	University of Belgrade (UB)
WP4. Quality at Re@WBC	
4.3. WP reports	
Start date	
End date	14.10.2018
Description of the activity carried out	Regular reporting on the progress of all WPs is compulsory. It is planned that each lead partner organizes the writing of these reports at regular intervals. This sort of internal monitoring is very useful since it precludes significant delays in the realization of WPs and makes the lead partners perform a sort of SWOT analysis which gives a clear picture about the progress made and gaps that need to be attended to. Self-evaluation reports are an indicator of project quality.
Specific and measurable indicators of achievement	The UB follows the reporting dynamics.
Planned results	Project quality is ensured.

INSTITUTION	University of Belgrade (UB)
WP4. Quality at Re@WBC	
4.4. Annual QA reports	
Start date	
End date	14.10.2018.
Description of the activity carried out	It is assumed that all partners, regardless of the fact whether they have the role of WP leaders or not, provide annual reports on their achievements so far. These annual reports will sum up the progress in the given period, and allow QAC to get a clear picture of the realisation of the project. If there are any discrepancies between the Workplan and the realised activities, QAC will react timely and prevent further delays.
Specific and measurable indicators of achievement	The UB follows the reporting dynamics.



Planned results	Project quality is ensured.
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INSTITUTION	University of Belgrade (UB)
WP4. Quality at Re@WBC	
4.5. Reports analysis	
Start date	
End date	14.10.2018
Description of the activity carried out	One of the roles of QAC is to analyse regular reports by all WP leaders and annual reports delivered by all partners. This step is necessary in order to prepare an action plan for the remedy of all problems possibly identified in the reports. The conclusions made by QAC are compulsory for all project partners. We believe that annual reporting is sufficient for good monitoring of the dynamics of the project.
Specific and measurable indicators of achievement	The UB submits annual reports within the set deadlines. Deliverables and expected results are described as closely as possible.
Planned results	The conducted analysis will provide relevant ground for further improvement.

INSTITUTION	University of Belgrade (UB)
WP4. Quality at Re@WBC	
4.6. External monitoring	
Start date	
End date	14.06.2017
Description of the activity carried out	Besides regular internal monitoring reports on the progress of all WPs, and in line with the requirement for external monitoring, an external expert in the field of EACEA project evaluation will be subcontracted. His task will be to review all documents produced in the first half of the project and pass comments and suggestion for their improvement. Also, he will inspect all supporting documents for possible mistakes and errors. Further, reviewing the Workplan the expert will identify all delays and omissions in the realisation of project activities, and point them to the QAC and Consortium for correction.



Specific and measurable indicators of achievement	The National Erasmus+ Office representatives Marija Ožegović Filipović and Ivana Živadinović visited the University of Nis for a monitoring visit on April 19, 2017 in order to have a better overview of the Re@WBC project results, the activities realized so far and plans for further realization of the activities. The UB management representatives, prof. Dr Zivoslav Tesic and prof. Dr Nada Kovacevic attended this meeting.
Planned results	The UB realizes the activities on time and in the line with the project application.



INSTITUTION	University of Belgrade (UB)
WP5. Dissemination and exploitation at Re@WBC	
5.1. Project web-site created and regularly updated	
Start date	15.12.2015.
End date	14.10.2018.
Description of the activity carried out	Project website is created, intended for posting all project promotion materials, training materials, seminar presentations and other project materials. Making the materials publicly available, is part of ensuring a sustainable and effective dissemination process. Likewise, at each of the partner universities' websites a Re@WBC web page is created with a similar purpose
Specific and measurable indicators of achievement	UB regularly informs the project coordinator about the conducted activities. The project link is available on the official site of UB.
Planned results	All the relevant information about the project activities are available on the Re@WBC website.

INSTITUTION	University of Belgrade (UB)
WP5. Dissemination and exploitation at Re@WBC	
5.2. Promotional material distributed	
Start date	
End date	14.08.2018
Description of the activity carried out	Appropriate project promotional material is designed and distributed to all researchers, through which they are regularly kept posted on current project activities. Of particular importance are carefully designed booklets that are published at the beginning of the project and distributed to researchers through their faculties/departments, the purpose of which is raising awareness for the role and significance of implementing HRS4R.
Specific and measurable indicators of achievement	The UB regularly distributes project promotional material on each event connected with dissemination of the project results.
Planned results	The UB will make effort to promote the project and to keep it visible.



INSTITUTION	University of Belgrade (UB)
WP5. Dissemination and exploitation at Re@WBC	
5.3. Project results disseminated	
Start date	
End date	14.10.2018
Description of the activity carried out	Various events are planned to be organized as part of the project dissemination process. Appearances in media are also planned, through which the awareness of the general public is raised for the importance of implementing HRS4R.
Specific and measurable indicators of achievement	<p>The University of Belgrade has organized the promotion of the Re@WBC project during the 54th Meeting of the Serbian Chemical Society which took place on 29 and 30 September 2017 in Belgrade. The project leaders used this opportunity to make academic staff familiar with the basic role of Re@WBC project and to exchange ideas on how to improve the position of researchers in general. Total of about 100 participants (PhD students, Researches, Teaching Assistants, Assistant and Full Professors) attended this event. The UB organized and hosted final Re@WBC dissemination conference entitled Towards Excellence in Research: Achievements and Visions of Re@WBC (10 and 11 September, 2018). In October 2018, UB organized the promotion of the project results (Guidebook for young researchers) during the Scholarship Fair. The book was presented to the visitors within the panel discussion "Young Researchers' Career Development".</p> <p>(https://www.facebook.com/events/546956465725441/; http://www.razvojkarijere.bg.ac.rs/sajam-stipendija-2018).</p> <p>The UB also made the promotion of the Guidebook during the 63. International Book Fair held in Belgrade 20-28, October, 2018.</p>
Planned results	The UB has further plans directed toward promotion of the project on different upcoming institutional events.

INSTITUTION	University of Belgrade (UB)
WP5. Dissemination and exploitation at Re@WBC	
5.4. The label "HR Excellence in Research" obtained by a number of WB partner universities	
Start date	
End date	14.06.2018



Description of the activity carried out	"HR Excellence in Research" label is obtained by a number of WBP universities. This will presumably boost future enhancement of the HR potential, and take the universities up a level closer in that respect to the highly developed European universities.
Specific and measurable indicators of achievement	UB has been granted the HR logo.
Planned results	By following our endorsement We are expecting further grow of research potential.



INSTITUTION	University of Belgrade (UB)
WP5. Dissemination and exploitation at Re@WBC	
5.5. Establishment of awards for young researchers	
Start date	
End date	14.07.2017
Description of the activity carried out	Precise award criteria are to be created and adequately formulated bylaws concerning the system of awards are to be adopted, in order to stimulate and motivate young researchers (prizes, promotional events, grants etc.), with a tendency of further continuation of this practice, possibly leaving Career Development Centers in charge of it.
Specific and measurable indicators of achievement	In order to improve existing awarding system at the UB, on January 2018 the Senate adopted amendments on the Rulebook on student awarding.
Planned results	The rectorate management constantly works on the development and implementation of the procedures concerning the award criteria.

INSTITUTION	University of Belgrade (UB)
WP5. Dissemination and exploitation at Re@WBC	
5.6. Mentoring system adopted	
Start date	
End date	14.10.2018.
Description of the activity carried out	The Mentoring system is endorsed by the universities' management boards and made mandatory by installing appropriate bylaws. We firmly believe that the management boards, already having recognized a need for installing such a system, will readily embrace the adoption of these bylaws.
Specific and measurable indicators of achievement	A program of continuous education "Improving of teaching and mentoring competencies for the education of health professionals", has been developed and accredited by the Senate of the University of Belgrade within framework of the Erasmus + ReFEEHS project. By following those principles which already gave positive results when applied in the field of medical sciences, UB developed Recommendation for development of mentoring system on the Institutional level as one of the activities of Re@WBC project.
Planned results	Strengthening the initiative for complete implementation at institutional level.



Funded by the
Erasmus+ Programme
of the European Union

Enhancement of HE Research Potential Contributing
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INSTITUTION	University of Belgrade (UB)
WP5. Dissemination and exploitation at Re@WBC	
5.7. Strategy on continual training of researchers adopted	
Start date	
End date	14.04.2018.
Description of the activity carried out	A university strategy on continual training of young researchers on research methodology and professional skills is created and adopted, entrusting the CD centers with the organization of these trainings. This is a natural response to generally accepted opinion in the WBP universities that continual training of young researchers is necessary in order to maintain the quality of research and increase the production rate of new results.
Specific and measurable indicators of achievement	<p>The University Center for Lifelong Learning was created in 2011, by a decision of the Council of the University. Most recent activities include: deliverance of the lifelong learning certificates to attendants of two courses organized, under the name of “Leadership in Education”, on October 27, 2017 at the University of Belgrade (link to the news of the Serbian version of the website: http://bg.ac.rs/sr/studije/kontinuirana.php), adoption, in the academic year 2016/2017, of 18 lifelong learning programs at the Faculty of Agriculture, and 2 at the Faculty of Mechanical Engineering, (information available in Serbian at: http://bg.ac.rs/files/sr/clanice/centri/aktuelni%20programi%20(1).pdf).</p> <p>In May 2017, The Senate of the University adopted the Lifelong learning strategy.</p>
Planned results	The UB will make efforts to ensure the sustainability of project results.



INSTITUTION	University of Belgrade (UB)
WP6. Management at Re@WBC	
6.1. Kick-off and coordinating meetings realised	
Start date	10.12.2015.
End date	14.10.2018.
Description of the activity carried out	At the project kick-off meeting, held at UNI, the coordinator presented the project activities and ideas to the Consortium representatives so that every detail was clear and transparent to all the participants. Relevant internal documents were adopted. The project management bodies responsible for the complete management of the project realization were set up (SC, WP lead organisations, QAC, PCB, etc...). The reports on the results of the meeting were posted on the project website. Second coordination meeting was held at the University of Belgrade, in December 2016.
Specific and measurable indicators of achievement	The UB representative attended the kick-off meeting held on December 2015 in Nis. The UB organized and hosted kick-off and coordinating meetings held on 11 September, 2018.
Planned results	The quality of the project management is ensured.

INSTITUTION	University of Belgrade (UB)
WP6. Management at Re@WBC	
6.2. Procedures for project management	
Start date	
End date	14.06.2016
Description of the activity carried out	In the course of project realisation, relevant documents, standards and protocols were to be adopted and relevant decisions are to be passed at regular meetings of the project management bodies and at coordination meetings to facilitate project realisation. These documents, standards and protocols are to define how the project is to be carried out, monitored and controlled. They will definitely contribute towards successful realisation of project management as well as the realisation of project activities because misunderstandings will be prevented, and all activities made more efficient. All procedures for project management were to be prepared and adopted by mid-June 2016 at the latest.



Specific and measurable indicators of achievement	The UB follows the procedures (keeps regular correspondence with the project coordinator, strives to complete its tasks in a timely manner, the documentation is complete, etc).
Planned results	The quality of the project management is ensured.



INSTITUTION	University of Belgrade (UB)
WP6. Management at Re@WBC	
6.3. PA signed	
Start date	
End date	14.10.2016.
Description of the activity carried out	The practice of signing Partnership Agreements (PA) has proven most useful in the light of all the differences in institutional practices even within one country, let alone between the countries in the WBC region or between the WBC region and EU partners. PA should be signed between the grantholder institution (UNI) and each Consortium member. PA will comprise the following headings: 1. Subject of the partnership agreement 2. Duration of the agreement 3. Payment of funds and modalities 4. Irregularities and repayment of funds 5. Management of project and consortium decision-making modalities 6. Specific obligations of the coordinator 7. Specific obligations of the Partner 8. Obligations of the Coordinator and the partners 9. Accounting, record-keeping and reporting 10. Intellectual property 11. Audits 12. Information and publicity 13. Changes in the project partnership 14. Language 15. Conflict resolution 16. Competent and applicable law 17. Other provisions 18. Termination
Specific and measurable indicators of achievement	This task has been completed.
Planned results	Both UB and UNI keep to the provisions given by PA.

INSTITUTION	
WP6. Management at Re@WBC	
6.4. Software platform for project management	
Start date	
End date	14.10.2018
Description of the activity carried out	Re@WBC developed an internet software platform to improve project management. Besides the website as the public place available to all interested parties who would like to get information about the project, the management platform is a useful internet tool available to the Consortium for on-line management. The purpose of the platform is to allow better communication between different project partners and to secure more efficient management of the project activities. All project documents are and will be uploaded on the platform and selectively available to project management bodies provided with



	passwords. The grantholder will have access to all parts of the platform. Electronic versions, either in Word, PDG or Excel formats, of all supporting documents will be stored there for safe keeping and inspection.
Specific and measurable indicators of achievement	UB uses the platform to upload the internal documentation.
Planned results	The project quality management is ensured.



INSTITUTION	University of Belgrade (UB)
WP6. Management at Re@WBC	
6.5. Day-to-day coordination	
Start date	15.10.2015.
End date	14.10.2018.
Description of the activity carried out	Communication is a key to successful management and efficient project realisation. With this in view, day-to-day coordination activities will allow communication, record keeping, information dissemination, etc, at all levels, from WP teams to the Consortim as a whole. Coordination is done in the most optimal way on a daily basis to ensure that the project realization is successful, anticipating and preventing possible difficulties. The key persons in the communication flow will be the project coordinator, the members of the SC, and the leaders of WPs.
Specific and measurable indicators of achievement	UV keeps ongoing, regular and transparent communication with the project coordinator.
Planned results	The project quality management is ensured.

INSTITUTION	University of Belgrade (UB)
WP6. Management at Re@WBC	
6.6. Financial management	
Start date	15.10.2015.
End date	14.10.2018.
Description of the activity carried out	The most important management document is the Financial Management Guide which regulates financial transactions between partners. It consists of the following chapters: 1. Financial reporting and exchange rates 2. Budget headings (eligible costs, supporting documents, maximum rates) 3. The Project management platform and availability of financial documents of all partners 4. EACEA documents related to sound project financial management The FMG is drafted in collaboration with the Consortium members and after being adopted is distributed to all partners. When all other information related to the documents, standards and protocols were developed for the purpose of the project management, they were posted on the website. It helps efficient and systematic book-keeping which will greatly facilitate writing mid-term and final reports.



<p>Specific and measurable indicators of achievement</p>	<p>The most important management document is the Financial Management Guide which regulates financial transactions between partners. It consists of the following chapters:</p> <ol style="list-style-type: none"> 1. Financial reporting and exchange rates 2. Budget headings (eligible costs, supporting documents, maximum rates) 3. The Project management platform and availability of financial documents of all partners 4. EACEA documents related to sound project financial management <p>The FMG is drafted in collaboration with the Consortium members and after being adopted is distributed to all partners.</p> <p>UB sticks to the guide for proper financial management of project activities.</p>
<p>Planned results</p>	<p>The project quality management is ensured.</p>



INTERNAL QUALITY ASSURANCE PROCEDURES	The UB follows the procedures (keeps regular correspondence with the project coordinator, strives to complete its tasks in a timely manner, the documentation is complete, etc).
REPORT PREPARED BY	Prof. Dr Živoslav Tešić, prof. dr Ivanka Popovic
DATE	2.04.2019.