

Training World Bank for ICMPP - 17.01.2025
Experience exchange on the structuring and functioning of the Project Management Office, Vladan Cosovic, PMO Manager of the Institute of Chemistry, Technology and Metallurgy in Serbia
- 48 on-line participants -

zoom Workplace Meeting VC Vladan Cosovic's screen Sign in Recording View

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ICTM (IHTM) УНИВЕРЗИТЕТ У БЕОГРАДУ UNIVERSITY OF BELGRADE

University of Belgrade
Institute of Chemistry, Technology and Metallurgy
National Institute of the Republic of Serbia

Vladan Cosovic

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11:33 17.01.2025

Institute of Chemistry, Technology and Metallurgy National institute of the Republic of Serbia УНИВЕРЗИТЕТ У БЕОГРАДУ UNIVERSITY OF BELGRADE

The Institute carries out fundamental and applied research in the fields of natural, engineering and technological sciences, with focus on chemistry and related applied sciences.

Overview:

- ICTM is a member of the **University of Belgrade**
- One of 8 National Institutes of the Republic of Serbia** (10-year license issued in 2022)
- Organization:** 6 departments, 1 certified laboratory, 2 centers of excellence, and 2 spin-off companies
- ICTM staff:** 258 employees, 220 researchers (about 60 Principal Research Fellows, 46 PhD students), 35 administrative and technical staff.

Chemistry
• Certified analytical lab
• Center of excellence

Catalysis and chemical engineering

Electro-chemistry

Micro-electronic technologies
Center of excellence

Materials and metallurgy

Ecology and techno-economy

ICTM

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BIOLAWEB

Number of active national projects per year

Year	Number of active national projects
2016	48
2017	50
2018	49
2019	13
2020	15
2021	18
2022	29

- End of the previous project cycle;
- Change in the approach of the relevant Ministry to significantly reduce the number of calls;
- End of the practice that projects cover all researchers;
- The smaller number of financed projects;
- The greater competitiveness of calls.

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BIOLAWEB

Number of active international projects per year

Year	Number of active international projects
2016	15
2017	28
2018	36
2019	36
2020	35
2021	49
2022	30

- The number of active international projects can be somewhat misleading;
- The COVID-19 pandemic caused a delay in the start of the implementation of a large number of projects between 2020 and 2022;
- The smaller number of submitted proposals – most researchers were engaged in completing the pandemic-affected projects in the previous years.

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ICTM Active projects (2024 - January 2025)

NATIONAL: 34

- LINCP: 3
- Proof of Concept (PRC): 4
- IDENTITIES: 1
- Collaborative Grant Scheme Program (IGS): 1
- SANU: 1
- Technology transfer: 3
- PRISM: 8
- IDEAS: 5
- PROMIS: 3
- Green Program of Cooperation between Science and Industry: 5

INTERNATIONAL: 26

- EC Pathfinder (Individual participation): 1
- Horizon Europe Cascade Call: 2
- Horizon 2020 (Individual participation): 1
- Horizon Europe (Individual participation): 2
- OPCW: 1
- National funds (Germany, Spain, USA, Croatia): 5
- Horizon Europe (Training): 1
- NATO SPS: 3
- Horizon Europe MSCA: 1
- Bilateral (Germany, France, Hungary, Slovenia): 5

Support

INRAE → BIOLWEB project → ICPO ← EUTA (SAIGE/EUTA forum) ← SAIGE project

Logos: SAIGE, THE WORLD BANK, #EY 3A TEBE

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Steering Board

Director

- Board of Directors**
 - Assistant Director for science and research
 - Assistant Director for finance
 - Assistant Director for international cooperation
 - Assistant Director for technology transfer
- Common Services**
 - Legal and Patent services
 - Finance
 - Procurement
 - Library
 - Technical service and maintenance
- Research departments**
 - Department of Chemistry
 - Department of Electrochemistry
 - Department of Catalysis and Chemical Engineering
 - Department of Microchemical Technologies
 - Department for Materials and Metallurgy
 - Department of Ecology and Safety Assessment
- International Cooperation and Project Office (ICPO)**
 - Technology Transfer Body
- Scientific Council**
 - Scientific Board

Legend: — Hierarchical – line authority; - - - Advisory or functional relationship

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Steering Board

Director

Scientific Council

Research departments

- Department of Chemistry
- Department of Electrochemistry
- Department of Catalysis and Chemical Engineering
- Department of Microelectronic Technologies
- Department for Materials and Metallurgy

International Cooperation and Project Office (ICPO)

Technology Transfer Body

Hierarchical – line authority

Vladan Čosović, PhD
• Head of ICPO

Dragana Zlatović, MBA
• Project officer

Katarina Milanović, BEC
• Finance project administrator

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11:43
17.01.2025

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BIOLAWEB

ICPO activities so far...

- Internal recruitment procedure and interviews were held for ICPO staff (October 2022);
- ICPO established (November 2022)
- ICPO staff appointed and office space assigned and adapted (December 2022 - January 2023);
- ICPO, concept behind it, current possibilities and future plans presented to researchers (February 2023);
- Information about new calls and workshops regularly sent to the researchers (February 2023 - ongoing);
- ICPO staff and researchers attended trainings provided by INRAE experts through BIOLAWEB project and EUTA experts through SAIGE project;
- Qualitative survey to identify needs, skills, and competences that UB-ICTM's research staff requires was carried out (March 2023), and follow-up (October 2024).

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11:45
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ICPO activities – Strategy

➤ Work on Strategy and Action Plan for ICPO started (March, 2023), finished (December, 2023);

Strategic goals and major objectives

- SG1 - Streamlining UB-ICTM research support services and post-award management
- SG2 - Creating alliances and collaborations
- SG3 - Improving the visibility of research outputs
- SG4 - Increasing knowledge and leadership capabilities of researchers and supporting staff

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SG1 - Streamlining UB-ICTM research support services and post-award management

Objective 1: Ensuring that appropriate support to proposals is provided at the right stage
 Objective 2: Introducing and organizing regular meetings of ICPO staff with stakeholders
 Objective 3: Closer collaboration and better coordination between the research support services (ICPO, legal, finance, and technology transfer team)
 Objective 4: Streamlining post-award and monitoring processes
 Objective 5: Ensuring that ICPO and other UB-ICTM research support services have capacity to manage the workload

Objective 1: Ensuring that appropriate support to proposals is provided at the right stage

Create an online form for project proposal identification to simplify the application process

Include specific questions into the online ID form concerning the nature and extent of the required support, as well as the timing and project phase during which it is needed

Recruit assistant directors, department heads, scientific council members, and ICPO staff to raise awareness about the significance and intent of the ID form

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BIOLAWEB

SG1 - Streamlining UB-ICTM research support services and post-award management

Objective 2: Introducing and organizing regular meetings of ICPO staff with stakeholders

Identify and create network of research coordinators within the institute

Establish a timetable for recurrent meetings (e.g., every 1-2 months)

Objective 3: Closer collaboration and better coordination between the research support services (ICPO, legal, finance, and technology transfer team)

Assess existing research support services' staff expertise and know-how concerning research contracts and financial matters

On site training of ICPO staff in project support and administration at partner institution (INRAE), short term visit and expert visit from partner institution

Create joint procedures for research support services

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BIOLAWEB

SG1 - Streamlining UB-ICTM research support services and post-award management

Objective 4: Streamlining post-award and monitoring processes

Using full potential of the Institute's website and the project proposal ID form, to collect data regarding the progress of awarded projects and grants

Objective 5: Ensuring that ICPO and other UB-ICTM research support services have capacity to manage the workload

Create a range of potential solutions or strategies to optimize workload and explore possible commercial software or IT solutions that match the requirements of UB-ICTM

Conduct regular meetings with management to explain the challenges, workload implications, and propose potential solutions

Management executes the most fitting changes as agreed upon

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English (United States)
US
To switch input methods, press Windows key + space.

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SG2 - Creating alliances and collaborations

Objective 1: Establish and cultivate a professional network for the ICPO
 Objective 2: Cultivate an environment where researchers actively engage in sharing networks and forming collaborations
 Objective 3: Encourage international research partnerships

Objective 1: Establish and cultivate a professional network for the ICPO

Identifying additional national and European institutions renowned for their robust research support offices in the realm of European funding

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SG3 - Improving the visibility of research outputs

Objective 1: Present funded research both internally within the organization and to external audiences
 Objective 2: Increase the external visibility of UB-ICTM's research outputs, highlighting academic success stories and noteworthy projects

Objective 1: Present funded research both internally within the organization and to external audiences

Continuously updating a funded project list and increasing its visibility on the institutional website
 Creating and continuously updating "Achievements" section of ICPO web page

Objective 2: Increase the external visibility of UB-ICTM's research outputs, highlighting academic success stories and noteworthy projects

Collaborate and communicate with UB-ICTM PR person to generate media reports derived from relevant activities, meetings and events, and set up a procedure for researchers to contribute inputs

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SG4 - Increasing knowledge and leadership capabilities of researchers & support staff

Objective 2: Offer training opportunities to researchers and administrative personnel for their ongoing professional growth

- Create a training program tailored according to researchers needs identified in a yearly survey
- Determine the most suitable approach, whether internal or external courses, based on the specific context and needs
- Organize specialized trainings

Objective 3: Encourage peer collaboration focused on the development of proposals

- Engaging researchers who are willing to contribute their successful proposals, expertise, and experiences in providing the internal UB-ICTM (in-house) training

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- WP1 - PROJECT COORDINATION AND MANAGEMENT
- WP2 - SCIENTIFIC AND INNOVATION STRATEGY
- WP3 - TRAINING AND NETWORKING
- WP4 - RESEARCH AND PARTNERSHIP
- WP5 - NEW INTERNATIONAL RESEARCH MANAGEMENT OFFICE
- WP6 - DISSEMINATION AND OUTREACH
- DELIVERABLES

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ICPO activities – Rulebooks

- Work on ICTM rulebook for the project proposal submission and implementation started (March 2023); finished (July, 2024);
- ICPO staff and representatives of transformation team regularly attend SAIGE/EUTA forums for Project Offices;

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Rulebook for the project proposal submission and implementation

Researchers

Fill out online IS form to inform on the intention to apply for funding

ICPO

Logs and forwards decision to researchers

Board of Directors / Scientific Council

Makes final approval of the proposed research and brings informed, written decision, which is distributed to researchers and ICPO

ICPO

Make official request and forwards to the Board of Directors and/or Scientific Council

Uputstvo za prijavu projekata

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Фонд за иновацију
Innovation Fund

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The screenshot shows the EU Funding & Tenders Portal interface. At the top, there is a navigation bar with the European Commission logo and the text 'EU Funding & Tenders Portal'. Below this is a search bar and a menu with options like 'Home', 'Funding', 'Procurement', 'Projects & results', 'News & events', 'Work as an expert', and 'Guidance & documents'. The main content area displays details for a project titled 'BIOLAWEb'. It includes a 'CORDIS' link, a 'Fact sheet' link, and an 'Objective' section. The 'Objective' text describes the project's aim to build sustainable cooperation between the Institute of Chemistry, Technology and Metallurgy (UB-ICTM) and leading EU institutions. Below the objective, there are tags for 'biomonitoring', 'indices for ecological status assessment', 'lakes', 'eDNA', 'diatoms', 'phytoplankton', and 'a research management office'. The 'Programme' is 'Horizon Europe (HORIZON)', the 'Topic' is 'HORIZON-WIDERA-2021-ACCESS-03-01', and the 'Type of action' is 'HORIZON Coordination and Support Actions'. The 'Participants' section lists 'INSTITUTE OF CHEMISTRY, TECHNOLOGY AND METALLURGY (999530875)' as the coordinator, with a flag for Serbia and an EU Contribution of 372 160,00 €. There are 'Active' and 'Contact organisation' buttons next to the participant name.

<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/projects-details/43108390/101079234/HORIZON?order=DESC&pageNumber=1&pageSize=50&sortBy=title&keywords=101079234&isExactMatch=true>

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ICPO activities so far...

Summer School 2nd part

Planning
PROJECT MANAGEMENT
Teamwork
Budget
Common Factors
MY TESTING

Belgrade, 9-11th October, 2023

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SAIGE - ICTM Internal Seed Research Grant Call

Facts & Figures

- March 4th, 2024 – call opened
- April 1st, 2024 – call closed
- 22 – submitted applications
- 8 – project grants awarded
- 48.994,00 EUR – total approved budget
- 19 – young researchers involved
- April 25th, 2024 – project start
- October 25th, 2024 – project end

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ICPO activities – Staff training

2nd-3rd September, Training session for National Contact Points (NCPs) of the Horizon Europe program in Serbia

13th September, Round table. "Development of the profession of project managers and administrators on scientific research projects"















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What's next?



- Keeping up the momentum and focusing on activities that will bring us closer to reaching our set goals;
- Investigating potential IT solutions to reduce workload, streamline procedures, and ensure monitoring;
- Completing a database of existing contracts of international cooperation, existing cooperations without the contracts, with contact points to already established networks;
- Finishing a database of funds, grants, and other available sources of funding;
- Continuing training of researchers, ICPO staff, and ICTM administrative staff and developing sustainable training courses;
- Building a small post-SAIGE community and support network for our office;
- Continue support for researchers in project proposal submission and implementation.










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BIOLAWEB

Recommendations when building a PMO

- Have an idea what you want to achieve; define objectives, possible implications, benefits and costs;
- Assess what resources you have at your disposal;
- Secure leadership and peer support and their commitment to PMO;
- Define PMO scope, organization structure, roles, and responsibilities within it;
- Assign the right people, seek experience, and willingness to learn and to do this job, and have at least one person with some authority;

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