UNIVERSITY OF SARAJEVO HRS4R REVISED ACTION PLAN

Name Organisation under review: University of Sarajevo

Organisation's contact details:

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In June 2016, the University of Sarajevo officially endorsed the initiative of the European Commission and the recommendations given in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. For the purpose of applying for the "HR Excellence in Research Award" the University of Sarajevo performed a comprehensive Gap Analysis on activities and practices at the University within the four focal areas of the Charter & Code (Ethical and Professional Aspects, Recruitment and Selection, Working Conditions and Social Security, Training and Development) and created an Action Plan with actions focused on improvements in the areas of identified weaknesses and limitations.

In June 2018, the Senate of the University of Sarajevo endorsed the Human Resources Strategy for Researchers (HRS4R) along with its Action Plan and submitted its application. In January 2019, the University of Sarajevo was awarded the logo "HR Excellence in Research" which additionally strengthened its commitment to providing a fair and inspiring research environment for its researchers.

For the purpose of the interim assessment of the HRS4R process, by the beginning of 2021, the University of Sarajevo conducted the analysis and evaluation of the Action Plan implementation, and revised it in accordance with the findings of the analysis. Starting from February 2021, the revised Action Plan foresees continuation of actions towards implementation of the HRS4R Strategy during the following 36 months, as well as close monitoring of the quality of implementation of the activities and the progress compared to the set of indicators adopted within the revised Action Plan.

Within the renewal phase of the HRS4R Process, University of Sarajevo has to conduct internal evaluation of the implementation of the HRS4R Strategy and its Action Plan, to prepare and submit the Report on status of the activities from the 2021 Revised Action Plan, and to define new activities for improvement for the following period of 36 months (2024 – 2027). Following the submission of the University's Report on II Internal Evaluation of the HRS4R implementation in accordance with the HRS4R procedures University shall organise visit by the external EC evaluators to additionally establish the level of the implementation of the activities planned by the Action Plan.

ACTIONS

The web link to the organisation's HR Strategy dedicated webpage(s):

*URL: https://www.unsa.ba/en/research-and-cooperation/european-charter-code/hrs4r-process

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)	Current status (February 2021)
1.1. Start the initiative to the Cantonal Ministry for amending the teaching-research ratio	1. Research Freedom	4Q 2019	Senate Rectorate	- Initiative delivered to the Ministry of Education, Science and Youth (Sarajevo Canton) to redefine the ratio of teaching and research activities - Follow-up on the initiative	Completed
2.1. Organize trainings on ethical principles in research for young researchers and PhD students	2. Ethical principles	1Q 2019 3Q 2019 1Q 2020	Ethical Council/Ethical Boards Research Support Office	- No of trainings organized (incl. promotion of European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, Code of Ethics, etc.); - No of participants - Reports on trainings	Completed
2.2. Enhance the activities of the Ethical Council (through redefinition of its roles)		4Q 2018	Senate Ethical Council	- Role and tasks of Ethical Council redefined in the new Statute	Completed
2.3. Increase transparency of work of Ethical Council and Ethical Boards		Continuous	Ethical Council/Ethical Boards	- published reports on work of Ethical Council and Ethical Boards - no. of organized discussions, round tables, etc.	Completed

3.1. Organize trainings on Plagiarism Elimination Strategies for researchers	3. Professional responsibility	Twice a year	Committee for Detection of Plagiarism Quality Assurance Office/Research Support Office	- Online lecture by prof. dr. Andi Hoxhaj (University of Warwick, GB) organized by the International Cooperation Office and the UNSA Ethics Council; - "Rights of Intellectual Ownership and Web 3.0" - conference organized by IPR Committee and R&D Centre	Completed
3.2. Ensure continuous use of Software-based verifications of PhD theses for plagiarism		Continuous	Executive Board Committee for Detection of Plagiarism	- Finances for software licence ensured (decision by the Executive Board) - No of checked items (i.e. PhDs) - monthly reports submitted to the Senate of the University	Completed
5.1. Develop guidelines for new employees on UNSA web site	5. Contractual and legal obligations	4Q 2022	Human Resources Office	- R&D Centre website developed with the purpose to provide support to researchers	Completed
5.2. Disseminate information on researchers' rights and obligations		Continuous	Research Support Office/Legal Affairs Office R&D Centre	- Information available via UNSA web site, newsletters - Number of website visitors	Completed
6.1. Introduce practice of publication of Annual Report on UNSA Research output	6. Accountability	Annually	Council of Science and Arts Research Support Office/Publishing Office	- Initiative in place by the Council of Science and Arts - Annual Report Published (2018 and 2019) - Analysis of research output	Completed

7.1. Make information on principles of good practice in research available on-line	**7. Good practice in research**	4Q 2018	Research Support Office/Legal Affairs Office Deans, responsible units at member institutions	- Regulations governing research published online for an easier access	Completed
8.1. Enhance content of the UNSA member institutions web presentation in terms of research outputs, results of research projects, and contract research possibilities	**8. Dissemination, exploitation of results**	Continuous	Research Support Office PR Office Member institutions	- Initiative taken (guidelines to member institutions provided in terms of unified template for web presentation of research outputs and contract research) - 50% of web presentations enriched with public info on research outputs and possibilities for contract research.	Completed
9.1. Disseminate more widely research project results	**9. Public engagement**	Continuous	Public Relations Office/Research Support Office/R&D Centre	- Featured success stories continuously published on UNSA website - Introduction of new practice: during university summer break 2023, researchers invited to submit their successful examples of research projects to be published - Promotion of research and art output included as a special activity in the 2022/23/24 Action Plan of the Council for Science and Art	Completed
9.2. Analyse presence of UNSA and its successful stories presence in public		Continuous	Public Relations Office	- Analysis of UNSA collaboration with media, local governments, industries, with recommendations - Increase in cooperation activities with general public (no of interviews or featured stories).	Completed

10.1. Distribute and make available on-line the existing regulations on non-discrimination	**10. Non discrimination**	2Q 2019	Research Support Office/Legal Affairs Office	- Relevant regulations distributed and/or made available to UNSA employees	Completed
10.2. Conduct survey among researchers on discrimination		1Q 2021 1Q 2022	Rectorate Member institutions	- Research on gender discrimination managed by UNIGERC (University Gender Centre) - 250+ participants from UNSA - Research results available - Implementation of research on menstrual poverty (including sample of female students and teachers from UNSA) - 375 female students and 52 female teachers from UNSA - Research results available - Policy recommendations available	Completed
11.1. Develop criteria for stimulating research activities (through a Rulebook on Researchers Award and its adoption)	**11. Evaluation/ appraisal systems**	4Q 2018	Senate Council of Science and Arts UNSA Research Support Office	- Transparent criteria for stimulating research activities of units and individuals developed and the Rulebook adopted - No. of awards (supported units and individuals according to established criteria)	Completed
12.1. Carry out the analysis of the current system of recruitment compared to the OTM-R check list and step-by-step guide elements	**12. Recruitment**	4Q 2021	Legal Affairs Office/HR Office/Research Support Office	- Completed implementation of analysis of legislation on employment of researchers within the MCA BiH project - Round table organised (online) in cooperation with the University of Banja Luka and the University of East Sarajevo (OTM-R policies) - Webinar held on the issues related OTM-R - Recommendations developed for introduction of improvement measures	Completed

13.1. Publish all research vacancies in English on EURAXESS web site	**13. Recruitment (Code)**	4Q-2018 Continuous	*Public Relations Office*	- *No of vacancies published in English on EURAXESS* - *Increase in no of applications from abroad*	*Completed*
13.2. Recruitment advertisements improved based on the OTM-R toolkit		4Q 2022	*Public Relations Office/HR Office* *Member institutions*	- *Recommendations provided for open positions advertisements to be aligned with guidelines from the OTM-R toolkit;* - *OTM-R Policy adopted by the Senate (2024) which additionally strengthens the necessity to implement OTM-R toolkit;* - *(Note: the contents of advertisements for new positions are prescribed by different laws).*	*Completed*
14.1. Introduce common reporting template for selection committees	**14. Selection (Code)**	2Q 2022	*Human Resources Office* *Quality Assurance Office*	- *Analysis of existing reporting procedures at the university level completed* - *Survey at member-institutions completed (questionnaire for management) on the needs of selection committees for additional education related to the candidate selection process;* - *In the light of the amendments to the Law on Higher Education, planed activity of introduction of common reporting form for selection committees that would be in line with the OTM-R policy principles has been extended*	*Extended*
15.1. Initiate development of unified procedure for informing candidates about the strengths and weaknesses of their applications.	**15. Transparency (Code)**	1Q 2022	*Human Resources Office* *Quality Assurance Office*	- *Recommendations for unified procedure for informing candidates about the quality of their applications shared within the MCA BiH project with focus at OTM-R (round table and webinar)*	*Completed*
15.2. Analyse possibility of introducing e-recruitment system		4Q 2022	*Senate* *UTIC*	- *Analysis of preconditions to introduce e-employment system completed* - *Possibilities through the e-UNSA system taken into consideration*	*Completed*

			Human Resources Office		
16.1. Enhance selection criteria with introduction of additional qualitative elements	*16. Judging merit (Code)*	*4Q 2021* *Continuous*	*Senate* *Human Resources Office*	- *Based on UNSA initiative and recommendations, the newly adopted Law on Higher Education (2022) included enhanced selection criteria with additional qualitative and quantitative criteria to be taken into account in selection/recruitment procedure.*	*Completed*
17.1. Develop guidelines for adequately treating career breaks or variations in CVs	*17. Variations in the chronological order of CVs (Code)*	*4Q 2021*	*Senate* *Human Resources Office*	- *Newly adopted Law on Higher Education included favourable provisions in terms of issues of candidates' status including treating career breaks or variations in chronological order of CVs (maternity/sick leave, public office posts, etc.)* - *UNSA representatives participated in preparation of the Law on Higher education*	*Completed*
18.1. Develop guidelines for valuing mobility experience	*18. Recognition of mobility experience (Code)*	*4Q 2021*	*Senate* *International Relations Office/Human Resources Office/Quality Assurance Office*	- *New Law on Higher Education recognizes the contribution to internationalisation process as selection criteria, which among other, includes mobility* - *UNSA representatives participated in the drafting of the Law on Higher Education* - *Mobility programs promoted on a regular basis* - *Evaluation of mobility will be further regulated by the guidelines for selection and award of academic/scientific/research titles*	*Extended*
19.1. Develop guidelines for assessment and evaluation of non-formal qualifications	*19. Recognition of qualifications (Code)*	*4Q 2021*	*Senate* *Human Resources Office/Office for Teaching/Quality Assurance*	- *New Law on Higher Education takes into account additional conditions when recruiting academic/research staff* - *UNSA representatives participated in the drafting of the Law on Higher Education* - *Developed Rulebook on the content of public documents at the KS level, which includes*	*Completed*

			Office/Research Support Office	*certificates for acquiring "micro-qualifications" after completing non-cyclic forms of education; the content of the certificate prescribes the learning outcomes and competencies as well as programme description; UNSA representatives participated in the drafting of the Rulebook* - *(Activity related to action number 20.2)*	
20.1. Promote lifelong professional development through LLL programs		*4Q 2023 Continuous*	*Senate* *Office for Teaching*	- *Member-Institutions promote LLL activities* - *Number of LLL programs at UNSA* - *Rulebook on the content of public documents at the KS level creates basis for further formal recognition of LLL programmes.*	*Completed*
20.2. Develop criteria for assessment and evaluation of LLL programs	***20. Seniority (Code)***	*2Q 2023*	*Senate* *Office for Teaching*	- *University Statute (2023) deals with non-cyclic forms of study in its Section C, which provides for the procedure of equivalence of ECTS obtained through these forms of education. Additionally, this issue is regulated by the Rules on Exam Equivalence and the Rules on Mobility.* - *Regarding the assessment and recognition procedures of non-cyclic forms of study for teachers/researchers, see action 19.1*	*Completed*
21.1. Analyse current practice and develop recommendations for promoting and valuing post-doctoral appointments	***21. Postdoctoral appointments (Code)***	*1Q 2022*	*Senate* *Research Support Office/Legal Affairs Office*	- *Analysis of current practice completed;* - *Senate adopted the Initiative proposing the establishment of a Postdoctoral Research Programme* - *Preparation of the draft Rulebook on postdoctoral programme at UNSA is in procedure;* - *UNSA signed the Agreement on establishment of the Centre for Advanced Studies of Southeast Europe (CNS-JIE) with the aim of regional cooperation in the field of postdoctoral programmes development.*	*Completed*

22.1. Revision of the Rules on III cycle of studying	**22. Recognition of the profession**	3Q 2019	*Senate* *Research Support Office/Legal Affairs Office* *PhD Programme Councils*	- *Rules on III cycle of studying developed* - *Rules on 3rd cycle of studying adopted and implemented*	*Completed*
23.1. Identify needs and requirements in terms of research infrastructure		1Q 2019	*Senate* *Rectorate* *Member institutions*	- *Situation analysis on research infrastructure developed with recommendations for improvements*	*Completed*
23.2. Consider fund raising possibilities	**23. Research environment**	3Q 2021-Continuous	*Executive Board* *Senate* *Council of Science and Arts UNSA* *Member institutions*	- *Established contacts with alumni researchers and alumnus who own industry entities or SMEs (through cooperation with the BHAAAS;* - *Signed Agreement between UNSA and Cantonal Government on research infrastructure development;* - *Increased investment in research in CS.*	*Completed*
24.1. Conduct periodical survey of employees on working conditions	**24. Working conditions**	*Once a year*	*Human Resources Office* *Teaching Office*	- *Surveys on working conditions completed within the HRS4R process (management questionnaire) – some member institutions state to have established procedure on periodical survey of employees on working conditions;* - *Practice of teambuilding for support staff introduces (2023-2024) with the aim of capacity building*	*Completed*

				- Results of survey addressed through strategic documents	
25.1. Perform comparative analysis on existing rules on employment at the UNSA and the EU directive on Fixed-Term work (in connection to activity 12.1)	**25. Stability and permanence of employment**	1Q 2022	Senate Legal Affairs Office/Research Support Office	- Analysis of the existing UNSA rules and the EU Directive on Fixed-Term Work conducted (within the MCA BiH project for the needs of the round table) - Number of discussions organized and recommendations for improvement given - Active participation in preparation of the Collective Agreement in Higher Education and Research at UNSA with the purpose of working conditions improvement - Periods related to academic/research titles awarding regulated by the Law on HE	*Completed*
26.1. Start the Initiative to increase salaries	**26. Funding and salaries**	1Q 2019	UNSA Employees' Union Financial department	- Collective agreement between the government of Sarajevo Canton and the University of Sarajevo (to guarantee basic minimum of rights and salaries) drafted and presented to founder - Proposal to increase public funding/allocations for salaries of UNSA employees made	*Completed*
27.1. Start initiative to introduce best woman researcher award	**27. Gender balance**	3Q 2019	Scientific and Arts Council Senate	- Initiative introduced through the Scientific and Artistic Council - Initiative adopted by the Senate	*Completed*
28.1. Analyse possibilities of development of career development strategy	**28. Career development**	4Q 2022	Senate Human Resources Office	- Analysis completed - 2023 Statute establishes UNSA Staff Professional Development Support Office with aim to support academic and support/admin staff in their work and development	*Completed*

					Completed
28.2. Launch initiative towards establishment of Career Development Centre (CDC)		1Q 2020	Vice rector for research Human Resources Office/Research Support Office	- Working group to analyse and elaborate the establishment of CDC formed - Analysis and Recommendations for CDC establishment produced	
29.1. Promote mobility for academic staff and researchers	**29. Value of mobility**	Twice a year	International Relations Office Research Support Office	- No of promotional events for researchers - No of realized mobility programs per year	Completed
30.1. Set up an Information campaign on career advice	**30. Access to career advice**	Once a year	Research Support Office/Teaching Office PR Office	- Organized promotional event for PhD students and early stage researchers - Guidebook for Young Researchers regularly updated and distributed	Completed
31.1. Initiate development of UNSA repository	**31. Intellectual Property Rights**	4Q 2019	Publishing Office/Research Support Office UTIC Member institutions' libraries	- Plan drafted to develop repository of master's theses, doctoral dissertations, abstracts of scientific papers and patents of all researchers at the University of Sarajevo developed	Completed

31.2. Initiate preparation of the Contract Research and Advisory Services Road Map for the UNSA		2Q 2019	Rectorate Research Support Office/R&D Centre/Legal Affairs Office	- Initiative in place - Road map drafted - Road map endorsed by the UNSA management	Completed
32.1. Analyse and revise regulation to value co-authorship	**32. Co-authorship**	2Q 2019 -	Senate Council of Science and Arts UNSA Rectorate	- Analysis of available regulation conducted; - Plan for actions to develop criteria for academic progression, assigned coefficients for number of authors, order of authors, etc, drafted. - Upgraded Rules on academic progression adopted with accompanying system of valuing research papers (and other prerequisites for career advancement)	Completed
33.1. Start the initiative to introduce financial support for additional teaching load	**33. Teaching**	4Q 2019	Executive Board Senate Finance Office	- Initiative to introduce financial support for additional teaching load made through UNSA Senate and Executive Board - (Collective Agreements signed in 2021 and 2023)	Completed
34.1. Analyse possibility of introducing ombudsman for researchers	**34. Complains/ appeals**	2Q 2023	Senate Ethical Council Legal Affairs Office	- Analysis completed; - 2023 Statute UNSA, chapter on bodies competent for academic ethic issues foresees possibility of introducing ombudsman with the aim to protect certain rights of the University staff and to ensure effective procedures implemented at the University/member-institution.	Completed
36.1. Start the initiative to introduce possibility of contractual relations between supervisors and candidates	**36. Relation with supervisors**	Academic year 2018/2019	Senate Rectorate	- Initiative introduced through Senate recommendations - Model contract offered regulating obligations by supervisors and candidates (issues related to work progress and research findings, feedback,	Completed

			Member institutions' councils	schedules, milestones, deliverables and research output).	
37.1. Continuous improvement of supervision (of senior researchers) through capacity building	*37. Supervision and managerial duties*	*Continuous*	*Vice-Rector for Research* *Research Support Office*	- *Training by senior researchers for efficient transfer of knowledge and promoting best practice / 2 trainings*	*Completed*
37.2. Asses and analyse researchers' load related to their different roles and obligations		*3Q 2019 – 2Q 2020*	*Research Support Office* *Member institutions departments / councils*	- *Key areas needing support and(or) change identified*	*Completed*
38.1. Continuously implement the existing LLL programme TRAIN for development of staff competencies	*38. Continuing Professional Development*	*Continuous*	*Vice-deans for Teaching/Research* *TRAIN team*	- *No of young researchers attending TRAIN program / min 50 young researchers/year* - *Reports* - *Evaluation results*	*Completed*
38.2. Develop plan for further support to young researchers (PhD students) for their continuing professional development		*4Q 2018*	*Rectorate* *Vice-deans for Teaching* *Research Support Office/HR Office*	- *Analysis of needs for professional development conducted* - *Professional development plan developed*	*Completed*

39.1. Promote EURAXESS SC centre and its services	**39. Access to research training and continuous development**	4Q 2021 - Continuous	Research Support Office/R&D Centre/International Relations Office	- Web presentation of UNSA EURAXESS SC centre - No of researchers' vacancies advertised on UNSA/Euraxess sites	*In progress*
40.1. Pilot Counselling (mentoring) system at UNSA member institutions	**40. Supervision**	3Q 2021	Senate Vice-rector for research Research Support Office Vice-deans for research	- Decision on introduction of pilot mentoring system adopted - No of mentors and young researchers engaged/minimum 3 member institutions pilot the system - Reports on mentoring activities	*Completed*
NEW ACTIONS (2021-2024)					
1. Revision of Code of Ethics	**2. Ethical principles**	1Q 2022	UNSA Ethical Council Senate Legal Affairs Office	- Code of Ethics revised (2021)	*Completed*
2. Establishment of UNSA research infrastructure/Equipment Register and development OA Policy	**23. Research environment**	1 Q 2023	Senate/Member institutions R&D Centre UTIC	- Initiative to establish RI/Equipment Register launched - Data on RI and Equipment collected - Open Access Policy to RI at UNSA drafted and endorsed - (Additional activities on establishment of the registry planned through new activity 9)	*In progress*

3. Development and adoption of University level regulation on intellectual Property Rights	**23. Research environment** **31. Intellectual property rights**	4 Q 2021	Senate R&D Centre	- Institutional act on IPR developed and endorsed (May 2022)	Completed
4. Establishment of UNSA Institutional Repository of PHD thesis	**31. Intellectual property rights**	1 Q 2023	Publishing Office UNSA Library/ Member institutions	- Repository established - (Planned through new activity 9)	Extended
5. Initiative towards differentiation between research and teaching positions at the University.	**12. Recruitment** **24. Working conditions**	4 Q 2023	Research Support Office / Teaching Support Office	- Analysis performed; - Initiative launched through new cantonal Law on HE, but it was not accepted since it was not feasible (such provisions could not be harmonized with the Framework Law on HE at BiH level)	Completed
6. Initiative for UNSA to be excluded from the Government Policy on suspension of employment in public institutions.	**12. Recruitment** **24. Working conditions**	4 Q 2022	Senate HR Office Research Support Office/Teaching support Office	- Sound argumentation on the basis of workload analysis prepared; - Initiative launched; - 150+ Programme implemented (foreseeing possibility of employment of new assistants)	Completed
7. Adoption of the UNSA OTM-R Policy	**13. Recruitment (Code)**	3 Q 2023	Senate HR Office Research Support	- OTM-R Policy drafted; - OTM-R Policy endorsed/adopted.	Completed

			Office/Teaching support Office		
8. Availability of all UNSA journals at open access platforms	**8. Dissemination, exploitation of results** **23. Research environment**	4 Q 2023	UNSA Library/MI Libraries Publishing Office Research Service Office	- Initiative to transfer to OA platform launched; - UNSA journals (published by member institutions) available at open access platform	Completed

NEW ACTIONS (2024 – 2028)

1. Digitalisation of project proposal application process in order to provide support to researchers when applying for domestic and foreign funds	**24. Working Conditions rad** **23. Research Environment**	4Q 2025	R&D Centre Research Support Office Member-institutions	- Appointed contact-persons to work in the on-line project mgt. system at member-institutions - Organised training on on-line project mgt. system performances - Prepared/adopted instructions for activities in the on-line project mgt. system	New
2. Capacity building of the Ethical Council and ethical boards of the UNSA member-institutions	**2. Ethical principles**	4Q 2024 2Q 2025	Ethical Council Ethical boards of UNSA member-institutions	- Number of educations organised - Number of participants - Training reports - Recommendations for improving ethical standards at UNSA	New

3. Revision of the Code of Ethics in accordance with the Law on Higher Education	**2. Ethical principles**	4Q 2024	Ethical Council Ethical boards of UNSA member-institutions	- Prepared amendment proposal; - Organisation of public discussion - Revised text of the Code of Ethics	New
4. Development of Guidelines for advancement in positions (selection/awarding academic/research positions/titles)	**13. Recruitment (Code)** **24. Working conditions rad**	1Q 2027	Senate Legal Affairs Office	- Prepared Guidelines for academic/research advancement including specific conditions for specific research/art fields - Guidelines adopted	New
5. Development of the Rulebook on lifelong learning at UNSA	**38. Continuing professional development**	4Q 2027	Senate Office for Teaching	- Draft Rulebook on Lifelong Learning at the University of Sarajevo prepared	New
6. Promoting the role of women in science	**27. Gender balance**	1Q 2025	Gender Equality Council R&D Centre Research Support Office	- Number of events held in connection with promoting the role of women in science - Number of event participants - Event reports	New

7. Establishment and strengthening capacities of the UNSA Professional Development Office to support UNSA staff	**28. Career development**	4Q 2026	Senate UNSA Staff Professional Development Office	- Strengthening capacities of the Office (appointment of directors/associates) - Development of the activity plan - Report on the work of the Office - Number of promotional activities	New
8. Development and pilot of training programmes on project management (preparation of project applications, implementation and project management)	**38. Continuing Professional Development**	2Q 2025 2Q 2026	R&D Centre Research Support Office	- Pilot training programs prepared - Min two workshops piloted - Piloted training programs available through the online platform UNSA - DigiEdu	New
9. Adoption of the Policy on Open Research (Open Science)	**23. Research Environment**	4Q 2024 until 4Q 2027	Senate Member-institutions R&D Centre	- Prepared and adopted document Policy on open research at the University of Sarajevo - Prepared and adopted initiative to establish a (public) register of research infrastructure at the University of Sarajevo - RI Registry at the University of Sarajevo established	New
10. Planning UNSA research infrastructure development	**23. Research Environment**	4Q 2024 until 4Q 2027	Senate Member-institutions R&D Centre	- Prepared guidelines (template) for creating University infrastructure development plan - Prepared and adopted Action Plan/plan for UNSA RI development on annual basis	New

11. Establishment of the Technology Transfer Office of the University of Sarajevo	***23. Research Environment***	*3Q 2027*	*Senate* *Member-institutions* *R&D Centre*	- *Strengthening capacities of the Office (appointment of director/associate)* - *Work plan of the Office* - *Report on the work of the Office* - *Number of promotional activities*	*New*
12. Adoption of Rulebook on postdoctoral programme at the University of Sarajevo	***21. Postdoctoral appointments (Code)***	*3Q 2024 until 4Q 2025*	*Senate* *R&D Centre* *Research Support Office*	- *Initiative launched and the proposal of the scheme for the establishment of the programme for postdoctoral research at the University of Sarajevo prepared;* - *Administrative base for postdoc programmes at the University of Sarajevo established;* - *Prepared and adopted Rulebook on the postdoctoral programme at the University of Sarajevo*	*New*
13. Strengthening capacities of the UNSA EURAXESS SC	***13. Recruitment (Code)***	*Continuous*	*Research Support Office* *HR Office*	- *Number of actions in which the UNSA EURAXESS team participates* - *Number of advertisements published through EURAXESS* - *Number of promotional activities*	*New*