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Abbreviations

CECs	Contaminants of Emerging Concern
CSIC	Institute of Environmental Assessment and Water, Research of the Spanish National Research Council
DMP	Data Management Plan
EGD	European Green Deal
EUTA	European Training Academy
FAIR	Findability, Accessibility, Interoperability, and Reusability
HE	Horizon Europe
IRIS	Innovation Research and Impact Strategy Office at UNL, NOVA School of Sciences and Technology
LEAR	Legal Entity Appointed Representative
NOVA FCT	NOVA School of Science and Technology
OA	Open Access
OS	Open Science
PST	Project Steering Team
RDM	Research data management
R&D	Research and Development
R&D&I	Research and Development and Innovation
RMAU	Research Management and Administration Unit
TFNS	University of Novi Sad, Faculty of Technology of Novi Sad
TRLs	Technology Readiness Levels
UNL	NOVA University of Lisbon
UNS	University Novi Sad
WP	Work Package

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1. Executive summary

This document represents an overview of the efforts performed in the first reporting period within the TwiNSol-CECs project regarding strengthening of the Faculty of Technology Novi Sad (TFNS) research capacities towards more competitive and successful participation in the EU research and innovation projects. It is the public project deliverable D5.1 planned to be submitted at the end of the 15th project month. The described project activities are a part of Work Package (WP) 5 - Strengthening the research management and administration capacities of TFNS, task 5.1. They are based on working meetings with the researchers from the project partner institutions, Institute of Environmental Assessment and Water Research of the Spanish National Research Council (CSIC), and NOVA University of Lisbon (UNL), dedicated to sharing an experience in international research funding scheme, and trainings of TFNS researchers for gaining the additional soft skills.

Through the activities of WP5, the aim of TwiNSol-CECs is to leave a lasting legacy to TFNS and the regional research capacities by enhancing the creative skills for writing project proposals, ability to formulate new ideas, communicating research results to target groups, raising the entrepreneurship abilities, data management, and exploitation procedures. By these efforts the TwiNSol-CECs team expects to increase the number of project applications, to increase the number of collaborations with various stakeholders, and boost the skills for the public awareness-raising communication.

After the Introduction section, in which the background of WP5 and task 5.1 is briefly presented, an overview of the project activities dedicated to empowerment of the TFNS researchers' soft skills is given, followed by summary of the training sessions provided by UNL, those organized at TFNS, as well as those organized outside of the TwiNSol-CECs consortium.

2. Introduction

The main goal of the TwINSol-CECs project is to raise the TFNS scientific and innovation excellence in various aspects of research on Contaminants of Emerging Concern (CECs) integrated in broader EU networks of excellence, contributing to national and regional scientific and economic growth and well-being and to the harmonization of advanced research and innovation efforts important for the overall faster and sustainable transition of whole Europe foreseen by European Green Deal (EGD) towards zero-pollution, toxic free environment.

To achieve this goal, it is necessary for TwINSol-CECs team to be committed to WP5 and the strengthening of the research management and administration capacities of TFNS, since this is one of the specific objectives of the TwINSol-CECs project. Continuous meeting and advises from partner institutions, CSIC and UNL, two top-class leading research institutions at EU, are mostly valuable. The leader of WP5 is UNL, a public higher education institution highly ranked at international levels, known for dedication to specialized and interdisciplinary research, aligned with the European Agenda for Knowledge and Innovation and with the Sustainable Development Goals, nurturing an entrepreneurial culture, and promotion of professionals (teachers, researchers, and non-teachers).

The WP5 started in the 1th project month and lasts during the whole project lifetime. In the frame of WP5, there are two tasks, 5.1. and 5.2, with the former being dedicated to the trainings on the TFNS researchers' soft skills, under the leadership of UNL. The related milestone "Completed researchers' soft skills trainings" is expected to be accomplished till the end of the project, while the activities are planned to start in the first reporting period.

3. Overview of the activities within task 5.1

In general, the activities within task 5.1 could be divided into those dedicated to:

- planning of the soft skills trainings to be attended by TFNS team,
- training sessions at UNL,
- organization of the soft skill trainings at TFNS, and
- attendance of TFNS project team members to the trainings organized outside of the TwiNSol-CECs consortium.

During the first reporting period, some of the working meetings within the consortium and also of the TFNS team have been dedicated to the planning of the training scheme towards boosting the soft skills in accordance with the TwiNSol-CECs work plan.

During the kick-off meeting on October 19, 2022, the objectives and activities of WP5 were officially presented to the meeting's attendees. The necessary steps to achieve the planned WP5 milestones were discussed during the working meeting on October 17, 2023, with the representatives of the partner institutions, who visited TFNS in October 2022 for participation in multiple project events. All members agreed it is of particular importance to adopt the good practice of the EU project partners and to get know more about their specialized departments for research management, also including their actions for upgrading the necessary skills of researchers, and what topics are of interest to be included in the upcoming trainings of the TFNS researchers. This is also when the agreement of a visit of senior TFNS researchers to UNL with the purpose of multiple meetings with the IRIS (Innovation Research and Impact Strategy) team from UNL has set, with the deadlines to be decided upon in the subsequent communication.

TFNS researchers involved in the management of TwiNSol-CECs, Prof. Nataša Đurišić-Mladenović (Project Coordinator), Prof. Zita Šereš (Project Manager for strategic issues, and WP5 co-leader), and Prof. Biljana Pajin (Project Manager for administration, financial and legal issues, and WP6 leader), with last two being also from the TFNS management structure as the Dean and the Vice-Dean for Science, respectively, decided on the first onsite training sessions open to all researchers from TFNS to be organized at TFNS, explained hereafter. Additionally, it was agreed that the existing experience of the TFNS researchers should be transferred to all interested at TFNS, so a series of sessions dedicated to different research funding schemes is created under task 5.1. It was also agreed to include trainings on important issues for preparation and implementation of Horizon Europe projects delivered by others (outside of TFNS).

There has been constant communication between Prof. Nataša Đurišić-Mladenović and Prof. Zita Šereš with Prof. Joao Crespo, UNL, WP5 leader, who has been giving advises on aspects necessary to be perceived in upgrading the soft skills.

4. Overview of the trainings for boosting the TFNS soft skills

4.1 Trainings at UNL

The training for upgrading the TFNS researchers' soft skill at UNL started during the 3rd TwINSol-CECs Training between 12 and 16 December 2022 organized by Prof. Joao Crespo. This training entitled "Transfer of knowledge and best practice for TwINSol-CECs research and strategic activities" covered not just the WP5 activities but also the WP3 activities, thus having two-fold purpose addressing issues important for both the strategic (WP2,5) and research (WP3,4) aspects of TwINSol-CECs. This was 5-day visit of Prof. Nataša Đurišić-Mladenović, Prof. Zita Šereš, and Dr. Nikola Maravić, dedicated to gaining advanced knowledge on topics of interest for both the project research and also for the soft skills training of TFNS team. During the last two days of this visit (15 and 16 December 2022), the TFNS researchers visited IRIS (Innovation Research and Impact Strategy Office) at UNL for learning more about the institutional support to the researchers for projects preparation at NOVA School of Sciences and Technology, and the UNL Rectorate for gaining information about the Doctorate School project as a way to upgrade the soft skills at the PhD study levels at UNL. In this way, the TFNS team had an opportunity to learn more about issues important for WP5 and possible approaches in development of the soft skills of researchers. Details on this visit to UNL is publicly available at the project website¹. Annex I contains the agenda of meetings held on December 15 and 16, 2022.

The representatives of IRIS Office gave a series of presentations explaining the role of the Office as a knowledge valorization facilitator at NOVA School of Sciences and Technology. Juliana Monteiro, an Executive Director of IRIS, has a great role by explaining the importance of each IRIS unit, with the responsibilities and work distributions. She introduced the whole system and the way of their development from the beginning of the IRIS establishment. Additional presentations were given by Bernardo Hourmat, Miguel Martins, Marta Cerejo, and Pedro Almeida according to the program of this visit on December 15, 2022 (Figure 1).

During the meeting at the UNL Rectorate, Prof. Crespo and Prof. António Grilo presented the background of the UNL Doctoral School, its establishment and finance, whereas Elsa Caetano and Catarina Pinto gave the presentations of several courses within the School, as well as the further developments expected in the upcoming period (Figure 2).

After returning, the TFNS senior researchers transfer the gained information to the TFNS project team, including to the Dean of TFNS. The following discussion within the TFNS project management team, including the researchers involved in WP5, considered arrangements of the next soft skills trainings. Afterwards, Prof. Crespo was contacted for agreement on the next visit of the TFNS senior researchers with the purpose solely on learning more about research management, exploitation, and administration.

¹ https://twinsol-cecs.com/images/documents/r3_2-3rd_onsite_training-unl-12-16dec2022.pdf



Figure 1. Meeting at IRIS Office - knowledge valorization facilitator at FCT



Figure 2. Meeting with representatives of UNL Doctoral School

The next soft skill trainings organized at UNL was organized in the period 6-13 March 2023 for four senior researchers of TwINSol-CECs team from TFNS: Prof. Nataša Đurišić-Mladenović, Project Coordinator and Co-leader of WP2, Prof. Biljana Pajin, Dean of TFNS, Project Manager for Financial, Administrative, and Legal issues and Leader of WP6, Prof. Zita Šereš, TFNS Vice Dean for Science, Project Manager for the Strategic issues and Co-leader of WPL5, and Prof. Dragana Šoronja-Simović, Co-leader of tasks 2.2 and 5.1. This training was entirely dedicated to the objectives of WP5; the full agenda is given in Annex II of this document. Hereafter are mentioned only the main moments and topics discussed during this visit. All details of this visit are reported in the document available at the project public webpage².

² https://twinsol-cecs.com/images/documents/r5-1-stse-senior_researchers-smsses-march-2023.pdf

The host of the visit was Prof. Joao Crespo, Leader of WP2 and WP5, who arranged details of the visit program with Mrs. Juliana Monteiro, Executive Director at IRIS Office of the NOVA School of Science and Technology (FCT). The program was developed according to the needs of TFNS. The visit consisted of six working days with working sessions dedicated to different topics. All the sessions were organized as interactive discussions with representatives of different IRIS departments and the research facilities of the NOVA School of Sciences and Technology.

The meeting with the Dean of NOVA School of Science and Technology, Prof. Jose Julio Alferes, and Vice-Deans was also organized (Figure 3). Different aspects of pre-financing and financial management of Horizon Europe projects were discussing with Financial Project Managers and with staff at Business Development & Funding Department of IRIS. Other aspects of pre-award activities of IRIS were also explained. These sessions were very helpful for overlooking the main elements necessary for setting the institutional unit for research management and administration (RMAU), which is one of the TwINSol-CECs goals. Juliana Monteiro joined these meetings for wrap-up sessions to emphasize the importance of the institutional support of the research project implementation and advice possible routes how to start similar unit at TFNS.

Special section of the visit was dedicated to IP issues during the meeting with representatives of Intellectual Property and Technology Transfer Department at IRIS (Figure 4), discussing among other things also possible IP issues within twinning projects such as TwINSol-CECs.

During this visit, meetings with representatives of NOVA.id and Madan Parque (Science Park) was also organized with a goal to illustrate the research institutions in which creation NOVA School of Sciences and Technology was involved, and through which the School's researchers have been involved in innovative research in connections with other research groups and stakeholders.

Very interesting conversation was with representatives of Madan Park about the Park programs (Figure 5), its structure, mission, and how to map the stakeholders and involve them into the research, how to emphasize the social value of research, two important aspects also for TwINSol-CECs.

Representatives of International Division at NOVA School of Science and Technology, Marina Margues, responsible for international students' recruitment and other matters concerning internationalization, and Tania Simoes, responsible for incoming students with non-Erasmus agreement, presented procedures for Erasmus mobility and infrastructure for incoming students to the NOVA School. Erasmus agreement between FCT and TFNS was discussed and agreed to be arranged after the visit.

The morning session of the last day of the visit was dedicated to the presentation on the Impact Department by the IRIS Impact Managers, who presented the structure behind the UNL's Research Portal as a support for the institutional and individual researchers' visibility and scientific impact. The UNL's Research Portal is a public portal that allows experts and the general public to discover research units, researcher profiles and the science being developed at UNL and all its constituting faculties.

The TFNS management team by the above-mentioned training sessions acquired a lot of new information very useful not just for TFNS but for the University of Novi Sad, to make the researchers soft skill and the research management and administration constantly improved/maintained as one of the important aspects for upgrading the research capacities.



Figure 3. Introduction of TFNS and TwiNSol-CECs representatives to the management team of NOVA School of Science and Technology, Prof. Jose Julio Alferes, Dean, Prof. Eurico Cabrita, Vice-Dean for Innovation and Research, and Dr. Maria Cesaltina Charreu Frade, Executive Administrator, on March 07, 2023



Figure 4. Meeting with representatives of Intellectual Property and Technology Transfer Department at IRIS, Marta Cerejo, Intellectual Property & Tech Transfer Manager, and Pedro Almeida - Technology Transfer and Intellectual Property Manager



Figure 5. Meeting with representatives of Madan Science Park, Belma Rizvanović and Alcino Pascoal, on March 07, 2023

4.2 Training at TFNS

The Open Science (OS) and the FAIR principles on research data management (RDM) are very important for implementation of Horizon Europe projects, including the TwiNSol-CECs project, but they have been recognized as topics with which the TFNS researchers need additional trainings to be more familiar with them. Knowing this and the fact that implementation of TwiNSol-CECs must follow these two principles, the training on “Data Management and Open Science in the Horizon Europe Program” was arranged to be organized at TFNS as a 2-day event (in Serbian) on February 17 and February 21, 2023. The training had theoretical sessions on:

- RDM and OS, including contractual obligations and requirements for OS and RDM held by Prof. Vesna Mandić from University of Kragujevac (Figure 6), who has 17 years of experience in writing and implementing EU projects, and
- Presentation of the Horizon Europe program - Overview of open and announced calls for 2023 held by Gordana Vlahović, MSc, Head of International Relations Office at faculty of Sciences, UNS, and National Contact Point for Horizon Europe ERC and Marie Skłodowska Curie Actions (Figure 7).

Training participants had the opportunity to gain theoretical knowledge about the principles and practices of Open Science, how to address Open Science in the Horizon Europe (HE) project proposal, the obligations and requirements regarding Open Science and Data Management, FAIR principles, reliable repositories, writing the Data Management Plan (DMP). The practical exercises were conducted through selection of one of the repositories and initial familiarization with the possibilities, FAIR principles, checking Open Access (OA) status.

There were 29 participants during the first day of the training and 33 during the second day. Participants were researchers from TFNS, including the TwiNSol-CECs team members, and from other institutions belonging to the University of Novi Sad such as Faculty of Sciences, Rectorate of the University of Novi Sad, and Institute of Field and Vegetable Crops, which is the National Institute of the Republic of Serbia, Novi Sad. Prior the signing of Attendance list, participants were informed that by signing the list the permission and consent to TwiNSol-CECs team for the use of the photo(s) made during the Training is granted, but they were also informed that it is possible to tick the option that their photos should not be used.

Total of 22 participants have completed the questionnaires after the Training. Questionnaires included evaluation of both lectures and introduced topics. All the participants rated the lecturers with the highest marks (5/5) and rated the Training as very useful and applicable. They particularly liked the fact that they received a large amount of the latest information on Horizon Europe programme and obligatory elements within the financed projects, and gained practical experience that they will be able to apply in their future work. The practical aspect of the Training was especially welcomed by the participants according to the completed questionnaires. There were several other topics which participants found interesting but were not the subject of corresponding Training, such as: preparation and calculation of a specific Horizon project budget as well practical exercises for Project proposal preparation (specifically targeting excellence and novelty of the application). Participants were

interested in both Twinning Widening calls and Marie Skłodowska Curie Action calls. Concerning the project implementation topics, Training participants would like to know more about writing different reports, Communication and Dissemination Plan.



Figure 6. Lecture of Prof. Vesna Mandić during the training on data management and Open Science, February 17 and 21, 2023



Figure 7. Lecture of Gordana Vlahović on Horizon Europe programme, February 17, 2023

In the following period, the management of TwINSol-CECs and TFNS decided to arrange a series of sessions for presenting the experiences of TFNS researchers in applying/winning of projects under various funding schemes to all the interested colleagues from TFNS in order to stimulate the exchange of knowledge and skills for the project preparation, keeping them with up-to-date information and encouraging them for inclusion in EU research community. This series entitled “Info sessions” started by the end of May 2023, representing gathering of the TFNS researchers where those with ongoing projects have chance to present the project research, proposal preparation and implementation, but

also challenges they met regarding the project financial and administration issues, while attendees through the Q/A part after the project presentation have opportunity to deepen discussion towards more practical information and exchange of the experience from similar projects. So far, several info sessions have been organized with presentation of the ongoing projects at TFNS, led by TFNS researchers and funded by different programmes of the Science Fund of Republic of Serbia (calls: IDEAS and PROMIS). These sessions were valuable to promote new applications to the new calls open in 2023 year by the Science Fund (PROMIS 2023, Proof of Concept, Diaspora and IDEAS 2023). The second info session held on June 01, 2023, was dedicated to the recently opened Twinning call within the HE programme, which was firstly presented by Prof. Zita Šereš, the TFNS Vice-Dean for Science. Afterwards, Prof. Nataša Đurišić - Mladenović, as a coordinator of the TwiNSol-CECs project, held the lecture on the steps in preparation of TwiNSol-CECs and the experience in its implementation. The attendees actively joined discussion with Prof. Đurišić - Mladenović on the given topic (Figure 9). After the summer brake in 2023, the „Info Session“ continue with two presentations, the first one on an EUREKA type project, and the second on the cooperation with USA researchers, including the newly won USAID project ongoing at TFNS. During all these „Info sessions“, different topics for further session have been suggested by the attending TFNS researchers, and the new sessions are under preparation.



Figure 9. Presentation of Prof. Nataša Đurišić-Mladenović held in June 2023 at TFNS about preparation of TwiNSol-CECs and its implementation in the first year

Another series of trainings for the TFNS researchers was also initiated during the first project year upon decision of the management team of the project and TFNS. This series considers the communication skills of researchers as an important aspect of increasing the impact of the research results and projects. The TwiNSol-CECs managerial team invited Prof. Petar Vrgović from the Faculty of Technical Sciences of the University of Novi Sad to give the first soft skill training in a row entitled "Public speaking skills in the academic world", which was held in the TFNS Blue Hall, on 11 July 2023. Prof. Petar Vrgović completed his basic studies in psychology, and he obtained the title of Doctor of Science in the field of engineering management. At the intersection of psychology and technical sciences, he deals with human behavior aspects in engineering environment, focusing on communication as a basic tool and an irreplaceable link in the success of an individual's work in

Company. During the lecture, Prof. Vrgović highlighted the importance of public speaking skills in the academic world as an undeniable role in the success of the work of professors and researchers, enabling them to present their ideas, research, and conclusions. He gave guidelines of public speaking since the public performance also plays a key role in the success of professors' and researchers' work, allowing them to present their ideas, research hypothesis, and conclusions in a clear and convincing manner (Figure 10). He talked also about the skills of attraction and retention listeners' attention, concise expression, complex presentation conclusions in an understandable way, using effective non-verbal communication and dialog management are just some of those it is on need to work constantly. A lot of examples from experiments on groups of people are presented. He also highlighted body language and explained some basic rules of the correct body language. After his lecture there was an open discussion within the subject of the lecture, which was very dynamic. There were 38 attendees, majority of them are from TFNS, with few guests from other institutions belonging to the UNS. All details on the Prof. Vrgović's lecture is available at the project website³. It is expected to continue this trainings on communication skills in the second reporting period.



Figure 10. Details from the training on communication skills by Prof. Petar Vrgović, 11 July 2023

During the visit of Dr. Marinella Farre, who is the TwINSol-CECs project manager at the partner institution CSIC, to TFNS on September 27-28, 2023, a part of the organized working meetings was dedicated to presentation of her wide experiences in European projects. She presented main steps in creation of consortium, budget, impact section of the proposal, Technology Readiness Levels (TRLs) important for innovative projects, etc. The presentation was given to the TwINSol-CECs researchers from the Laboratory for Chromatographic Analysis (Figure 11) through strongly interactive session, when TFNS researchers had an opportunity to ask and discuss also research data management and open science principles, including data set of the experimental results and joint research articles planned to be prepared under TwINSol-CECs.

³ https://twinsol-cecs.com/images/documents/r5_1-training_communication_skills-11july2023.pdf



Figure 11. Meeting with Dr. Marinella Farre about her significant experience within the European research project, TFNS, September 27, 2023

4.3 Training organized outside the TwINSol-CECs consortium attended by the TFNS researchers

There is a strong collaboration between TFNS and Faculty of Science in Novi Sad, which has been continued through intensive interaction between ongoing European twinning projects, i.e. TwINSol-CECs, TwinSubDyn (101059546, 2022-2025), SmartWaterTwin (101060110, 2022-2025), and EXtremeClimTwin (952384, 2020-2023). The TwINSol-CECs team of TFNS researchers has been regularly invited to open-access events within these projects, and vice versa. Particularly strong mutual support is between two “sister” twinning projects, TwINSol-CECs and TwinSubDyn, both devoted to the research within domain of the environmental protection with complementary competences and capacities. They are in constant communication by sharing their findings and knowledge. On several occasions, TFNS researchers from the TwINSol-CECs team participated in the TwinSubDyn webinars:

- “Let’s talk about technology transfer” with experts from the University of Vienna, organized on April 11, 2023; the main topic was on technology transfer,
- “Branding in science communication with a focus on social media” with an expert in communication science from the Centre for Microbiology and Environmental Systems Science at the University of Vienna, organized on May 17, 2023; this was highly interactive webinar with practical work of the attendees. Some of the covered topics were definition and relevance of branding and strategic communication in science communication, branding through social media, strategy to build up institutional communicative resources.

Coordinators of the above-mentioned twinning projects at UNS agreed that mutual invitations and participations in similar training events across the projects is a good and efficient way to exchange the experience towards the same goal postulated in front of the twinning projects and in this way to maximize the impacts of the HE funding.

Additionally, one of the TFNS staff member, Vanja Katić, who is currently appointed Legal Entity Appointed Representative (LEAR) of TFNS, and the ERASMUS administrative coordinator at TFNS, attended training entitled "Supporting high quality research to maximize societal impact" in the period 08-12 May 2023 at Artevelde University of Applied Sciences in Ghent, Belgium. She won the Erasmus+ KA131 outgoing staff mobility of the University of Novi Sad towards EU member states and third countries associated with the program. She participated in working meetings with colleagues involved in ERASMUS incoming and outgoing student activities, as well as with the Head of the Research and Development Department, who is also LEAR of their institution acquiring valuable information how to increase visibility of TFNS. The main subjects of the training were collaboration between researchers and stakeholders; writing proposals and projects for HE - design and implementation strategies; organization of research support; Open Science policy; effective communication, dissemination, and exploitation in EU-funded projects to the attention of non-scientific audiences, potential business partners or policy makers; intellectual property, and how to measure and improve societal impact of research.

Finally, TFNS researchers from the TwINSol-CECs team attended two trainings organized by the European Training Academy (EUTA), Belgrade, Serbia, on different topics of interest for participation in the HE Programme. First one organized on 9-10 May 2023 covered "Preparation and writing of Horizon Europe Twinning projects", describing new call for Bottom-up and Green Deal twinning projects. Prof. Zita Šereš attended this training, where Serbian experts with significant background in European projects (FP, H2020, HE), presented open twinning call, emphasizing new HE rules, and shared the experience on writing an excellent HE proposal, and the budget preparation. Prof. Šereš conveyed the gained information to TFNS researchers during the „Info session“ on June 01, 2023.

Since data management is a very recent and new issue to most of the researchers at TFNS, two TwINSol-CECs members, Prof. Nataša Đurišić-Mladenović and Dr. Jelena Živančev (Figure 12), attended the 2-day EUTA training on Data Management and Open Science to additionally consolidate knowledge on these topics firstly trained at TFNS during the February 2023 (the training mentioned in section 4.2).



Figure 12. Participants with Prof. Vesna Mandić on the second day of the EUTA training on Data Management and Open Science

The list of full public reports of the TwiNSol-CECs activities used for preparation of Deliverable 5.1

REPORT on the 3rd TwiNSol-CECs training “Transfer of knowledge and best practice for TwiNSol-CECs research and strategic activities” NOVA University of Lisbon, Lisbon, Portugal December 12-16, 2022. https://twinsol-cecs.com/images/documents/r3_2-3rd_onsite_training-unl-12-16dec2022.pdf

REPORT on short term study visit of TFNS researchers to NOVA University of Lisbon (UNL), NOVA School of Science and Technology (FCT), Lisbon, Portugal March 6-13th 2023. https://twinsol-cecs.com/images/documents/r5-1-stse-senior_researchers-smse-march-2023.pdf

REPORT TwiNSol-CECs Training on Soft Skills Public Speaking Skills in the Academic World University of Novi Sad, Faculty of Technology Novi Sad (TFNS) Novi Sad, Serbia July 11, 2023. https://twinsol-cecs.com/images/documents/r5_1-training_communication_skills-11july2023.pdf

Annex I – Excerpt of the Agenda of 3rd TwINSol-CECs training “Transfer of knowledge and best practice for TwINSol-CECs research and strategic activities” at NOVA University of Lisbon (UNL), 12-16 December 2022, dedicated to training sessions on the research management and empowerment of the researchers’ soft skills held on December 15-16, 2022

15 December 2022

9,00-12,00 Working session I at Innovation Research and Impact Strategy Office (IRIS) and International office at FCT:

Juliana Monteiro, Executive Director of IRIS, and Marta Cerejo, Head of Intellectual Property & Tech Transfer Department, Introduction to IRIS

Bernardo Hourmat, Pre-award (training) services

12,00-13,30 Lunch break

13,30-17,00 Working session II at IRIS office and International office

Miguel Martins, Nova Research Portal

Marta Cerejo and Pedro Almeida, Knowledge valorization and intellectual assets

16 December 2023

9,00-12,00 Meeting at UNL Rectorate

Elsa Caetano, Catarina Pinto and António Grilo, Presentation of Doctorate School project

12,00-13,30 Lunch break

**Annex II - Timetable of the visit to NOVA University of Lisbon (UNL) - NOVA School of
Science and Technology (FCT)
06-13 March 2023**

6 March 2023

10 - 12.30 Financial Management Division at FCT NOVA
14.30 - 16.00 Interface Institute of FCT NOVA – NOVAid

7 March 2023

10 – 10.30 Introduction to FCT Dean Prof. Jose Julio Alferes, FCT Vice-Dean for Innovation
and Research Prof. Eurico Cabrita, and FCT Executive Administrator, Dr. Maria
Cesaltina Charreu Frade
10.30 - 12.30 Science Park at FCT NOVA – Madan Parque
14.30 - 16.00 Intellectual property and technology transfer sector at IRIS

8 March 2023

10 - 12.30 Setting the experimental scheme for the project task 4.2
14.30 – 16.00 Setting the experimental scheme for the project task 4.2 – online meeting with
TFNS

9 March 2023

10 - 12.30 Pre-award Department at IRIS
14.30 - 16.00 International Relation Division at FCT (responsible for Erasmus), Visit to FCT
Library

10 March 2023

10 - 12.30 Preparation of the TwiNSol-CECs Strategy
14.30 -16.00 Discussion on new project proposal

13 March 2023

10 - 12.30 Impact Department at IRIS
14.30-15.30 Arrangements of the upcoming project study visits and meetings
15.30 - 16.00 Wrap up of the visit