



Annual Review of the QAG

In the second year of the DEMUSIS project, Quality Assurance Group has developed its activities in accordance with the Project Quality Action Plan (PQAP). As a result of the QAG first meeting with the Project external evaluator, the second version of the PQAP was made and adopted on March 13, 2020. The Quality monitoring reports and monitoring of the deliverables were realized as planned. The adjustments of the PQAP is done in accordance with the internal evaluation conclusions and should be approved by the PMB.

The results of the QAG first meeting with the Project external evaluator

All internal evaluation procedures used by QAG for ensuring the Project quality control and monitoring are defined within the Project Quality Assurance Plan. Based on the Group's first meeting with the Project external evaluator on December 2, 2019, the first and approved version of the PQAP is improved in terms of developing detailed internal evaluation procedures. The new version of the Plan is approved by BMP on March 13, 2020, and published on the Project web site

The identification of the strengths and weaknesses of the Project quality control and monitoring was the purpose of the first Group meeting with the Project external evaluator, Mr. Georg Schulz, from the Kunstuniversitat in Graz. The structure and the content of the PQAP main document, supporting documentation (Appendixes and Annexes), and procedure established for quality control and monitoring were discussed. The external evaluator suggested that Project quality control and monitoring mean not only monitoring the timeline of deliverables implementation but also measuring the quality of deliverable content. Thus, in the new version of the Plan is emphasized that of equal importance are both the quality of the content and the timeline of deliverable implementation. In regard to this, all members of the Group agreed that the procedure for measuring the quality of deliverable content should be explained in a more detailed way within the Plan.

It was concluded that the feedback of the particular target group in the evaluation of the specific deliverable should be of great importance for the future measuring of the quality of deliverable content. Hence, Annexes 1–4 of the PQAP need to be used as the key tools for measuring the quality of deliverable content. For example, in measuring the quality of new courses and study programs, the anonymous students' evaluation through an online questionnaire are taken as the main indicator of the (un)successful implementation of these deliverables.

The external evaluator also suggested to Group members to pay special attention to the general goal of the Project, which is *changing the mind set-up within each Project partners' institution*. The possible risks and problems in reaching this goal as well as the procedures for measuring the success of it were discussed. The negative reactions to the word *entrepreneurship* were identified as a risk for the successful realization of the general Project goal since this word is usually connected with the business and money setting. It is concluded that mechanisms for changing the mind set-up of students and national HEI staff could be improved through Project dissemination activities where the Project message needs to be clear: artistic talent stays as the most important component but having self-promotion skills is crucial for making a successful career on the digital media culture global market.

Based on the QAG discussion with the Project external evaluator, the amendments are made to the section "Internal evaluation responsibilities" of PQAP in order to

- 1) emphasize that the goal of QAG is to monitor both the quality of the content and the timeline of deliverable implementation and
- 2) define the procedure for measuring the quality of deliverables content.

Within the new version of the Plan, the internal evaluation responsibilities of the Group members are defined as providing quality control and monitoring of all aspects of the Project realization by having in mind the contribution of all deliverable outcomes in acquiring the general project goal – *changing the mind set-up within each project partner national HEIs*.

The QAG is responsible for Project quality control and monitoring in regard to 1) Project Management, 2) Project deliverables, and 3) Project impact. The monitoring of Project management means the monitoring and



evaluation of the project management techniques and processes that were used to deliver the project. The monitoring of Project deliverables means the monitoring and evaluation of both the *timeline of deliverables implementations* and the *quality of the deliverable content*. The monitoring of Project impact means the control and the evaluation of the effects that the project has on the target groups. This is one of the leading indicators in measuring the quality of the deliverable content.

Using off different types of internal evaluation documents by Group responsible member and WP chair in a timely and appropriate manner is necessary to ensure the successful realization of the internal quality procedures. In conducting the internal evaluation of equal importance are following document-tools:

- Quality Checklists;
- Internal Quality Monitoring Report Timetable;
- Deliverable Report for the Purpose of Internal Evaluation;
- Quality Monitoring Report;
- Several types of questionnaires and surveys.

The complete implementation of the Project quality control and monitoring requires the close cooperation of the QAG, WP chair, the PMB, and external evaluator.

QAG activities in the second Project year

In accordance with the planned activities within the WP6 in the second Project year, the Group has implemented the internal evaluation procedures and made the Quality Monitoring Reports for the following deliverables:

- WP 1.5 – New study programs designed and accredited;
- WP 2.5 – Equipment installed and set up;
- WP 2.6 – Distance learning platform created;
- WP 3.1 – Teachers trained for curricular changes and LLL courses;
- WP 3.2 – Teachers and staff trained for distance learning and LOLA equipment;
- WP 5.1 – LLL courses designed and accredited;
- WP 7.1 – The dissemination and exploitation plan developed

The conclusions that members of QAG made for each deliverable, are:

WP 1.5 – New study programs designed and accredited

The overall management was provided efficiently.

The distribution of work was reasonable and appropriate.

There was enough time allocated for ensuring the outcome of the deliverable.

The staff resources were sufficient and appropriate for ensuring the outcome of the deliverable.

The outputs of the deliverable was achieved - rank 4

The outcome of the deliverable does correspond to the expected WP results - rank 4

If there were any problems or critical factors, looking at the outcomes, they do not show.

The plans and expectations were largely exceeded; hence we have no suggestions for improvement.

The PMP was already changed in order to accommodate the creation of two more programs other the one initially planned for. There is no need for further adjustments in our opinion.

It is impressive how the HEI's have used the surveys' results in such a pro-active way and how fast they acted upon it and decided to create 3 programmes in total, instead of the 1 planned initially, and moreover how they already received the formal accreditation for 2 of them. It shows great, enthusiasm, dedication and professionalism, and how much everyone in these HEI's is invested in really making the best use of this project's support and funds. The management of human resources is impressive and so is the flexibility shown by P2, which was not initially going to develop a programme, and jumped at the opportunity in a very efficient and successful way. We can only say Congratulations for the amazing work and accomplishments in such a short time.



WP 2.5 – Equipment installed and set up

The overall management was provided efficiently.

The distribution of work was reasonable and appropriate.

There wasn't enough time allocated for ensuring the outcome of the deliverable.

Staff resources were sufficient and appropriate for ensuring the outcome of the deliverable.

The outputs of the deliverable were done to a large degree but not completely for justified reasons.

The outcome of the deliverable corresponds completely to the expected WP results.

There are problems and critical factors regarding the deliverable implementation.

There is no suggestion for improving the process of deliverable implementation.

There is a recommendation to modify the Project Management Plan considering this deliverable.

Deliverable **2.4. The development of adequate digital infrastructure** is almost done to a complete degree – 94.9% of hardware and software is installed and in use. The purchase of the equipment lasted longer than envisaged. The installation process adjusted accordingly.

The outputs of the deliverable that are completely finished are:

1) Installation of purchased hardware, software, digital and other equipment at P1. Setting a 12 places digital lab equipped with most up-to-date hardware and musical software at P1; The installation of the equipment was carried out simultaneously with the arrival of the equipment. As there have been two public procurements, and the equipment was divided into several subdivisions, these were delivered separately. The digital laboratory was fully functional at the beginning of the second semester (February 2020) before all the software was delivered. The trial versions of Sibelius and Finale software were used – for a short period (less than a month), to overcome the waiting period for the delivery. Thus, three new elective subjects in connection to digital skills were realized in the 2019/20 at P1.

2) Installation of purchased hardware, software, digital and other equipment at P2.

The installation of the equipment was carried out simultaneously with the arrival of the equipment at P2. As there have been two public procurements, and the equipment was divided into several subdivisions, these were delivered separately. The installation was organized accordingly. The equipment has been paid for, and it was introduced to inventory lists at P2. The last subdivision of the equipment arrived at P2 one day before the COVID-19 induced martial law, so this part of the equipment was not tested at the time.

3) Installation of purchased hardware, software, digital and other equipment at P3.

The installation of the equipment was carried out simultaneously with the arrival of the equipment at P3. As there have been two public procurements, and the equipment was divided into several subdivisions, these were delivered separately. Subdivision no. 19 has not been delivered before the COVID-19 induced martial law, and the equipment from subdivision 18 was not bought – as there were no offers during the public procurement. However, permission from the desk officer in charge was obtained to proceed with direct procurement. This still needs to be done. All the equipment that was bought was installed and is working properly.

The outputs of the deliverable that are not yet completely finished are:

1) Procurement of the remaining hardware at P3;

2) Procurement of the remaining software at P1;

3) Installation of the remaining hardware and software at P1 and P3.

The further activities to be carried out to achieve the complete implementation of this deliverable are fully defined and planned:

1) Procurement of the remaining hardware at P3 through direct contact with suppliers – expected to be completed in October 2020.

2) Procurement of the remaining software at P1 through direct contact with suppliers – expected to be completed in October 2020.

2) Installation of purchased hardware and software at P1 and P3 – expected to be completed in December 2020.



WP 2.6 – Distance learning platform created

The overall management of this task was provided efficiently, and the distribution of work was reasonable and appropriate. Moreover, there was enough time allocated for ensuring the outcome of the deliverable.

The staff resources were sufficient and appropriate for ensuring the outcome of the deliverable. There was a smooth communication and collaboration between three national project partners which resulted in the positive outcome of this WP.

The e-learning platforms are available for each teacher at each partner institution (P1, P2 and P3) and technical support is available for those who are not familiar with this new tool. Several teachers had a possibility of examining possibilities of platforms at each institution. In order to assure the quality of this format of learning the WP will develop a set of internal surveys for students in the next winter semester (2020-2021).

The outcome of this WP fully corresponds to the expected WP result.

What concerns the output of this deliverables, this corresponds to the expected WP results to a small degree. The envisaged output was not fully achieved, as the WP did not develop a new Moodle based e-learning platform only for musicians. However, the deliverable in terms of possibility of implementing courses on Moodle based platform, was achieved successfully at all three partner institutions:

- P3 The Moodle Platform was installed on April 10, 2019 at the Google Cloud Server, which was leased by the Faculty of Philology and Arts and is fully operational at URL <http://www.filum.kg.ac.rs/moodle/>. All the teachers have the opportunity to develop distance learning courses.
- University of Novi Sad, P2, also introduced a new distance learning platform eLab, based on Moodle. This platform is in full use.
- University of Belgrade has offered to P1 the use of their e-learning portal.

A period of implementation of courses, will show eventual need for further adjustments of these platforms. There is a planned further internal evaluation of these e-learning platforms for January 2021.

WP 3.1 – Teachers trained for curricular changes and LLL courses

The overall management was provided efficiently.

The distribution of work was reasonable and appropriate.

There was enough time allocated for ensuring the outcome of the deliverable, however due to the unexpected pandemic and its effects worldwide, the accomplishment of the objectives within the planned dates was affected and delayed.

The staff resources were sufficient and appropriate for ensuring the outcome of the deliverable.

The outputs of the deliverable was achieved - rank 2

The outcome of the deliverable does correspond to the expected WP results, though the outreach is much broader than initially planned, as a consequence of the Teacher Training being offered online. It is expected that the initial objective of 12 teachers participating of activity 3 will be exceeded.

The critical factors hindering the deliverable implementation were largely external – the lockdowns imposed by the governments of the various countries as a response to Covid19 had a huge impact and limited all the activities initially planned.

The PMP does not need to be further modified, as changes were already discussed on 10/07/2020 and were implemented and already included in the PMP.

The low ranks that was given, is directly related to the impact the various national lockdowns and safety measures have had on all the planned activities and on the private circumstances of people who were expected to participate on the various activities. We are confident to conclude, that in normal circumstances the deliverable status, would have been 100% instead of the 10% now reached, which would have guaranteed a 4.

Moreover, it is commendable to acknowledge that part of activity 2 was carried out despite all, with the implicit intention of, whenever the conditions would have so allowed, to proceed as planned, which was unfortunately not the case; and it is very important to mention that the rank given, is not applicable to activity 1 (The Boot Camp in The Hague), which separately we confidently rank as a 4. It not only was successful *in loco*, but it also fostered a spin off above the expectations.

We would also like to state that the adjustments made to the PMP were optimal, making the best of the resources available and putting to good use of the online tools and newly acquired expertise described on DRPIE 3.2.



WP 3.2 – Teachers and staff trained for distance learning and LOLA equipment

The overall management was provided efficiently.

The distribution of work was reasonable and appropriate.

There was enough time allocated for ensuring the outcome of the deliverable, however due to the unexpected pandemic and its effects worldwide, the accomplishment of the objectives within the planned dates was affected and delayed.

The staff resources were sufficient and appropriate for ensuring the outcome of the deliverable.

The outputs of the deliverable was achieved - rank 2

The outcome of the deliverable does not correspond to the expected WP results completely; the figures were slightly below the initial objective (12 teachers instead of 18 and 8 staff members instead of the intended 10).

The biggest hindrance was the Covid-19 outburst, which on one hand limited the activities initially planned and was at the cause of various delays, but which on the other hand propelled a much more active use of digital resources and made their usefulness and need very obvious, making this deliverable even more relevant.

The planning was adjusted in a realistic way, no further improvements required.

The PMP does not need to be further modified, as changes were already discussed on 10/07/2020 and were implemented and already included in the PMP.

The low ranks that was given, is directly related to the impact the various national lockdowns and safety measures have had on all the planned activities and on the private circumstances of people who were expected to participate on the various activities. We are confident to conclude, that in normal circumstances the deliverable status, would have been 100% instead of the 10% now reached which would have guaranteed a 4.

WP 5.1 – LLL courses designed and accredited

After analysing the available report, the following conclusions are stated:

The overall management was provided efficiently, and the distribution of work was reasonable and appropriate.

There was enough time allocated for ensuring the outcome of the deliverable. Staff resources were sufficient and appropriate for ensuring the outcome of the deliverable.

As far as the project outputs are concerned, the deliverables were achieved completely:

- Pre-preparation analysis of accredited LLL courses from surrounding countries
- presentation of the work progress of WG 6 during various events and to different stakeholders: PMB meetings (kick off meeting and PMB meeting in Novi Sad) , the Council of Music Art Department members at Faculty of Philology and Arts, Kragujevac and *Eurydice* Conference 2020: "Professional development of teachers and professional associates"
- thorough analysis of LLL courses in 2018/2019, 2019/2020, and 2020/2021 accredited by the ZUOV
- 6 WP group members named

It is concluded that the outcome of the deliverable corresponds to a large extent to the expected WP results.

WP 7.1 – The dissemination and exploitation plan developed

The overall management was provided efficiently.

The distribution of work was reasonable and appropriate.

There was enough time allocated for ensuring the outcome of the deliverable.

Staff resources were sufficient and appropriate for ensuring the outcome of the deliverable

The outputs of the deliverable were achieved completely.

The outcome of the deliverable corresponds completely to the expected WP results.

There were several updates of the *Dissemination and Exploitation Plan* to accommodate Project exploitable results to achieve the maximum impact. The DEP had 3 versions before the final 4th version was developed. The first QMR for deliverable 7.1 has been made on 28.11.2019 as the result of the internal evaluation of the 2nd draft version of the DEP. Since the DEP 2nd version had to be updated, the first QMR conclusions and recommendations concerning the further development of the DEP were as follows:

- to define and set precise dates when the next, updated version of the Plan is going to be delivered;
- to define a specific and detailed communication plan with a monthly timetable for the next 2 project years, including communication channels that will be used, communication activities that will be done, type of content/information that will be disseminated, specific target groups that will be reached, responsible project partner;
- to define the future responsibilities of every national Project partners in dissemination and exploitation of Project



exploitable results;

- to give an overview of communication through the already setup channels of communications that are in full function, for the project past period of 6 months – project web site and social network channels – what kind of content/type of information is disseminated through them; frequency of communications in the past 6 months; the number of visitors and potential reactions to content communicated in the past 6 months.
- to give a summary of other types of communication activities in the past period of 6 months if there are any (meetings and workshops, open info days, round tables);
- to define and add appropriate Annexes to the Dissemination and Exploitation Plan;
- to make a Quality Monitoring Report for the Purpose of Internal Evaluation for every updated version of the Plan and to send it to the responsible QAG person for internal evaluation of the Plan updated versions.

Concerning all noted above, the deliverable 7.1 has been evaluated again by an internal evaluation of the updated and final (4th) version of the DEP, signed by WP7 chair on 11.08.2020 and published on the project website.

Conclusion of the second internal evaluation

The deliverable 7.1 is completely done since the final version of the DEP has been developed and finalized in a clear and comprehensive way with taking into account not only suggestions that have been made in the first QMR but also the new circumstances in the situation of the pandemic.

Comparing with the DEP 2nd version, the final DEP contains newly developed subchapters that define a very important aspect of Project results dissemination and exploitation strategy regarding the second half of Project realization. The project **target groups** –mainly students and future students in the field of music, young professionals and educators in the field of music, and companies that employ musicians – are clearly defined as well as the ways to reach them (DEP Tables 3 and 4). The **general dissemination and communication plan** becomes more consistent in terms of specifying the key tools and activities needed for its realization. Comparing to the previous version, the final DEP is improved by precise classification of:

- 1) **dissemination methods, tools, and channels**, which are: project website, social network channels, and printed promotion materials;
- 2) **dissemination activities**: publication in relevant professional journals, newspapers, magazines, and social media; dissemination events with relevant stakeholders; establishing a sustainable network between project partners and industry; on-line dissemination activities, and planned results.
- 3) the three phases of the **dissemination time plan**:
 - Phase 1, M1–M12 – generate interest and awareness of the Project in colleagues and students at partner universities;
 - Phase 2, M13–M24 – enhance interest and encourage participation in the DEMUSIS project, and
 - Phase 3, M25–M36 – informing the general public and presenting results.

Of particular importance are the new segments of the DEP main text developed in terms of defining exploitable results that will provide **project sustainability** beyond the formal project duration period (chapters: Project exploitation, Project sustainability, and Post project visibility). It is noted that the main goal of the DEP activities is to maximize awareness of DEMUSIS outputs and outcomes and to ensure the sustainability of the project results. Among the main post-project exploitable results are: new and reformed study programs, new and reformed study courses, guidelines, textbooks and guidelines for new courses, LLL courses, on-line courses, and newly established connections between enterprises and universities.

There were and still are critical factors in the implementation of this deliverable caused by **pandemic** lockdown and restrictions. To accommodate and overcome new circumstances in the situation of the pandemic, more detailed planning and changes are made within the 3rd version of the DEP, in July 2020. Due to the postponing of the plan activities that include a gathering of a large group of people, more efforts are made to contact target groups on-line and promote Project activities through social networks (mainly Facebook). The on-line platforms developed for on-line classes were shown to be of immense value in the times of the pandemic, as one of the important teaching capacity-building results. The overcoming of these critical factors is still in progress.

There are visual dissemination outputs included in the DEP as design templates for further exploitation by individuals, project partners, stakeholders, and media that are of special value for project identity. The idea to establish project identity as a recognizable brand is fully realized with the design outputs of different types.

It is clear that partners communicated extensively during the development of this new version of the DEP to adjust all the activities envisioned in the Plan to specific timelines, needs, and strengths of partners.

Thus, the final version of DEP should be taken as essential to ensure the post-project visibility and sustainability.



Deliverables from the first Project year whose implementation has been extended to second Project year

The subjects of QAG evaluation in the second Project year were the deliverables from the first Project year whose implementation has been extended to the second Project year. These are:

- 2.2 – Hardware purchased;
- 2.3 – Software purchased;
- 2.4 – Adequate digital infrastructures developed.

There were some activities necessary for the full implementation of these deliverables, which were not completely realized within the first project year and have been planned to be finished in 2020. The email correspondence with the WP2 chair and Group responsible member has been realized during November 2020 in order to determine activities carried out to achieve the complete implementation of these deliverables in 2020.

Activities finished during 2020 to complete the deliverable **2.2** – Hardware purchased are, and **2.2** – Software purchased are:

- 1) Realization of the second public procurement procedure, started in October 2019, realized in June 2020. In the first tendering procedure, 82% of hardware (in value) was purchased, and 27% of software was purchased. In the second tendering procedure, 14% of hardware was purchased, and 25% of software was purchased;
- 2) Request for authorization of direct procurement of the remaining equipment approved from the desk officer (sent on 25.10.2019, approved in January 2020). Within direct procurement, 27% of software was purchased.

PP1 and PP2 have completed the hardware procurement procedures and acquired all planned hardware. PP3 has not yet completed the procurement of video equipment. The equipment models listed in the Project proposal are not available on the market any more. Replacement models are too expensive and do not fit into the budget. P3 is looking for a variant that will represent the most appropriate solution. The PP3 contact person has concluded that this does not affect the other project activities since implying the work with the acquired equipment within the teaching process is planned for the end of the second semester. The remaining hardware needs to be acquired through direct contact with suppliers at P3.

PP2 and PP3 have completed the software procurement procedures and acquired all planned software. PP1 acquired most of the software (Finale and Sibelius), and a subscription for the *Grove Music Online* was paid, but the procurement has not been completed yet. As software is mainly being sold on-line – this complicates purchase for the institution – as there are no local suppliers. As this is only a very small percentage of the total equipment, and P1 already possesses alternative software, this does not affect the course of Project implementation. The remaining software needs to be acquired through direct contact with suppliers at P1.

The activities that have been carried out to achieve the complete implementation of deliverable **2.4** since the QAG made the first internal evaluation of the quality implementation of this deliverable are:

- Acoustics solutions implemented at P1 – adequate boards for ceiling acquired and installed (started in November 2019, completed in December 2019);
- Furniture acquired and installed at P1 – the furniture ordered, delivered, and assembled (started in November 2019, completed in December 2019).

Conclusion: due to the equipment's specificity, slow and complicated tendering procedures, and Covid-19 caused delays, direct procurement of the remaining hardware purchase within PP3 and software purchase within the PP1 is still in progress. However – only 5% of planned equipment purchase is pending. It is significant that the delay in the full implementation of the deliverables 2.2 and, 2.3 does not affect the other Project activities connected with the implementation of the software and hardware pieces of equipment.



The adjustments of the PQAP that should be approved by QAG and PMB

Based on the Quality Monitoring Reports, Appendix I of the PQAP (Quality Checklists WP1–8) and Appendix IV (Internal Quality Monitoring Report Timetable) require adjustments in terms of defining dates for the second evaluation of the deliverables that contain the activities postponed to the third Project year:

- 2.5 Equipment installed and set up – the new date in the PQAP Appendixes regarding the second evaluation after complete deliverable implementation should be June 1, 2021;
- 3.1. Teachers trained for curricular changes and LLL courses – the new date in the PQAP Appendixes regarding the second evaluation after complete deliverable implementation should be November 1, 2021;
- 3.2 Teachers and staff trained for distance learning and LoLa equipment – the new date in the PQAP Appendixes regarding the second evaluation after complete deliverable implementation should be February 1, 2021;
- 5.1. LLL courses designed and accredited – the new date in the PQAP Appendixes regarding the second evaluation after complete deliverable implementation should be November 1, 2021.

Further adjustment is required within these Appendixes concerning the new WP4 chair. The new chair is from PP2, and it is Olivera Gračanin.