



DEMUSIS

Enhancing the digital competencies and entrepreneurship skills of academic musicians in Serbia for culturally more engaged society



UNIVERSITY
OF ARTS
IN BELGRADE



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Annual Review of the QAG

P3 University of Kragujevac

WP 6 Chair: Vladimir Blagojević

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Introduction

All internal evaluation procedures used by QAG for ensuring the Project quality control and monitoring are defined within the Project Quality Assurance Plan (PQAP).

Internal Quality Procedure includes the development and application of a set of standards for monitoring the project quality and realization of every specific project deliverable described in the LFM of the project and PMP. These set of standards contains:

- 1) list of deliverables and indicators of progress that will be controlled;
- 2) list of responsible QAG members for internal evaluation of deliverables;
- 3) internal evaluation responsibilities;
- 4) internal quality control documents;

The deliverables of DEMUSIS project are grouped in 8 WPs: 1 – Preparation and analysis; 2 – Upgrading of methodology; 3 – Staff training and development of teaching resources; 4 – Implementation of reformed and new study programs; 5 – LLL courses; 6 – Quality plan; 7 – Dissemination and exploitation; 8 – Management of the project.

In order to assure a high level of quality regarding the results of the project, each deliverable went through an internal evaluation. General expectations for all deliverables regarding their quality are their relevance to the achievement of the general and specific objectives of the project as well as the compliance with the time framework set in the main project application form.

Each deliverable has been evaluated for its completion in due time as well as for its quality, clarity and comprehensiveness. In line with the project Adjusted Work Plan QAG conducts internal quality controls and monitoring the operational WPs' progress.

QAG activities in the third Project year

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

WP 2.5. Equipment installed and set up

Responsible QAG member: Sanela Nikolić

WP 3.1. Teachers trained for curricular changes and LL courses

Responsible QAG member: Elsa Ferreira (Martin Prchal)

WP 3.2. Teacher's staff trained for distance learning and LOLA equipment

Responsible QAG member: Elsa Ferreira (Martin Prchal)

WP 3.3. Teaching materials developed and published

Responsible QAG member: Elsa Ferreira (Martin Prchal)

WP 3.4. On-line courses prepared

Responsible QAG member: Elsa Ferreira (Martin Prchal)

WP 4.1. Students enrolled to modernized study programmes

Responsible QAG member: Aleksandar Mrđan (Sanela Nikolić instead)

WP 4.2. Students enrolled to the new master programme

Responsible QAG member: Aleksandar Mrđan (Sanela Nikolić instead)

**WP 4.5. Student placements realized**

Responsible QAG member: Aleksandar Mrđan (Sanela Nikolić instead)

WP 5.1. LLL courses designed and accredited

Responsible QAG member: Paulina Gut (Sanela Nikolić instead)

WP 5.2. Teaching and learning material for LLL courses prepared

Responsible QAG member: Paulina Gut (Sanela Nikolić instead)

WP 6.4. External quality procedures

Responsible QAG member: Vladimir Blagojević

WP 7.3. Academic and financial sustainability plan created

Responsible QAG member: Paulina Gut (Sanela Nikolić instead)

WP 7.4. Promotional material prepared

Responsible QAG member: Paulina Gut (Sanela Nikolić instead)

WP 7.6. Student projects made public

Responsible QAG member: Aleksandar Mrđan (Sanela Nikolić instead)

WP 7.7. Public debate in Novi Sad, European capital of Culture 2021 held

Responsible QAG member: Aleksandar Mrđan (Sanela Nikolić instead)

WP 8.2. Project management board established

Responsible QAG member: Sanela Nikolić

Description of sources, indicators for QM and conclusions

WP 2.5. Equipment installed and set upDescription of sources and indicators for quality monitoring**1) Second, extended version of the Deliverable Report for the Purpose of Internal Evaluation of 2.5** – filled in and signed by WP 2 chair on 25.11.2021.

It includes:

- list of activities carried out to achieve this deliverable;
- description of the activities carried out;
- indicators of progress and quality;
- description of the deliverable implementing status.

2) DEMUSIS inventory lists of the equipment.**3) Photographs of the equipment:**http://www.demusis.ac.rs/index.php?option=com_content&view=article&id=47&Itemid=101http://www.demusis.ac.rs/index.php?option=com_content&view=article&id=46&Itemid=101

Indicators for quality monitoring:

- 1) equipment delivered to partner institutions.
- 2) equipment evidenced in inventory lists of the partner institutions.
- 3) equipment installed used in the teaching process.



Conclusions about whether or not specific project deliverable is achieved and implemented

1. The overall management was provided efficiently.
2. The distribution of work was reasonable and appropriate.
3. There wasn't enough time allocated for ensuring the outcome of the deliverable.
4. Staff resources were completely sufficient and appropriate for ensuring the outcome of the deliverable.
5. The outputs of the deliverable were done but within the extended timeline.
6. The outcome of the deliverable corresponds completely to the expected WP results.
7. There are problems and critical factors regarding the deliverable implementation.
8. There is no suggestion for improving the process of deliverable implementation.
9. There is no recommendation to modify the Project Management Plan considering this deliverable.

Here we present the results of the second round of evaluation of the deliverable **2.5 Equipment installed and set up**. There is the second round of evaluation since the first round QMR has been completed on August 30, 2020, with the conclusion that the deliverable has been almost done to a complete degree since the purchase of the equipment lasted longer than planned.

The outputs of the deliverable that were not yet finished by the closing of the first round of evaluation were as follow:

- 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.

As it is concluded in the initial DRPIE, filled and signed by WP chair on June 1, 2020, the remaining activities to achieve the complete implementation of this deliverable that were postponed to the second half of the second project year were defined as:

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

According to the second, extended version of the DRPIE, filled and signed by WP chair on November 25, 2021, all the listed activities are completed up to now:

- All the remaining hardware at P3 was ordered through direct contact with suppliers. The major part of the equipment was delivered and installed in September 2021, and it is in use. However, four pieces of the equipment still need to be delivered (1) Sony A7 III body – camera, 2) Manfrotto video monopod MVMXPRO500 – tripod, 3) Mavic 2 Pro – a drone with a video camera, and 4) Manfrotto tripod MKCOMPACTADV-BK). The reason for the prolonged process is the specificity of these four pieces of equipment.
- All the remaining software at P1 was purchased in March 2021, delivered, installed, and is in use.

Conclusion: There is no recommendation to modify the PMP considering this deliverable. However, since the major part of the hardware was installed and it is in use at P3, in cooperation with the WP chair, the responsible QAG member will follow up on the delivery and installation of the remaining four pieces of the equipment at P3 to monitor the complete and successful implementation of this deliverable. It is important to say that until now more than 100% of the initially planned equipment (both in terms of budget and in terms of pieces of equipment) have been purchased and installed. The rest of these four above mentioned pieces will only increase the percentage of already reached Project task over 100%.



WP 3.1. Teachers trained for curricular changes and LL courses

Description of sources and indicators for quality monitoring

At least 36 teachers from P1-3 trained at EU institutions (P4 provided training for music entrepreneurship /Entrepreneurship and project management; Performance and Communication/, P5 and P6 provided training for digital empowerment of existing study programmes and new master programme /Digital marketing, Audio Software, Music and computers, Audio fundamentals for recording, Creative music production skills, Sound directing fundamentals, etc./)

Conclusions about whether or not specific project deliverable is achieved and implemented

1. The overall management was provided efficiently.
2. The distribution of work was reasonable and appropriate.
3. 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 during the year of 2020. Thanks to the extension of the project deadlines, and the dedication of the team, in 2021 they made up for the delay suffered due to the pandemic, and accomplished all the deliverables within the new established deadlines.
4. There were sufficient and appropriate staff resources for ensuring the outcome of the deliverable.
5. Were the outputs of the deliverable achieved? Rank gave by QAG member: 3
6. The outreach was much broader than initially planned, as a consequence of the Teacher Training being offered online. 7 participants out of the 15 responded the online evaluation questionnaire. The target number of 12 participants was exceeded. Rank gave by QAG member: 3
7. 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 and these continued to affect the activities during the subsequent year.
 8. The planning was adjusted in a realistic way, no further improvements required.
 9. 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.

Conclusion: The rank given on 5 and 6 is directly related to the impact the various national lockdowns and safety measures have had on all the planned activities throughout the 2 years and on the private circumstances of people who were expected to participate on the various activities. The rank also takes into account the answers to the satisfaction survey answered by 7 participants – most of the times and the majority of the respondents were completely satisfied, but a minority in some cases chose ‘largely satisfied’ instead.

We are very satisfied to conclude that the challenging circumstances were distinctively overcome by successfully implementing online courses and activities, using the challenge as an opportunity to develop the online activities even faster than initially formulated.

Moreover, as noted on last year’s report, 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 back in 2020, but, 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. In 2021 it led to the realization of a teacher training and student boot camp online successfully realized.

We would also like to state once more 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. Teacher's staff trained for distance learning and LOLA equipment

Description of sources and indicators for quality monitoring

- at least 18 teachers and 10 staff members from P1-3 trained for distance learning and LoLa system at national HEIs
- 2 two-day courses organized at each of national HEIs

Conclusions about whether or not specific project deliverable is achieved and implemented

1. The overall management was provided efficiently.
2. The distribution of work was reasonable and appropriate.
3. 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 during the year of 2020. Thanks to the extension of the project deadlines, and the dedication of the team, in 2021 they made up for the delay suffered due to the pandemic, and accomplished all the deliverables within the new established deadlines.
4. There were sufficient and appropriate staff resources for ensuring the outcome of the deliverable.
5. Were the outputs of the deliverable achieved? Rank gave by QAG member: 4
6. Does the outcome of the deliverable correspond to the expected WP results? Rank gave by QAG member: 4
Rank gave by QAG member: 4
7. As already stated last year, 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.
8. The planning was adjusted in a realistic way, no further improvements required.
9. 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.

WP 3.3. Teaching materials developed and published

Description of sources and indicators for quality monitoring

- at least 8 new teaching manuals (textbooks or online manuals) developed and published for reformed curricula;
- at least 5 new teaching manuals (textbooks or online manuals) developed and published for the new master study programme

Conclusions about whether or not specific project deliverable is achieved and implemented

1. The overall management was provided efficiently.
2. The distribution of work was reasonable and appropriate.
3. There was enough time allocated for ensuring the outcome of the deliverable.
4. Staff resources were completely sufficient and appropriate for ensuring the outcome of the deliverable.
5. The outputs of the deliverable were done but within the extended timeline.
6. The outcome of the deliverable corresponds to the expected WP results.
7. There are problems and critical factors regarding the deliverable implementation.
8. There is no suggestion for improving the process of deliverable implementation.
9. There is no recommendation to modify the Project Management Plan considering this deliverable.

Due to the global situation caused by Covid-19, multiple materials had to be made available online, followed by the creation of a dedicated YouTube channel, and, among others, Moodle-based platforms were also started as tools of communication made for both 3.3 and 3.4. However, equally due to direct effects of the pandemic (illness or caregiving situations of the writers), not all initial objectives were accomplished. That is the reason why points 5 and 6 objectives were only reached to a large degree – from the planned 8 new textbooks or online manuals meant for the renewed programmes, at the moment only 5 have been finalized and are available; and from the initially planned 5 textbooks or online manuals meant for the new study programs, 4 are now available.

It is all the same important to notice that WP 3.3 and 3.4 project activities had to be developed in parallel in a record time due to the external pressure of the pandemic to move world education online, and that was done consistently



despite all challenges, not to mention there is a plan in place to reach the initially set objectives by March 2022.

WP 3.4. On-line courses prepared

Description of sources and indicators for quality monitoring

At least 1 new on-line course will be prepared at each national Higher education partner.

On-line courses will be jointly developed and produced by all national Higher education institutions, with active steering by EU partners.

Conclusions about whether or not specific project deliverable is achieved and implemented

1. The overall management was provided efficiently.
2. The distribution of work was reasonable and appropriate.
3. There was enough time allocated for ensuring the outcome of the deliverable.
4. Staff resources were completely sufficient and appropriate for ensuring the outcome of the deliverable.
5. The outputs of the deliverable were done but within the extended timeline.
6. The outcome of the deliverable corresponds to the expected WP results
7. The challenges were multiple – being pressured to move online because of the pandemic without all the previously planned preparation was the main one; having to train the teachers to work with online resources, while already online; and facing the difficulties of access to online tools some students had.
8. There is no suggestion for improving the process of deliverable implementation.
9. There is no recommendation to modify the Project Management Plan considering this deliverable.

We would like to point out that above, on what concerns question number 3, yes, the initial plan was realistic, but was not possible to do so in the allocated time because the pandemic pressured all education to be moved online, and actually all objectives were accomplished in record time, much faster than initially planned, making for a definite YES. It is very impressive to observe all what was reached in such short time. Also, on point 4 above it is important to mention that the initial objective was to train 18 teachers and staff on distance learning, which would have been a realistic objective to ensure the reliable start of online teaching, however this objective was exceeded and 26 teachers were involved instead, making for another definite YES.

The objective of creating 1 new course with a partner was also exceeded and 3 new courses were created instead followed by 5 modernised ones, not to mention the various Jazz and Art of Sound classes offered using LoLa. Moreover, we would like to point out the commendable actions of making courses available as MP4 videos, in order to include all students who did not have equal opportunities to attend live streams.

Overall, we are very impressed and we believe this project is an example of resilience and on how to use challenge as growth opportunities.



WP 4.1. Students enrolled to modernized study programmes

Description of sources and indicators for quality monitoring

Description of sources for evaluation:

1) Deliverable Report for the Purpose of Internal Evaluation of 4.1 – filled in and signed by WP 4 chair on 27.11.2021.

It includes:

- list of activities carried out to achieve this deliverable;
- description of the activities carried out;
- indicators of progress and quality;
- description of the deliverable implementing status.
- description of changes that have occurred in the realization of this deliverable since the original proposal.

Indicators for quality monitoring:

- more than 300 students enrolled at all three national partner institutions

Conclusions about whether or not specific project deliverable is achieved and implemented

1. The overall management was provided efficiently.
2. The distribution of work was reasonable and appropriate.
3. There was enough time allocated for ensuring the outcome of the deliverable.
4. Staff resources were completely sufficient and appropriate for ensuring the outcome of the deliverable.
5. The outputs of the deliverable were completely done.
6. The outcome of the deliverable corresponds completely to the expected WP results.
7. There are no problems and critical factors regarding the deliverable implementation.
8. There is no suggestion for improving the process of deliverable implementation.
9. There is no recommendation to modify the Project Management Plan considering this deliverable.

Conclusion: the deliverable is completely done. The outputs of this deliverable are fully implemented by:

- a) **introducing new courses** and
- b) developing **changes in existing curricula**.

All three national academic partner institutions expanded their study programs curricula by **introducing new courses** aiming at developing digital and entrepreneurial skills and social awareness in music students:

At **P1**, new courses are developed and introduced as electives to all bachelor study programs. Those courses are:

- Introduction to digital notation;
- Basics of working with Digital Audio Workstation – DAW;
- Contemporary notation and advanced digital notography;
- Introduction to project planning and music entrepreneurship;
- Basics of digital literacy for musicians;

At **P2** new course is developed and introduced as an elective to the master study programs Music and Media, Musicology and Ethnomusicology;

At **P3** two new courses are developed and introduced at bachelor studies:

- Basics of music entrepreneurship, as an elective at Music theory and pedagogy, Music Performance and Music in media study programs;
- Music in the digital environment at Music theory and pedagogy and Music performance study programs.

Changes in existing curricula are developed at all three national academic partner institutions in the direction of digitalization, both in terms of content and in terms of means of delivery of teaching content, by force of the pandemic and the need to move to distance learning.

At all three national partner institutions, students were enrolled in modernized study programs in 2019, 2020, and 2021. One more generation of students is expected to be enrolled in Autumn 2022 – the project is extended, meaning that there will be 4 instead of 3 generations of students.



WP 4.2. Students enrolled to the new master programme

Description of sources and indicators for quality monitoring

Description of sources for evaluation:

1) Deliverable Report for the Purpose of Internal Evaluation of 4.2 – filled in and signed by WP 4 chair on 27.11.2021.

It includes:

- list of activities carried out to achieve this deliverable;
- description of the activities carried out;
- indicators of progress and quality;
- description of the deliverable implementing status.
- description of changes that have occurred in the realization of this deliverable since the original proposal.

Indicators for quality monitoring:

- 10 students enrolled per year;

Conclusions about whether or not specific project deliverable is achieved and implemented

1. The overall management was provided efficiently.
2. The distribution of work was reasonable and appropriate.
3. There was enough time allocated for ensuring the outcome of the deliverable.
4. Staff resources were completely sufficient and appropriate for ensuring the outcome of the deliverable.
5. The outputs of the deliverable were completely done.
6. The outcome of the deliverable corresponds completely to the expected WP results.
7. There are no problems and critical factors regarding the deliverable implementation.
8. There is no suggestion for improving the process of deliverable implementation.
9. There is no recommendation to modify the Project Management Plan considering this deliverable.

Conclusion: the deliverable is completely done. The outputs of this deliverable are developed even above the initially planned results: 2 programs are accredited instead of 1 at P1 and one study program is in the accreditation process at P2. The enrolment of students in the third study program is planned for 2022, with entrance exams taking place in June 2022 and the courses starting in October 2022.

At P1, two new study programs were developed:

- The new master study program *Applied Research in Music*, in the field of the humanities. The first class of students was enrolled in October 2020. The second generation is enrolled in September 2021.
- The new master study program *Music Direction* was accredited in July 2020 and the first class of students was also enrolled in October 2020. The second generation is enrolled in September 2021.

At P2 - Inspired by the modernization of study programs and courses and encouraged by the extension of the project, the project team suggested and the management of P2 accepted an adaptation of the DEMUSIS plan by adding the development and accreditation of the new study program at P2: *Music Production – master studies*. At the moment of creating this report, the P2 team is finalizing the documentation for the formal accreditation of this new study program, focusing on the implementation of the DEMUSIS goals to the new curricula



WP 4.5. Student placements realized

Description of sources and indicators for quality monitoring

Description of sources for evaluation:

1) Deliverable Report for the Purpose of Internal Evaluation of 4.5 – filled in and signed by WP 4 chair on 27.11.2021.

It includes:

- list of activities carried out to achieve this deliverable;
- description of the activities carried out;
- indicators of progress and quality;
- description of the deliverable implementing status.
- description of changes that have occurred in the realization of this deliverable since the original proposal.

2) DRPIE Annexes:

- DEMUSIS Mad Head Games (P10) student placement program (September 2021)
- Mad Head Games DEMUSIS evaluation (student group 1)
- Mad Head Games student placement screenshot
- Program Mad Head Games student placement (November 2021)
- Mad Head Games student placement (student group 2, November 2021) screenshot
- RTS student placement plan
- List of students
- Photo from P6
- Students' tasks at Mad Head Games: https://www.youtube.com/playlist?list=PLFWiyp-LAWLpC_t9fCMsdr2YoKScVC_eB

Indicators for quality monitoring:

- more than 20 students placed in IT and media companies

Conclusions about whether or not specific project deliverable is achieved and implemented

1. The overall management was provided efficiently.
2. The distribution of work was reasonable and appropriate.
3. There was enough time allocated for ensuring the outcome of the deliverable.
4. Staff resources were completely sufficient and appropriate for ensuring the outcome of the deliverable.
5. The outputs of the deliverable were completely done.
6. The outcome of the deliverable corresponds completely to the expected WP results.
7. There are no problems and critical factors regarding the deliverable implementation.
8. There is no suggestion for improving the process of deliverable implementation.
9. There is no recommendation to modify the Project Management Plan considering this deliverable.

Conclusion: the deliverable is completely done (100%). Up to now, 21 students were placed to professional practice at partner institutions, which means that the goal set in the project application (more than 20 students placed to professional practice) is reached.

Student placements in 2020 were cancelled due to the covid-19 pandemic.

In 2021, 3 student placements were implemented, both in-person and online, at P6 and P10:

- 1) The first group of 6 students from P1 and P3 completed their practical placements at the *Mad Head Games* company (P10) in September 2021.
- 2) The second round of placements at P10 took place in November 2021 (5 students from P1 and 5 students from P2).
- 3) The third group of students had their placements at P6 (3 students from P1, 1 student from P2, and 1 student from P3).

Additional work is planned for the extended duration of the project.



WP 5.1. LLL courses designed and accredited

Description of sources and indicators for quality monitoring

1) Deliverable Report for the Purpose of Internal Evaluation of 5.1 – filled in and signed by WP 5 chair on 18.11.2021.

It includes:

- List of activities carried out to achieve this deliverable;
 - Description of the activities carried out;
 - Indicators of progress and quality;
 - Description of the deliverable implementing status;
 - Description of the activities to be carried out before the end of the project to achieve the complete implementation of the deliverable;
 - Description of changes that have occurred in the realization of this deliverable since the original proposal.
- 2) Agenda of Project Management Board** held at the University of Kragujevac (online meeting), 8-11 December 2020;
- 3) Results of the survey of employed music teachers in primary, secondary and higher education conducted through FB groups *All of us who teach music* and *All of us who work in music schools*;**
- 4) Official notification** from the National Institute for Improvement of Education (ZUOV) that the announcement of the call for applications for professional development seminars has been postponed until the adaptation of appropriate legislation documents.

Indicators for quality monitoring:

- at least 10 LLL courses developed and implemented (Digital technologies in music education, On-line resources for music performance, Mobile apps for music teachers, Digital resources for Music history teachers, etc. accredited by the National Institute for the Promotion of Education);

Conclusions about whether or not specific project deliverable is achieved and implemented

1. The overall management was provided efficiently.
2. The distribution of work was reasonable and appropriate.
3. There wasn't enough time allocated for ensuring the outcome of the deliverable.
4. Staff resources were sufficient and appropriate for ensuring the outcome of the deliverable.
5. The outputs of the deliverable were done to a small degree for justified.
6. The outcome of the deliverable corresponds completely to the expected WP.
7. There are problems and critical factors regarding the deliverable.
8. There is no suggestion for improving the process of deliverable implementation.
9. There is a recommendation to modify the Project Management Plan considering this.

Deliverable **5.1. LLL courses designed and accredited** has been done to a small degree – the 30% of the planned activities have been realized due to the delay in announcing the call for accreditation of programs for continuous professional development of teachers, youth counsellors, and experts by The National Institute for the Improvement of Education (ZUOV). Therefore, the time required for the realization of the expected activity has been changed to the end of 2021 at the latest.

The outputs of the deliverable that are finished are:

- 1) Procedures for LLL courses preparation and timeline of activities within WP.5 in the third project year have been defined.
- 2) A questionnaire for music teachers in general education and primary, secondary, and higher music schools has been created. The survey included questions about digital competencies and music entrepreneurship;
- 3) A survey of employed music teachers in primary, secondary, and higher education has been conducted through FB groups *All of us who teach music* and *All of us who work in music schools*.
- 4) The results of the conducted survey have been forwarded to P1 and. About 50 teachers responded to the questionnaire. The results of the questionnaire showed that there is great interest in the adoption of new competencies in music entrepreneurship and digital skills.
- 5) The info day for P1, P2, and P3 where further activities were discussed has been organized and implemented online. The info day was organized by P3.



6) Official notification from the National Institute for Improvement of Education (ZUOV) has been forwarded to national partner institutions – the announcement of the call for applications for professional development programs has been postponed until the adaptation of appropriate legislation documents and is expected to be opened by the end of 2021 at the latest.

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

- 1) Designing of LLL courses to answer music teachers' needs based on the results of the questionnaire; at least 10 LLL courses developed at P1-P3;
- 2) Submitting the courses for accreditation to the National Institute for the Improvement of Education (ZUOV).

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

- 1) Designing of LLL courses to answer music teachers' needs based on the results of the questionnaire; at least 10 LLL courses developed at P1-P3 – expected to be completed by the end of December 2021 at the latest.
- 2) Submitting the courses for accreditation to the National Institute for the Improvement of Education (ZUOV) – expected to be completed by the end of December 2021 at the latest.

Conclusion: At this stage, there are no further recommendations regarding modifying the PMP concerning the date expected of opening the call for accreditation of programs that are very close. However, in cooperation with the WP chair, the responsible QAG member will follow up the whole process of opening the call and submitting the courses for accreditation to monitor the complete and successful implementation of this deliverable

WP 5.2. Teaching and learning material for LLL courses prepared

Description of sources and indicators for quality monitoring

1) Deliverable Report for the Purpose of Internal Evaluation of 5.2 – filled in and signed by WP 5 chair on 18.11.2021.

It includes:

- List of activities carried out to achieve this deliverable;
- Description of the activities carried out;
- Indicators of progress and quality;
- Description of the deliverable implementing status;
- Description of the activities to be carried out before the end of the project to achieve the complete implementation of the deliverable;
- Description of changes that have occurred in the realization of this deliverable since the original proposal.

Indicators for quality monitoring:

- learning materials/manuals prepared by teachers or LLL trainers in printed or electronic form.

Conclusions about whether or not specific project deliverable is achieved and implemented

1. The overall management was provided efficiently.
2. The distribution of work was reasonable and appropriate.
3. There wasn't enough time allocated for ensuring the outcome of the deliverable.
4. Staff resources were sufficient and appropriate for ensuring the outcome of the deliverable.
5. The outputs of the deliverable are not done at all.
6. The outcome of the deliverable corresponds completely to the expected WP results.
7. There are problems and critical factors regarding the deliverable implementation.
8. There is no suggestion for improving the process of deliverable implementation.
9. There is a recommendation to modify the Project Management Plan considering this deliverable.

The outputs of the deliverable **5.2 Learning material for LLL courses prepared** are not done at all (0%) due to the delay in announcing the call for accreditation of programs for continuous professional development of teachers, youth counsellors, and experts by The National Institute for the Improvement of Education (ZUOV). Therefore, the time required for the realization of the expected activity has been changed to the end of



September 2022 at the latest.

The output of the deliverable that is not yet finished is:

1) LLL learning materials jointly developed and produced by all national HEIs, with active steering by PR partners.

The further activity to be carried out to achieve the complete implementation of this deliverable are planned:

1) after the accreditation of LLL courses (project activity 5.1), the national project partner institution will propose the necessary teaching materials for the implementation of the courses – expected to be completed by the end of September 2022 at the latest.

Conclusion: It is recommendable to **PMB** to modify **The Adjusted Work Plan of the Project Management Plan** in order to date expected for completing the deliverable 5.2 matches the newly planned date for the creation of LLL courses teaching materials. It is suggested to define **September 30, 2022**, as a new expected date for completing 5.2 in PMP.

Correspondingly, it is recommendable to **QAG and PMB** to set up and approve **October 31, 2022**, as the date of the second round of evaluation of this deliverable within the appropriate documents of the **Project Quality Assurance Plan** (“Appendix 1: Quality Checklists” and the “Appendix 4: Internal Quality Monitoring Report Timetable”).

WP 6.4. External quality procedures

This is the project activity that was initially planned to be completed and evaluated at the end of the second project year (01/10/2021). Since the project has been extended for a year, the full implementation and evaluation of this deliverable should be correspondingly postponed to the end of the last project year. Therefore, it is recommendable to **WP chair and PMB** to define **October 1, 2022**, as a new expected date for completing deliverable 6.4 and to approve the updating of **The Adjusted Work Plan of the Project Management Plan** to match the newly defined date. Correspondingly, it is suggested to **QAG and PMB** to set up and approve **November 1, 2022**, as the new date for the evaluation of this deliverable within the appropriate documents of the **Project Quality Assurance Plan** (“Appendix 1: Quality Checklists” and the “Appendix 4: Internal Quality Monitoring Report Timetable”).

WP 7.3. Academic and financial sustainability plan created

This is the project activity that was initially planned to be completed and evaluated at the end of the second project year (14/01/2021). Since the project has been extended for one year, the new outputs are still added to the Plan that is now in its open-ended version. The current version of the Plan will be presented at Project Management Board Meeting in Kragujevac (October 13–14, 2021). Therefore, after the consultation with the WP7 Chair, it is recommendable to **PMB** to define **June 30, 2022, at the latest**, as a new expected date for completing this deliverable and to approve the updating of **The Adjusted Work Plan of the Project Management Plan** to match this newly defined date. Correspondingly, it is suggested to **QAG and PMB** to set up and approve **July 31, 2022**, as the new date for the evaluation of the “Academic and financial sustainability plan” within the appropriate documents of the **Project Quality Assurance Plan** (“Appendix 1: Quality Checklists” and the “Appendix 4: Internal Quality Monitoring Report Timetable”).



WP 7.4. Promotional material prepared

Description of sources and indicators for quality monitoring

1) Deliverable Report for the Purpose of Internal Evaluation of 7.4 – filled in and signed by WP 7 chair on 27.11.2021.

It includes:

- list of activities carried out to achieve this deliverable;
- Description of the activities carried out;
- Indicators of progress and quality;
- Description of the deliverable implementing status;
- Description of the activities to be carried out before the end of the project to achieve the complete implementation of the deliverable;
- Description of changes that have occurred in the realization of this deliverable since the original proposal.

2) Images of printed materials

3) Links to the Project social network channels

Indicators for quality monitoring:

- materials printed;
- videos produced.

Conclusions about whether or not specific project deliverable is achieved and implemented

1. The overall management was provided efficiently.
2. The distribution of work was reasonable and appropriate.
3. There wasn't enough time allocated for ensuring the outcome of the deliverable.
4. Staff resources were sufficient and appropriate for ensuring the outcome of the deliverable.
5. The outputs of the deliverable are partially done (70%).
6. The outcome of the deliverable corresponds completely to the expected WP results.
7. There are problems and critical factors regarding the deliverable implementation.
8. There is no suggestion for improving the process of deliverable implementation.
9. There is a recommendation to modify the Project Management Plan considering this deliverable.

The outputs of the deliverable **7.4 Promotional materials prepared** are partially done (70%) due to the fact that the Project duration has been extended for one year, which effects the timing for the full implementation of this deliverable.

The outputs of the deliverable that are finished are:

- 1) Producing video materials for publishing on the Project website and social media channels. This production will continue almost until the end of the Project.
- 2) Printing materials (leaflet) about the enrollment to the new study programs were distributed to interested parties at info-days at P1.
- 3) Additional printed materials (canvas bags, folders, notebooks, USB drives, pens, roll-ups, and bookmarkers) were produced by P1 and P2 to facilitate the spreading of information about the Project. The address of the project website has been treated as crucial in the design because the project website serves as the central point where all the information about the project are collected. Those printed materials are distributed to Project partners to be further given to key relevant stakeholders, in the effort to engage them in the topics relevant to the Project. This production will continue almost until the end of the project.
- 4) Focus on the digital promotional activities since the beginning of the pandemic through Project social network channels (news on events, photos, short video clips).

The further activities are planned to be implemented in the last project year:

- 1) Printing materials (canvas bags, folders, notebooks, USB drives, pens, and bookmarkers) distributed to relevant stakeholders – media companies and companies in the field of cultural and creative industries for which the topics of DEMUSIS could be relevant and where graduated students could be employed – due to May 2022 at the latest;
- 2) Printing T-shirts for students to wear during the boot camp in Novi Sad in September 2022 and especially during the presentations of students' small-scale live music projects – due to the end of September 2022 at the



latest;

3) Recording of the students' boot camp activities and presentations and using recorded videos on Project social media channels – due to the end of September 2022 at the latest;

4) Videos produced and published at social media networks: P2 is in the process of producing several short and 2 longer video clips for the promotion of the Project. Those will be just one part of the video production. The largest number of promotional videos is planned to be made in September and October 2022, related to the boot camp and the public debate in Novi Sad – due to the end of November 2022 at the latest.

Conclusion: It is recommendable to the **WP chair** to focus more on the distribution of both printed and digital promotional materials to interested parties concerning the two new study programs that are implemented as the Project outcomes at P1.

It is recommendable to **PMB** to modify **The Adjusted Work Plan of the Project Management Plan** in order the date expected for completing this deliverable matches the date of completing the remaining activities. It is suggested to define **November 30, 2022**, as a new expected date for completing 7.4 in PMP.

Correspondingly, it is recommendable to **QAG and PMB** to set up and approve **December 31, 2022**, as the date of the second round of evaluation of this deliverable within the appropriate documents of the **Project Quality Assurance Plan** ("Appendix 1: Quality Checklists" and the "Appendix 4: Internal Quality Monitoring Report Timetable").

WP 7.6. Student projects made public

Description of sources and indicators for quality monitoring

1) Deliverable Report for the Purpose of Internal Evaluation of 7.6 – filled in and signed by WP 7 chair on 27.11.2021.

It includes:

- list of activities carried out to achieve this deliverable;
- description of the activities carried out;
- indicators of progress and quality;
- description of the deliverable implementing status;
- description of the activities to be carried out before the end of the project to achieve the complete implementation of the deliverable;
- description of changes that have occurred in the realization of this deliverable since the original proposal.

2) Official call for the first student entrepreneurship boot camp *Music – Here and Now*;

3) Links to social network channels – Project [YouTube](#) channel and [Facebook Project profile](#) – where the *Music Here and Now* boot camp promotional activities were posted.

Indicators for quality monitoring:

- 15 student projects made public using digital technologies;

Conclusions about whether or not specific project deliverable is achieved and implemented

1. The overall management was provided efficiently.
2. The distribution of work was reasonable and appropriate.
3. There wasn't enough time allocated for ensuring the outcome of the deliverable.
4. Staff resources were sufficient and appropriate for ensuring the outcome of the deliverable.
5. The outputs of the deliverable are partially done (50%).
6. The outcome of the deliverable corresponds completely to the expected WP results.
7. There are problems and critical factors regarding the deliverable implementation.
8. There is no suggestion for improving the process of deliverable implementation.
9. There is a recommendation to modify the Project Management Plan considering this deliverable.

The outputs of the deliverable **WP 7.6. Student projects made public** are partially done (50%) due to the fact that the Project duration has been extended for one year, which affects the timing for the full implementation of this deliverable.

**The output of the deliverable that is finished:**

1) The first entrepreneurship boot camp for students from P1, P2, and P3 called *Music – Here and Now* has been held online in Novi Sad, Belgrade and, Kragujevac in May 2021. In the framework of project activities in WP4 (4.3) students took part in boot camp activities where they were encouraged to create live small-scale music projects relevant to marginalized groups and the general public. The music projects were publicly held, recorded and the recordings were published on project social media channels.

The further activities are planned to be implemented in the last project year:

- 1) Organizing the second entrepreneurship student boot camp in Novi Sad in September 2022, with students from P1, P2, and P3 participating in the boot camp activities, along with teaching staff as mentors.
- 2) Realization of the students live small-scale music projects as the results of the boot camp activities;
- 3) Realization of promotional activities before and after the boot camp; students' actions and small-scale music events will be recorded and distributed through social networks – due to mid-October 2022 at the latest.

Conclusion: It is recommendable to **PMB** to modify **The Adjusted Work Plan of the Project Management Plan** in order the date expected for completing this deliverable matches the date of completing the remaining activities. It is suggested to define **October 31, 2022**, as a new expected date for completing 7.6 in PMP. Correspondingly, it is recommendable to **QAG and PMB** to set up and approve **November 30, 2022**, as the date of the second round of evaluation of this deliverable within the appropriate documents of the **Project Quality Assurance Plan** (“Appendix 1: Quality Checklists” and the “Appendix 4: Internal Quality Monitoring Report Timetable”).

WP 7.7. Public debate in Novi Sad, European capital of Culture 2021 heldDescription of sources and indicators for quality monitoring

1) Deliverable Report for the Purpose of Internal Evaluation of 7.7 – filled in and signed by WP 7 chair on 27.11.2021.

It includes:

- List of activities carried out to achieve this deliverable;
- Description of the activities carried out;
- Indicators of progress and quality;
- Description of the deliverable implementing status;
- Description of the activities to be carried out before the end of the project to achieve the complete implementation of the deliverable;
- Description of changes that have occurred in the realization of this deliverable since the original proposal.

Indicators for quality monitoring:

- Public debate in Novi Sad, European cultural capital 2021 (2022) organized to achieve wider impact with governmental and civil society participants;

Conclusions about whether or not specific project deliverable is achieved and implemented

1. The overall management was provided efficiently.
2. The distribution of work was reasonable and appropriate.
3. There wasn't enough time allocated for ensuring the outcome of the deliverable.
4. Staff resources were sufficient and appropriate for ensuring the outcome of the deliverable.
5. The outputs of the deliverable are done to a small degree (20%).
6. The outcome of the deliverable corresponds completely to the expected WP results.
7. There are problems and critical factors regarding the deliverable implementation.
8. There is no suggestion for improving the process of deliverable implementation.
9. There is a recommendation to modify the Project Management Plan considering this deliverable.

The outputs of the deliverable **7.7. Public debate in Novi Sad, European Capital of Culture 2021 (2022) held** are done to a small degree (20%) due to the restrictions related to the covid-19 pandemic and the difficulties in organizing live public events. The whole “Novi Sad, European Capital of Culture” project has been postponed for the year 2022 and so was the DEMUSIS public debate.

**The output of the deliverable that is finished:**

1) Only planning of the activities has been done by now.

The further activities are planned to be implemented in the last project year:

1) The debate is planned to be held in late September 2022 and combined with presentations of students' boot camp small-scale music projects, to maximize the project impact and visibility. The event will be organized as a hybrid event, both for reasons of the pandemic, but also to be able to attract more participants who possibly could not attend in person.

Conclusion: It is recommendable to **PMB** to modify **The Adjusted Work Plan of the Project Management Plan** in order the date expected for completing this deliverable matches the date of completing the remaining activities. It is suggested to define **October 31, 2022**, as a new expected date for completing 7.7 in PMP. Correspondingly, it is recommendable to **QAG and PMB** to set up and approve **November 30, 2022**, as the date of the second round of evaluation of this deliverable within the appropriate documents of the **Project Quality Assurance Plan** ("Appendix 1: Quality Checklists" and the "Appendix 4: Internal Quality Monitoring Report Timetable").

WP 8.2 Project Management Board Established

This is the project activity that was planned to be completed and evaluated in the third and final project year. Since the project has been extended for a year, the full implementation and evaluation of this deliverable should be correspondingly postponed to the end of the last project year. Therefore, it is recommendable to **WP chair** and **PMB** to define **October 30, 2022**, as a new expected date for completing deliverable 8.2 and to approve the updating of **The Adjusted Work Plan of the Project Management Plan** to match the newly defined date. Correspondingly, it is suggested to **QAG** and **PMB** to set up and approve **November 30, 2022**, as the new date for the evaluation of this deliverable within the appropriate documents of the **Project Quality Assurance Plan** ("Appendix 1: Quality Checklists" and the "Appendix 4: Internal Quality Monitoring Report Timetable").

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

The adjustments are recommendable to be made and approved by **PMB** in the following documents, concerning the replacements of the **QAG** members and newly suggested dates for the evaluations of the appropriate deliverables, following the one-year extension of the **DEMUSIS** Project as well as circumstances and restrictions with the Pandemic:

1) **PQAP_6.2_DEMUSIS_Main_Document**
pages: 9, 15, 16

2) **Appendix I: Quality Checklists WP1–8**

3) **Appendix IV: Internal Quality Monitoring Report Timetable**