# Project Management Plan

## WP8 Project Management

| Project Acronym: | *DEMUSIS* |
|---|---|
| Project full title: | Enhancing the digital competencies and entrepreneurship skills of academic musicians in Serbia for culturally more engaged society |
| Project No.: | 598825-EPP-1-2018-1-RS-EPPKA2-CBHE-JP |
| Funding Scheme: | Erasmus + KA2 - Capacity Building in the field of Higher Education |
| Coordinator: | University of Arts |
| Work Package: | WP 8 Project Management |
| WP Leader: | Ivana Perković |
| Task Title: | WP 8.3. Project Management Plan defined |
| Task Leader: | Ivana Perković |
| Last version date: | 04/12/2021 |
| Status: | Final |
| Dissemination Level: | Public |

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| Version | Date | Author (Partner/Person) | The revision reason |
|---------|------|-------------------------|---------------------|
| 1.1 | 24/04/2019 | Ivana Perković | First draft of the plan |
| 2.1 | 27/05/2019 | Ivana Perković | Coordination with partners |
| 2.2. | 13/11/2019 | Ivana Perković | Update of changes in QAG |
| 2.3. | 08/12/2020 | Ivana Perković | Update of changes in the partnership composition, PMB members, WP chairs and members, partner contact-persons and administrative staff |
| 2.4. | 04/12/2021 | Ivana Perković | Update of changes in PMB members, contact-persons, administrative staff and coordination with the project extension for 12 months |

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## Executive Summary

This Project Management Plan (PMP) has the goal to provide key information about the project and guidelines for the implementation of the DEMUSIS project so that all stakeholders have a common understanding on what has to be achieved, what has to be delivered, who will involve, when to deliver, and how to communicate during the project.

DEMUSIS is CBHE project that will last three years (2019-2022). EACEA has agreed to extend the project duration for 12 months, according to the AMENDMENT N° 2018 - 2543 / 001 - 006 (20 07 2021) until 14 January 2023. The project consortium is made up of three universities in Serbia, three EU partner HEIs, and three non-academic partner institutions from Serbia and EU. This is the curriculum development project of enhancing the digital competencies and entrepreneurship skills of academic musicians in Serbia for culturally more engaged society.

DEMUSIS has eight work packages categorized into three management levels:

- Operation work packages: WP1 Preparation and Analysis, WP2 Upgrading of methodology, WP3 Staff Training and Development of Teaching Resources, WP 4 Implementation of Reformed and New Study Programs, WP5 LLL Courses Development and Implementation, WP 7 Dissemination and Exploitation

- Monitoring and Control work packages: WP6 Quality Control and Monitoring

- Management work packages: WP 8 Management of the Project

This document contains following parts:

- DEMUSIS Consortium – covering list of partners, organization structure, and roles and responsibilities, decision making principles,

- Day to day operations (operation management) dealing with tasks, deliverables, work plans, and working procedures,

- Financial Management, with general provisions, financial reports, exchange rates, types of costs, procedures and supporting document for reimbursement and budget transfer,

- Communication plan, for internal communication and documentation.

This document is prepared based on information obtained from the following documents:

- Erasmus+ CBHE Project Proposal for *Enhancing the digital competencies and entrepreneurship skills of academic musicians in Serbia for culturally more engaged society*,

- Grant Agreement,

- AMENDMENT N° 2018 - 2543 / 001 - 006

- Guidelines for the Use of the Grant for Grants Awarded in 2017 under Call EAC/A03/2016 (Updated 09/01/2018).

## Introduction

### *Purpose of the Project Management Plan*

The purpose of the Project Management Plan is to define a common understanding on who will be involved, what will be achieved, what will be delivered, when to deliver, and how to communicate during the project term. The intended audience of this document is all project stakeholders including the project team members and EACEA (Education, Audiovisual and Culture Executive Agency).

### *About the DEMUSIS project*

DEMUSIS is a Capacity building in higher education project in the field of Arts, more specifically – music. This is a three-year national joint project, extended to 4 years due to the COVID-19 pandemic, aiming to improve the quality of higher education by introducing new and modernized music study programmes oriented towards developing entrepreneurial abilities of academic musicians to use digital technologies creatively, critically and responsibly in general and cultural context. DEMUSIS consortium is made up of three universities in Serbia, three EU partner universities and three non-academic partners, from Serbia and EU. It is one of 147 selected from 874 eligible applications received for 2018 EU co-funding for Erasmus+ Capacity Building in Higher Education.

Entrepreneurship, digital media and eLearning have until now only played a minor role in higher education in music, despite the ongoing global digitalization and the need to adapt to these changes. Current music studies in Serbia failed to introduce the necessary novelties in music learning methodology and practical methods to the present. The main issues behind this situation are, among others: the discrepancy between digital skills required by future jobs and current curricula at Serbian higher music education institutions, the inconsistency between national orientation towards steady jobs and EU entrepreneurial careers for musicians, the insufficient national higher music education institutions capacities for the development of novel approaches to music in digital era and the low awareness of musicians that music making/learning/research/teaching in the world of digital media is highly relevant for contemporary civil society

Expected impact of the project will include innovative and new curricula and new career possibilities for professional musicians, development of stronger and modernized academic institutions, innovative methodology approach towards education of musicians able to facilitate interaction of academia and civil society and to enhance public participation in music.

## *Objectives*

The objective of DEMUSIS is to enhance the capacity and ability of universities in Serbia for the development of digital competencies and entrepreneurial approach for better employability and socially more responsible music professionals. It will also strengthen a partnership between participating European and Serbian universities.

There are 3 main project objectives:

1) Modernization of curricula: introduction of new master programme „Music in Digital Environment" with strong entrepreneurial dimension and modernization of the first and second cycle of studies through introduction of new digital, technical and entrepreneurial skills. E-learning platform, on-line courses and LoLa system for distant musical performance will encourage the use of digital technologies;

2) Continuing professional development for music professionals, through creation and implementation of certified LLL courses, aiming at improvement and enhancement of their digital and entrepreneurial skills;

3) Strengthening music education in its lessons in citizenship and cultural participation and to bridge the current gap between music higher education institutions and civil society.

## DEMUSIS Consortium

### *Consortium Members*

The DEMUSIS Consortium consists of 9 partners of whom 5 are from Serbia and 4 are from EU countries. The 9 partners, in the same order as in the Annex IV of the Grant Agreement, are as follows:

P1: University of Arts in Belgrade, Faculty of Music, UAB (Project Coordinator)

P2: University of Novi Sad, Academy of Arts, UNS (Partner)

P3: University of Kragujevac, Faculty of Philology and Arts, UNIKG (Partner)

P4: University of Arts The Hague – Royal Conservatoire RC (Partner)

P5: New Bulgarian University, NBU (Partner)

P6: Lithuanian Academy of Music and Theatre, Vilnius, LMTA (Partner)

P7: National Broadcasting Company of Serbia (Radio-Television Serbia), RTS (Partner)

~~P8: EIPIX ENTERTAINMENT DOO NOVI SAD, (Partner)~~ withdrawn in 2019

P9: The Association Européenne des Conservatoires, Académies de Musique et Musikhochschulen AEC (Partner)

P10: Mad Head Games (Partner), joined in 2020[1]

### *Organisation Structure*

The consortium is structured as illustrated in Figure 1. It composes of Project Management Board (PMB), Project contact person (PC), Work Package Chairs (WPCs), and Work Package (WP) members.



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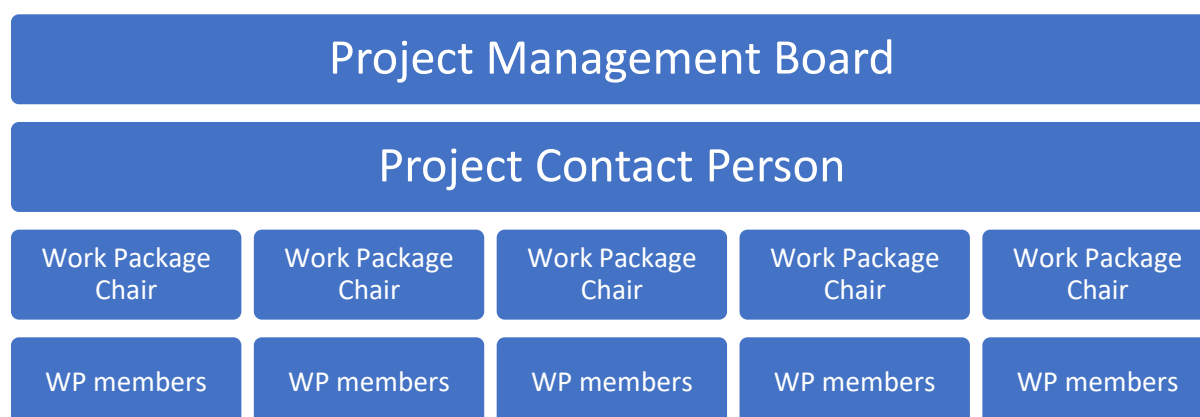
[1] The numeration of partner institutions is in accordance with the current numeration in the EACEA documentation.

## Roles and Responsibilities

### *Project Management Board (PMB)*

The Project Management Board is the highest and the ultimate decision-making body, composed of one representative from each project partner and its main task is project governance. The PMB was set up in February 2019 at the kick off meeting in Belgrade. There will be 3 other meetings afterward for making intermediate decisions and for the project closure. The PBM will monitor and assess the actual progress of the project and decide on amendments if necessary. The Project Management Board will offer recommendations upon regular reporting and solve any conflict between the partners on a democratic basis. Constructive communications processes will be used in dealing with disputes.

If the conflict situation cannot be resolved by the Project Management Board, the external evaluator will arbitrate the dispute and impose a objective resolution which opposing sides will be bound by.

The project contact person will be flexible and attentive as needed to implement the recommendations from the PMB.

Table 1. Members of the PMB

| Partner no. | Institution | Name | Email |
|---|---|---|---|
| P1 | University of Arts – Project Contact Person | Ivana Perković | ivanaperkovic@fmu.bg.ac.rs |
| P1 | University of Arts, Faculty of Music (UAB) | Vladimir Cvijić | vcvija@gmail.com |
| P2 | University of Novi Sad, Academy of Arts (UNS) | Olivera Gračanin | olivera.gracanin@gmail.com |
| P3 | University of Kragujevac, Faculty of Philology and Arts (UKG) | Biljana Mandić | biljana.mandic@filum.kg.ac.rs |
| P4 | University of Arts The Hague – Royal Conservatoire (RC) | Martin Prchal | M.Prchal@koncon.nl |
| P5 | New Bulgarian University (NBU) | Milena Shushulova | mshushulova@gmail.com |
| P6 | Lithuanian Academy of Music and Theatre (LMTA) | Rima Rimšaitė | rima.rimsaite@lmta.lt |
| P7 | National Broadcasting Company Radio Television of Serbia (RTS) | Nikoleta Dojčinović | nikoletadojcinovic@rts.rs |
| P9 | The Association Européenne des Conservatoires, Académies de Musique et Musikhochschulen (AEC) | Stefan Gies | stefangies@aec-music.eu |
| P10 | Mad Head Games | Dimitrije Cvetković | dimitrije.cvetkovic@madheadgames.com |

In particular, the PMB will be responsible for the following tasks:

General Tasks:

- Supervising proper implementation of the project;
- Analyzing reports, including reports of an independent external evaluator, communication issues, and internal and external dissemination of the project results;
- Resolving conflicts that may arise among the consortium members, when these conflicts cannot be solved by the lower management bodies;
- Resolving problems and taking corrective actions;
- Approving changes in the consortium agreement and recommending acceptance of changes to coordinator or partners;
- Deciding on withdrawal of partnership.

Plans:

- Approving the Project Management Plan (PMP);
- Approving the Project Quality Action Plan;
- Approving a Dissemination and Exploitation Plan;
- Approving the Academic and Financial Sustainability Plan.

Management:

- Reviewing project at regular meetings;
- Reviewing/approving project deliverables
- Approving changes to the project plan;
- Offering advice to the project contact person.

### *Project Contact Person (PC)*

The project contact person is responsible for coordination of activities in compliance with the contract with the Agency and interacts with the EACEA and third parties in relation to the project.

The project contact person is responsible for the overall project management and its successful completion. To succeed in this responsibility, she must work closely with EACEA and its assigned project officer (Giulia Moro) to ensure that adequate resources are applied.

The project contact person also has responsibility for planning and ensuring that the project is successfully completed on time, within budget, and at an acceptable level of quality.

The PC will be in charge for the following:

### General Tasks:

- Being a contact person between the DEMUSIS Project and the EU Commission;
- Formalizing Partnership Agreements, legal activities, tasks and networking among the project partners;
- Monitoring the compliance of the Grant Agreement, assessment and control of any deviation in the progress of the project;
- Monitoring the executions of the project plans;
- Academic coordination: this task will mainly focus on various aspects of the academic activities within the project, including making academic choices in accordance with the project plan, resolving conflicts of interest, putting in place corrective actions whenever required, managing risks by identifying and classifying them, and applying contingency measures;
- Planning management meetings for the project;
- Preparing and submitting mid-term and final project reports;
- Implementing project policies and procedures;
- Acquiring resources required to accomplish project tasks;
- Managing the project team;
- Maintaining excellent communication with all project partners.

### Planning Phase:

- Developing a project management and communications plan covering project management, execution, communications, resource allocation, budget with the assistance of the project team;

- Ensuring that the plan is approved and baselined.

### Managing Phase:

- Day-to-day tasks and providing direction to team members,
- Reviewing regularly the project status, comparing budgeted to actual values,

- Reviewing the project schedule,

- Ensuring that the project plan is updated and signed-off as needed,

- Tracking budget expenses and making recommendations as needed,

- Reviewing the results of quality assurance reviews,

- Participating in PMB meetings,

- Reviewing project risks and applying mitigation measures.

### *Work Package Chairs*

Work package chairs are responsible for the adequate and timely execution of WP activities and for the delivery of the WP outputs and deliverables as on time. Chairs will work closely with the project contact person and other chairs.

Each WP chair will be responsible for reporting the progress of their work package to the project contact person and in the PMB annual meetings.

Chairs will be responsible for the following:

- Being a contact between the WP and the project contact person and other WP leaders;

- Establishing work package team composed, if necessary, of representatives from all partners involved in the WP and managing the WP team;

- Participating in the detailed planning, monitoring and reporting of tasks in the WP;

- Managing tasks in individual WP to ensure that outputs, costs and deadlines are met;

- Monitoring and being responsible for academic and technical progress of the tasks in the WP;

- Alerting the project contact person in case of delay or default in the performance of the WP;

- Preparing and submitting WP reports, within periodical reports in 10 reporting periods (Annex l);

- Preparing all the necessary documents for the coordinator for preparations of interim and final project reports;

- Communicating within the WP and with the project contact person on the regular basis;

- Reviewing regularly the WP schedule, comparing baseline schedules to actual work completed;

- Ensuring that the WP Plan is updated and signed-off as needed;
- Tracking budget expenses and making recommendations as needed;

Table 2. Work Package Chairs

| WP No. | Institution | Name | e-mail |
|--------|-------------|------|--------|
| WP 1 | University of Arts Faculty of Music (UAB) | Ivana Perković | lvanaperkovic@fmu.bg.ac.rs |
| WP 2 | University of Arts Faculty of Music (UAB) | Milena Stanišić | mstanisi@yahoo.com |
| WP 3 | University of Novi Sad, Academy of Arts (UNS) | Ira Prodanov | iraprodanovkrajisnik@gmail.com |
| WP 4 | University of Novi Sad, Academy of Arts (UNS) | Olivera Gračanin | olivera.gracanin@gmail.com |
| WP 5 | University of Kragujevac, Faculty of Philology and Arts (UKG) | Biljana Mandić | biljana.mandic@gmail.com |
| WP 6 | University of Kragujevac, Faculty of Philology and Arts (UKG) | Vladimir Blagojević | vblagojevic3@gmail.com |
| WP 7 | University of Novi Sad, Academy of Arts (UNS) | Olivera Gračanin | olivera.gracanin@gmail.com |
| WP 8 | University of Arts Faculty of Music (UAB) | Ivana Perković | ivanaperkovic@fmu.bg.ac.rs |

### *Project Administration*

The administrative and technical activities will be conducted by the project contact person, with the help of the administrative team from UA. The project administrative tasks will include:

- Daily administrative/financial management of the project, reporting, financial

accounting/cost claiming and budgeting;

-   Establishment of a budget and schedule-controlling system;

-   Collection and storage of data for monitoring and reporting;

-   Control of the use of resources and budgetary execution;

-   Archiving all project data.

Table 3. Administrative members

| Partner no. | Institution | Name | email |
|---|---|---|---|
| P1 | University of Arts Faculty of Music (UAB) | Dušanka Jelenković Vidović | dusankajv@fmu.bg.ac.rs |
| P2 | University of Novi Sad, Academy of Arts (UNS) | Bojana Borković | akademijaumetnostinovisad@gmail.com |
| P3 | University of Kragujevac, Faculty of Philology and Arts (UKG) | Neda Srećković | neda@filum.kg.ac.rs |
| P4 | University of Arts The Hague – Royal Conservatoire (RC) | Elsa Ferreira | E.Ferreira@koncon.nl |
| P5 | New Bulgarian University (NBU) | Milena Shushulova | mshushulova@gmail.com |
| P6 | Lithuanian Academy of Music and Theatre (LMTA) | Rima Rimšaitė | rima.rimsaite@lmta.lt |
| P7 | National Broadcasting Company Radio Television of Serbia (RTS) | Ljiljana Pantović | ljiljana.pantovic@rts.rs |
| P9 | The Association Européenne des Conservatoires, Académies de Musique et Musikhochschulen (AEC) | TBD by AEC | TBD |
| P10 | Mad Head Games (MHG) | Sanja Žugić | sanja.zugic@madheadgames.com |

### *Decision Making*

All main project decisions will be made in PMB regular meetings. Board decisions will be consensual, but if it is necessary, a voting procedure will be applied. Each PMB member will have one vote.

In urgent cases that need immediate decisions to move the project forward, the project contact person will communicate with all Project Management Board members via email and/or Skype or Viber/ WhatsApp or similar messaging application to reach the decisions. If it is necessary, a voting procedure will be applied online. All decisions will be documented and saved in a project archive.

For all cases and at all levels that are communicated via email and/ or Viber/ WhatsApp related members have five working days to respond. An absence of a response will be interpreted as support the case.

Table 4. PMB Meeting Schedule

| PMB Meeting No. | When | Where |
|---|---|---|
| 1 | 2-3/12/2019 | University of Novi Sad, Academy of Arts (UNS) |
| 2 | 1st week of Dec. 2020 | University of Kragujevac, Faculty of Philology and Arts (UKG) ONLINE |
| 3 | 13-14 Dec. 2021 | University of Kragujevac, Faculty of Philology and Arts (UKG) HYBRID |
| 3 | 1st week of Dec. 2022 | University of Arts, Faculty of Music (UAB) |

### *Supporting Document Identification Numbers*

For documentation purpose, all project supporting documents will have identification numbers assigned by their team leaders. These numbers will be used in joint declaration, individual travel reports, financial reports and filenames.

Details:

Reference number is created as follows:

Partner number / type of expenditure / work package number – document number (two digits. In case of equipment, please use three digits).

Types of expenditure are marked by following letters:

| Symbol | Type of expenditure |
|--------|---------------------|
| S | staff |
| T | travel and costs of stay |
| E | equipment |
| P | subcontracting |

EXAMPLE:
1S8-01 (in case of equipment, please use three digits)
Partner no. 1 (UA)
Staff costs
WP 8
Document number 01

2E2-006 (don't forget to use three digits for the equipment!)
Partner no. 2 (UNS)
Equipment costs
WP 2
Document no. 006

Filename is created as follows:
Reference number – description of the file

EXAMPLE:
1T8-01-Ivana Perkovic travel to Kragujevac

2E2-001-Interactive Board


**Day to day Operations (operations management)**

*Project Activities and Deliverables*

DEMUSIS contains eights work packages (WPs) focusing on five different aspects: preparation, development, quality, dissemination and exploitation, and management.

Preparation and analysis (WP1) will focus on the comparative analysis of the actual situation concerning the curricula and current situation regarding digital competencies and entrepreneurship skills in music study programmes in Serbian HEIs and EU partner academic HEIs, the identification of the gaps between the student needs in the 21$^{st}$ century and the actual offered curricula, internal and external assessment of national HEIs, and the recommendations for the new curriculum development. WP2 and WP3 will focus on curriculum development through purchasing and installing equipment, and organize staff training and development of teaching resources. Implementation of reformed and new study programs will be counducted (WP4), as welll as LLL courses (WP 6). Quality Control and Monitoring (WP6) including external expert reports will be conducted to ensure the project quality. Dissemination and exploitation of the project results (WP7) will also be done throughout the project lifetime. WP8 is for management. The eight WPs can also be classified into three levels: operation (WP1, WP2, WP3, WP 4, WP 5 and WP7), monitoring and control (WP6) and management (WP8). The activities and deliverable for all eight work packages are listed in the following subsections.

## WP 1 Preparation and analysis

Lead partner: P1, active partners: P1–P9

WP Chair: Ivana Perković

WP 1 is setting the foundation for further project activities. It will result in integrated data on all existing study programmes in music in national and EU HEIs, and all existing capacities (infrastructure, facilities, audio laboratories, etc.) in the HEIs in Serbia. The results of these activities will be agreed upon, and made public in 4 reports in Serbian and English language.

The main objectives of this WP are to conduct the internal or external assessment of national HEIs and to develop new and modernized curricula in order to introduce digital and entrepreneurial skills for culturally more engaged society.

The first step is review of the existing programmes at national institutions. Internal and external reviews and assessments will be conducted at P1-P3. P1 will conduct external institutional review by the MUSIQUE, an independent European-level external evaluation body which has the aim to assist higher music education institutions in their own enhancement of quality.

Study visits from P1-P3 representatives to P4-P6 will be organized in the first half of the Y1, to familiarize with existing curricula, to examine recent developments and future trends in higher music education and to gain insight on EU HEIs digital capacities, studios, laboratories,

equipment and other infrastructure.

Employers' needs will be discussed on meeting with non-academic partners in June 2019 in Novi Sad. Long-term agreements between HEIs and companies/stakeholders in the field of media and IT industry will be signed.

All findings will serve to define learning outcomes, skills and competencies for all target groups of the DEMUSIS project (teachers; music students; LLL trainees; unemployed musicians; employees in the sector of culture). The findings will also define the best suited methodologies for curricula/syllabi development activities and pave a solid path towards the final project outcomes.

This work package also comprises activities related to the discussion and definition of methodological approaches in the creation of curricula, syllabi and training programmes. It will result in a defined methodological approach which will be used to create new curricula.

After reformed and new curricula have been designed and checked by the teams in charge, preparation activities for accreditation will be carried out, resulting in adoption of the newly developed and modernized curricula by relevant institutional and national bodies (Teaching-artistic-research councils and the national Commission for Accreditation and Quality Assurance), which will be the first major project milestone.


WP 1 Preparation and analysis- tasks

1. 1 Analysis, review of national and comparative analysis of national and EU programmes

1. 2. Study visits to EU HEIs

1. 3. Defining outcomes and competences

1. 4. Modernization of study programmes, adoption of reformed study programmes

1. 5. Design and accreditation of new study programmes


WP 1 Preparation and analysis – deliverables

1. 1. Current national study programmes analyzed, reviewed and compared with similar EU programmes

1. 2. Study visits to EU HEIs completed
1. 3. Learning outcomes and competences defined
1. 4. Current study programmes modernized and adopted
1. 5. New study programs designed and accredited

## WP 2 Upgrading of methodology

Lead partner: P1, active partners: P1–P3

WP Chair: Milena Stanišić

This WP is aimed for purchase planning, acquisition and installation of equipment. Hardware and software will be acquired and installed (New music digital laboratory developed at P1, music labs at P2 and P3 modernized with hardware /computers, sound cards, loudspeakers, headphones, UPS, SWITCH/, and software /Sibelius, Cubase, Finale/, piano, etc), and adequate digital infrastructure developed at P1–3 (WP 2. 4, 2.5; important milestone 15/01/2020). New modern distance learning platform will be developed based on open source learning platform Moodle for P1–3 by 14/03/2020. A shared distance learning platform for music teachers, students and professional musicians will be created with small adjustments available for each HEI according to its specific needs and made available online.

WP 2 Upgrading of methodology – tasks

2.1. Creation of equipment purchase plan

2.2. Purchase of hardware

2.3. Purchase of software

2.4. Development of adequate digital infrastructure

2.5. Installation and set up equipment

2.6. Creation of distance learning platform

WP 2 Upgrading of methodology – deliverables

2.1. Equipment purchase planned

2.2. Hardware purchased

2.3. Software purchased

2.4. Adequate digital infrastructure developed

2.5. Equipment installed and set up

2.6. Distance learning platform created

## WP 3 Staff training and development of teaching resources

Lead partner: P2, active partners: P1–P6

WP Chair: Ira Prodanov

Teacher training will be organized in programme countries. More specifically: P4 will provide training for music entrepreneurship (Entrepreneurship and project management; Performance and Communication), P5 and P6 will provide training for entrepreneurship skills and digital empowerment of existing study programmes, and the new master programme. In total, 36 teachers from P1–3 will be trained by P4–P6 by 31/01/2020 (WP 3.1)

Table 5. Teacher training overview

| Receiving inst. / Sending inst. | P4 | P5 | P6 |
|---|---|---|---|
| P1 | 6 teachers, dates/place to be defined | 6 teachers, first half of October 2019 | 3 teachers, second half of October 2019 or the first half of November 2019 |
| P2 | 3 teachers, dates to be defined | 3 teachers, first half of October 2019 | 3 teachers, second half of October 2019 or the first half of November 2019 |
| P3 | 3 teachers, dates to be defined | 3 teachers, first half of October 2019 | 3 teachers, second half of October 2019 or the first half of November 2019 |

At least 18 teachers and 10 staff members at P1–3 will be trained to use online teaching/learning platform and LoLa equipment. Two one-or two-day courses will be organized at each of national HEI by 30/10/2020 (WP 3. 2).

At least 8 new textbooks or online manuals in Serbian will be prepared by teachers and

published for reformed study programmes by 30/06/2022 (4 by P1, 2 by P2, 2 by P3). At least 5 new textbooks or online manuals will be prepared in Serbian by teachers of P1 and published for new master study programme by 30/06/2022 (WP 3. 3).

Table 6. Number of Textbooks / Online Manuals per each Serbian HE partner instiutiton

| Partner institution / Textbook purpose | P1 | P2 | P3 |
|---|---|---|---|
| Reformed study programmes | 4 | 2 | 2 |
| New master study programme | 5 | / | / |

At least 1 new online course will be prepared at each national HEI by 14/09/2021 (WP 3. 4).

WP 3 Staff training and development of teaching resources – tasks

3.1. Training of teachers for new academic courses

3.2. Training of teachers and staff for distance learning and LoLa equipment

3.3. Preparation and publication of teaching materials

3.4. Preparation of on-line courses

WP 3 Staff training and development of teaching resources – deliverables

3.1. Teachers trained for curricular changes and LLL courses

3.2. Teachers and staff trained for distance learning and LOLA equipment

3.3. Teaching materials developed and published

3.4. On-line courses prepared

## WP 4 Implementation of reformed and new study programs

Lead organization: P2, active partners: P1-P10

 WP Chair: Olivera Gračanin

This WP will be dedicated to the project objective A: introducing new or reforming existing study programmes with digital and entrepreneurial courses. Courses "Introduction to music entrepreneurship" and "Introduction to music and digital technologies" will be introduced to BA and MA studies at P1–3. Besides, P2 will introduce "Music education methods in the digital environment" to MA. P3 will introduce "Preparing music project" and "Digital portfolio for musicians" at MA. At least 150 students per year will be enrolled to reformed BA and MA studies.

P1 will introduce new master programme, under the working title "Music in digital environment" with 10 students enrolled per year by 30/09/2020 (WP 4. 2). Different aspects of music creation, performance, recording, design, research and teaching will be studied in order to develop entrepreneurship competences. Student-centered learning and independence of students will be prioritized. Students will be encouraged to develop socially responsible projects, using digital media, as defined in the project objective C.

Online courses on music performance and artistic creativity (Basic recording and producing of your own performance, etc) using distance learning platform will be offered in October 2021.

A LoLa-enabled music-recording studio will allow distance teaching and performing in venues and locations which can only be connected by wireless technologies. Music performances using LoLa technology will help students develop their technical skills and inspire them to find their own artistic voices. Students from P1, P2, P4 and P6 will play and sing together (WP 4. 4).

Student placements in media (P7) and IT companies (P10) starting from September 2021 will provide students with the opportunity to apply, under supervision, knowledge and skills the acquired in the new and modernized study programmes (WP 4.5). At least 20 best students will undertake practical placements in order to develop their self confidence and belief in their own abilities. At least 5 students from P1 will undertake placement in RTS and 8 in Mad Head Games (MHG); from P2: 3 students – in RTS and 4 students in MHG; from P3: 3 in RTS and 3 in MHG.

Table 7. Student practical placements plan

| Sending partner / Receiving partner | P10 | P8 |
|---|---|---|
| P1 | 5 students | 8 students |
| P2 | 3 students | 4 students |
| P3 | 3 students | 3 students |

WP 4 Implementation of reformed and new study programs - tasks

4.1. Enrollment of students to modernized study programmes

4.2. Enrollment of students to new master programme

4.3. Implementation of modernized and new study programmes

4.4. Implementation of on-line courses

4.5. Realization of student placements

WP 4 Implementation of reformed and new study programs – deliverables

4.1. Students enrolled to modernized study programmes

4.2. Students enrolled to the new master programme

4.3. Modernized and new study programmes implemented

4.4. On-line courses implemented

4.5. Student placements realized

## WP 5 LLL courses

Lead organization: P3, active partners: P1–P3

WP Chair: Biljana Mandić

This work package covers project's specific objective B. It will be realized in 3 Serbian cities: Belgrade, Novi Sad and Kragujevac. At least 10 LLL courses related to the project subject will be accredited by the national Institute for the Promotion of Education (Zavod za unapređenje obrazovanja i vaspitanja) by 30/10/2021 (WP 5.1). Teachers or LLL trainers will prepare learning materials/manuals for music professionals that will attend courses, either in printed or electronic form (WP5.2). At least 200 participants will attend courses, organized in traditional classroom or via distance learning (WP 5.3) by 14/01/2023.

WP 5 LLL courses - tasks

5.1. Design and accreditation of LLL courses

5.2. Preparation of teaching and learning materials for LLL courses

5.3. Implementation of LLL courses

WP 5 LLL courses – deliverables

5.1. LLL courses designed and accredited

5.2. Teaching and learning material for LLL courses prepared

5.3. LLL courses implemented

## WP 6 Quality plan

Lead organization: P3, active partners: P1–P9

WP Chair: Vladimir Blagojević

Quality of the DEMUSIS project will be subject to constant assessments using:

 - internal and

 - external quality assurance tools.

The work package on project quality will be led by P3.

The internal quality assurance will be driven by the Quality Assurance Group (QAG) formed at the beginning of the project at the kick-off meeting (5 members, one student and two teachers from national and two EU partner institutions).

Table 8: Members of the Qality Assurance Group (QAG)

| Partner No. | Institution | Name | email |
|---|---|---|---|
| P1 | University of Arts Faculty of Music (UAB) | Sanela Nikolić | saneladnikolic@gmail.com |
| P2 | University of Novi Sad Academy of Arts (UNS) | Tanja Mrđa Gerdec | tanjagerdec@gmail.com |
| P3 | University of Kragujevac | Vladimir | Vblagojevic3@gmail.com |

| | Faculty of Philology and Arts (UKG) | Blagojević | |
|---|---|---|---|
| P4 | University of Arts The Hague – Royal Conservatoire (RC) | Martin Prchal | M.Prchal@koncon.nl |
| P9 | The Association Européenne des Conservatoires, Académies de Musique et Musikhochschulen (AEC) | Stefan Gies | stefangies@aec-music.eu |

EU partners in this group have considerable experience in project monitoring and quality assurance procedures tailored to the needs of higher music education institutions. The QAG will develop quality plan and a quality checklist that will be used during the project implementation phase. The quality plan will describe all the quality definitions and standards relevant to the project, and the check list will ensure the project team and other actors are delivering the project outputs according to the quality requirements. QAG will develop internal questionnaires/surveys /evaluations that will be conducted after each activity listed in the logical framework matrix of the project. The QAG will analyze data and provide recommendations and guidelines during the project lifetime. The survey analysis will be presented to the consortium and the Project Management Board (PMB). The QAG will consider the project interim report and use it as an instrumental tool to assess whether the project progress is in line with the aims stated in the original project application.

An independent external evaluation of the project (at mid-term and prior to the final report) will be carried out to evaluate the effectiveness of the project in terms of its objectives. Both reports will be made available to PMB and QAG, and also sent to EACEA, together with other report documentation. The external evaluator will be chosen by P9, based on academic expertise, experience in the region and experience in the evaluation of European funded projects. The external evaluator will be present at (at least) two meetings of the PMB. The external evaluation will identify strengths and weaknesses of the project and ultimately assess the deliverables associated with each work package. The evaluator shall make an overall independent assessment about the performance of the project (including structure, management, activities, outcomes and results), as well as provide recommendations for continuance and sustainability, identify key lessons and propose suggestions for possible follow-up actions.

The consortium partners consider that the combination of above-mentioned quality assurance measures will enable transparent and thorough monitoring of the progress and final outcomes of the project, with a view to their long term sustainability.

WP 6 Quality plan – tasks

6. 1. Quality Assurance Group

6. 2. Project Quality Action Plan

6. 3. Internal quality procedures

6. 4 External quality procedures


WP 6 Quality plan – deliverables

6.1. Quality assurance group established

6. 2. Quality action plan developed

6. 3. Internal quality procedures implemented

6. 4. External quality procedures implemented


## WP7 Dissemination and exploitation

Lead organization: P2, active partners: P1–P9

WP Chair: Olivera Gračanin

This WP will be led by P2, who will prepare and regularly update dissemination and exploitation plan (WP 7.1).

Members of the consortium are aware of their advantages regarding dissemination of the project results, the most important of them being:

- the public nature of the music itself. All musical (physical and virtual) activities resulting from the project will reach wide and varied audience,

- orientation towards digital media including internet, to involve global music audience,

- the largest national broadcasting company (P 7) will ensure the project impact at the wider scale.

Two levels of dissemination and exploitation:

1. National context. Internal dissemination and exploitation are embedded in the project work. For example, teaching materials and online courses developed at one HEI will be available at other institutions, disseminating the knowledge. They will last after the end of the project.

2. External context. For example, P9 will use its' multiplier events and web resources to promote DEMUSIS to its' members (300 institutions/57 countries), so that other external institutions may use some project results. The best students' projects developed within curricular context will be realized as public events to support development of the civil society with the potential to widen future cultural, artistic and business connections.

Dissemination infrastructure

Project logo will be created by P2 and will be used in internal documents as well as in newsletters, brochures and other communication and dissemination documents. Project banner (web banner and roll up) will be created to attract attention of visitors of different events and website visitors. Main events will be recorded and made available via video repository and YouTube channel.

Dissemination and exploitation channels

- internet resources.

a) Project web site at www.demusis.ac.rs. All partners will include a page/section related to the project in their website. The web site contains useful information, guides and teaching material, as well as partners' area with documents, reports, etc. Video and audio repository provides video/audio clips from various events,

b) Through the social networks project news will be disseminated quickly, while progress and results will be presented in real time,

c) YouTube channel Demusis (YouTube Channel ID: UCPTl47Az97vMmEBZoK7ciXg); lectures and music performances from P1-P3 will be recorded, edited and shared publicly,

d) Periodic newsletter will be sent to network of participants and stakeholders.

Public events

- public debate in Novi Sad, European cultural capital 2022, with governmental and civil society participants, will be organized in order to achieve wider impact.

- musical events. Regular concerts and public performances at the greatest concert venues in Serbia will inform audience on project results.

- AEC events, in 2019:

 * The Annual Meeting for International Relations Coordinators at the Academy of Performing Arts in Prague, Czech Republic, from 19 to 22 September 2019.

 * AEC's Annual Congress and General Assembly 2019 at the Conservatorio di Musica "G.

Verdi", in Turin, Italy, from 7 to 9 November 2019.

- other events, conferences, workshops, international information forums.

Other media

The project will benefit from RTS partnership, since TV is still leading medium for informing citizens in Serbia (for 98% of citizens).

WP 7 Dissemination and exploitation – tasks

7.1.The dissemination and exploitation plan

7.2. Project web site and social media

7.3. Academic and financial sustainability plan

7.4. Preparation of promotional material

7.5. Project promotional activities

7.6. Realization of public student projects

7.7. Realization of public debate in Novi Sad

WP 7 Dissemination and exploitation – deliverables

7.1.The dissemination and exploitation plan developed

7.2. Project web site set up, social media engaged

7.3. Academic and financial sustainability plan created

7.4. Promotional material prepared

7.5. Promotional activities held

7.6. Student projects made public

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

## WP8 Management of the project

Lead organization: P1, active partners: P1–P9

WP Chair: Ivana Perković

The coordinator, with the proven experience as coordinator of TEMPUS – InMusWB, will be responsible for the overall functioning of the project.

The project management will be ensured by the Project Management Board (PMB) and the Project Management Plan (PMP) establishment.

PMB will meet annually in order to review the project progress and its performance, quality control and to make the necessary decisions to make the project running. Besides, it will ensure the proper budget implementation. Decision-making rules and the conflict resolution strategy will be determined at the kick-off meeting, and partnership agreements will be signed at the kick-off. The communication between PMB meetings will be carried out by e-mail, electronic resources (web-site), telephone, social media, Viber etc. PMB meetings will be held in Belgrade, Novi Sad and Kragujevac.

WP 8 Management of the project – tasks

8.1. Kick-off meeting preparation and realization

8.2. Project management board establishment

8.3. Project management plan

8.4. Day-to-day coordination activities

WP 8 Management of the project – deliverables

8.1. Kick off meeting held and management structure established

8.2. Project management board established

8.3. Project management plan defined

8. 4. Coordination

### *Project Work Plan*

The project work plan document serves as the main control mechanism, both by specifying project phases and by decomposing these phases into specific tasks with associated timeframes, resources, dependencies, and deliverables. During project implementation, it also serves as a status tool by showing completion progress.

Table 9. Work Plan for Project Year 1

| Ref.nr/ Sub-ref nr | Title | Total duration (number of weeks) | M1 | M2 | M3 | M4 | M5 | M6 | M7 | M8 | M9 | M10 | M11 | M12 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1. 1 | Analysis, review of national and comparative analysis of national and EU programmes | 4 | | 1x | 1x= | 1x= | 1x | | | | | | | |
| 1.2. | Study visits to EU HEIs | 2 | | | 2= | 1= | | | | | | | | |
| 1. 3. | Defining outcomes and competences | 1 | | | | | | 1x | | | | | | |
| 1.4. | Modernization of study programmes, adoption of reformed study programmes | 7 | | | | | 2x | 4x | | 3x | | | | |
| 1.5. | Design and accreditation of new study programmes | 4 | | | | | | | | | 1x | 1x | 1x | 1x |
| 2.1. | Creation of equipment purchase plan | 3 | 1x | 1x | 1x | | | | | | | | | |
| 2.2. | Purchase hardware | 4 | | | 1x | 1x | 1x | 1x | | | | | | |
| 2.3. | Purchase of software | 4 | | | 1x | 1x | 1x | 1x | | | | | | |
| 2.4. | Development of adequate digital infrastructure | 4 | | | 1x | 1x | 1x | 1x | | 1x | 1x | | | |
| 2.5. | Installation and set up equipment | 2 | | | | | | | | 1x | 1x | 1x | 1x | 1x |
| 2.6. | Creation of distance learning platform | 2 | | | | | | | | | | 1x | 1x | 1x |
| 3.1. | Training of teachers for new academic courses | 3 | | | | | | | | | 1x | 1x | 1x | |
| 3.3. | Preparation and publication of teaching materials | 4 | | | | | | | | | 1x | 1x | 1x | 1x |
| 4.1. | Enrolment of students to modernized study programmes | 1 | | | | | | | | | 1x | | | |
| 6.1. | Quality Assurance Group | 2 | | 1x | | 1x | | | | | | | 1x | |
| 6.2. | Project Quality Action Plan | 5 | | 1x | 1x | 1x | 2x | | | | | | | |
| 6.3. | Internal quality procedures | 5 | | | | | | | | 1x= | 1x= | 1x= | 1x= | 1x= |
| 7.1. | The dissemination and exploitation plan | 5 | | 1x | 1x | 1x | 1x | 1x | | | | | | |
| 7.2. | Project web site and social media | 15 | 2x= | 2x= | 2x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= |
| 7.3. | Academic and financial sustainability plan | 5 | | | | | | | | 1x | 1x | 1x | 1x | 1x |
| 7.4. | Promotional material | 9 | 1x | 1x | 1x | 1x | | | | 1x | 1x | 1x | 1x | 1x |

| Ref | Title | Total | M1 | M2 | M3 | M4 | M5 | M6 | M7 | M8 | M9 | M10 | M11 | M12 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 7.5. | Project promotional activities | 9 | 1x | 1x | 1x | 1x | | | | 1x | 1x | 1x | 1x | 1x |
| 8.1. | Kick-off meeting preparation and realization | 3 | 2x | 1x | | | | | | | | | | |
| 8.2. | Project management board | 2 | | 1x | | | | | | | | | 1x | |
| 8.3. | Project management plan | 5 | 2x | 1x | 1x= | | | | | | | | | |
| 8.4. | Day-to-day coordination activities | 12 | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= |

Table 10. Adjusted Work Plan for Project Year 1

| Activities Ref.nr/ Sub-ref nr | Title | Total duration (number of weeks) | M1 | M2 | M3 | M4 | M5 | M6 | M7 | M8 | M9 | M10 | M11 | M12 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1. 1 | Analysis, review of national and comparative analysis of national and EU programmes | 5 | 1x | 1x= | 1x= | 1x= | 1x | 15/06/2019 | | | | | | |
| 1.2. | Study visits to EU HEIs P5 / New Bulgarian University P6 / Lithuanian Academy for Music and Theatre P5 / Royal Conservatoire The Hague | 3 | | | 1=P5 20-23/03/2019 | 2= 2-6/04/2019 P6 18-20/04/2019 P4 | | | | | | | | |
| | Self evaluation report P1 | | | | | | | | | 31/08/2019 | | | | |
| | MusiQuE evaluation visit P1 | | | | | | | | | | | 27-30/10/2019 | | |
| | External reviewers visit | | | | | | | | | | | | | 2-3/12/2019 |
| 1.2, 1.4 | Meeting dedicated to the realized study visits at P1 (University of Arts in Belgrade, Faculty of Music), attended by representatives from P2 and P3 | 1x | | | | | 14/05/2019 | | | | | | | |

| No. | Activity | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1. 3. | Defining learning outcomes and competences, meeting | 5 | | 1x | 1x | 1x | 1x | 26/06/2019 | By 01/07/2019 | | | | | |
| 1.4. | Modernization of study programmes, adoption of reformed study programmes | 8 | | | | 2x | 3x | | 3x | 15/09/2019 | | | | |
| 1.5. | Design and accreditation of new study programmes | 4 | | | | | | | | | 1x | 1x | 1x | 1x |
| 2.1. | Creation of equipment purchase plan | 3 | | 1x | 1x | 1x Mid. April | | | | | | | | |
| 2.2. | Purchase hardware | 4 | | | | 1x | 2x | 1x | Mid. July | | | | | |
| 2.3. | Purchase of software | 4 | | | | 1x | 2x | 1x | Mid.July | | | | | |
| 2.4. | Development of adequate digital infrastructure | 4 | | | | | | | 1x 30/09/2019 | 2x | 1x | | |
| 2.5. | Installation and set up equipment | 4 | | | | | | | | 1x | 1x | 1x | 1x |
| 3.1 | To define participants from P1-P3 who are going to EU study visits | 1 | | | | | | By 01/07/2019 | | | | | |
| 3.1. | Training of teachers for new academic courses | 4 | | | | | | | | 1= | 2= | 1= | |
| 3.1 | P1-P3 going to the P6 (LMTA) staff training | 1 | | | | | | | | | 1-15/10/2019 | | |
| 3.1 | P1-P3 going to the P5 (NBU) staff training | 1 | | | | | | | | | | Beg. Of Nov.2019 | |
| 3.1 | Hague boot camp | | | | | | | | By 30/09/2019 | | | | |
| 3.3. | Preparation and publication of teaching materials | 2 | | | | | | | | | | | 2x |
| 4.1. | Enrolment of students to modernized study programmes | 1 | | | | | | | 30/09/2019 | | | | |
| 6.1. | Quality Assurance Group meeting online | 3 | | | | 1x | 1x | 1x= By 30/06/2019 | | | | 1x | |
| 6.1 | Quality Assurance Group meeting No.2 | 1 | | | | | | | | | | | 1x 2-3/12/2019 |

| | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 6.2. | Project Quality Action Plan | 3 | | | | | | | 1x | | | 1x | 1x | |
| 6.3. | Internal quality procedures | 2 | | | | | | 1x | 1x | | | | | |
| 7.1. | The dissemination and exploitation plan | 4 | | | | 1x | 2x | 1x By 30/06/2019 | | | | | | |
| 7.2. | Project web site and social media | 15 | 2x= | 2x= | 2x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= |
| 7.4. | Promotional material | 5 | | 1x | 1x | | | | | | 1x | 1x | 1x | |
| 7.5. | Project promotional activities | 9 | | 2x | 1x | 1x | | | | 2x | 1x | 1x | 1x | 1x |
| 7.5 | Promotional activities, internal project presentations at P1 and P2 | 2x | 16/01/2019 | | 14/03/2019 | | | | | | | | | |
| 7.5 | AEC annual congress in Torino and IRC meeting in Prague | 1 | | | | | | | | | 19-22/09/2019 | | 1=07-09/11/2019 | |
| 8.1. | Kick-off meeting preparation and realization | 3 | 2x | 1x 21-22/02/2019 | | | | | | | | | | |
| 8.2. | Project management board | 3 | | 1x | | | | | 1x | | | | 1x | 1x 2-3/12/2019 |
| 8.3. | Project management plan | 4 | 1x | 1x= | 1x | 1x | By the end of May | | | | | | | |
| 8.4. | Day-to-day coordination activities | 12 | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= |
| | The 1st report to the coordinator from the partner institutions | | | | | | | | July 10th 2019 | | | | | |

Table 11. Initial Work Plan for Project Year 2

| Ref.nr/ Sub-ref nr | Title | Total duration (number of weeks) | M1 | M2 | M3 | M4 | M5 | M6 | M7 | M8 | M9 | M10 | M11 | M12 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1.5. | Design and accreditation of new study programmes | 10 | 1x | 1x | 1x | 1x | 1x | 1x | | 2x | 2x | | | |
| 2.6. | Creation of distance learning platform | 4 | 2x | 2x | | | | | | | | | | |
| 3.2. | Training of teachers and staff for distance learning and LoLa equipment | 4 | | | 1x | 1x | 1x | | | | | 1x | | |
| 3.3. | Preparation and publication of teaching materials | 6 | | | 1x | 1x | 1x | 1x | | 1x | 1x | 1x | 1x | 1x |
| 3.4. | Preparation of on-line courses | 3 | | | | | | | | 1x | 1x | 1x | 1x | 1x |
| 4.1. | Enrolment of students to modernized study programmes | 1 | | | | | | | | | 1x | | | |
| 4.2. | Enrolment of students to new master programme | 1 | | | | | | | | | 1x | | | |
| 4.3. | Implementation of modernized and new study programmes | 30 | | 4x | 4x | 4x | 4x | 4x | | 4x | 4x | 4x | 4x | 4x |
| 4.5. | Realization of student placements | 2 | | | | | | | | 2x | | | | |
| 5.1. | Design and accreditation of LLL courses | 4 | | | | | | 1x | | 1x | 1x | 1x | | |
| 6.1. | Quality Assurance Group | 1 | | | | | | | | | | | 1x | |
| 6.3. | Internal quality procedures | 10 | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | | 1x= | 1x= | 1x= | 1x= | 1x= |
| 6.4 | External quality procedures | 1 | 1x | | | | | | | | | | | |
| 7.2. | Project web site and social media | 12 | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= |
| 7.4. | Promotional material | 9 | | 1x= | 1x= | 1x= | 1x= | 1x= | | 1x= | 1x= | 1x= | 1x= | |
| 7.5. | Project promotional activities | 11 | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | | 1x= | 1x= | 1x= | 1x= | 1x= |
| 8.2. | Project management board | 1 | | | | | | | | | | | 1x | |
| 8.4. | Day-to-day coordination activities | 12 | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= |

Table 12. Adjusted Work Plan for Project Year 2

| Activities Ref.nr/ Sub-ref nr | Title | Total duration (number of weeks) | M1 | M2 | M3 | M4 | M5 | M6 | M7 | M8 | M9 | M10 | M11 | M12 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1.1 | MusiQuE review report | 4 | | | 1= | 1= | 2= done by the end of the spring 2020 | | | | | | | |
| 1.1 | External review of modernized study programmes | | | | 1= | 1= | 2= done by the end of the spring 2020 | | | | | | | |
| 1.5. | Design and accreditation of new study programmes | 10 | 1x | 1x | 1x | 1x | 1x | 1x | | 2x | 2x | | | |
| 2.5 | Equipment installation and set up | 2x | By 15/01/2020 | | | | | | | | | | | |
| 2.6. | Creation of distance learning platform | 4 | 2x | 2x | | | | | | | | | | |
| 3.2. | Training of teachers and staff for distance learning and LoLa equipment | 4 | | | 1x | 1x | 1x | | | | | Done by the end of Oct.20 201x | | |
| 3.3. | Preparation and publication of teaching materials | 6 | | | 1x | 1x | 1x | 1x | | 1x | 1x | 1x | 1x | 1x |
| 3.4. | Preparation of on-line courses | 5 | | | | | | | | 1x | 1x | 1x | 1x | 1x |
| 4.1. | Enrolment of students to modernized study programmes | 1 | | | | | | | | | 1x | | | |

| | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Study visits of P4-P6 experts to P1-P3 | | | | Spring 2020 | | | | | | | Fall 2020 | | |
| 4.2. | Enrolment of students to new master programme | 1 | | | | | | | | | | 1x | | |
| 4.3. | Implementation of modernized and new study programmes | 40 | | 4x | 4x | 4x | 4x | 4x | | 4x | 4x | 4x | 4x | 4x |
| 4.5. | Realization of student placements | 2 | | | | | 2x May 2020 | | | | | | | |
| 5.1. | Design and accreditation of LLL courses | 4 | | | | | | 1x | | 1x | 1x | 1x By Oct.2020 | | |
| 6.1. | Quality Assurance Group 3rd meeting | 1 | | | | | | | | | | | 1x | |
| 6.3. | Internal quality procedures | 10 | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | | 1x= | 1x= | 1x= | 1x= | 1x= |
| 6.4 | External evaluator interim report | 1 | | | | | | | Mid. July 2020 | | | | | |
| 7.2. | Project web site and social media | 12 | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= |

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Table 13. Initial Work Plan for Project Year 3

| Ref.nr/ Sub-ref nr | Title | Total duration (number of weeks) | M1 | M2 | M3 | M4 | M5 | M6 | M7 | M8 | M9 | M10 | M11 | M12 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 3.3. | Preparation and publication of teaching materials | 2 | | 1x= | 1x | | | | | | | | | |
| 3.4. | Preparation of on-line courses | 7 | 1x | 1x | 1x | 1x | 1x | 1x= | | 1x | | | | |
| 4.1. | Enrolment of students to modernized study programmes | 1 | | | | | | | | | 1x | | | |
| 4.2. | Enrolment of students to new master programme | 1 | | | | | | | | | 1x | | | |
| 4.3. | Implementation of modernized and new study programmes | 30 | 2x | 4x | 4x | 4x | 4x | 4x | | 4x | 4x | 4x | 4x | 4x |
| 4.4. | Implementation of on-line courses | 15 | | | | | | | | | 1x | 1x | 1x | 1x |
| 4.5. | Realization of student placements | 2 | | | | | 2x | | | | | | | |
| 5.2. | Preparation of teaching and learning materials for LLL courses | 1 | | | | | 1x | 1x= | | | | | | |
| 5.3. | Implementation of LLL courses | 10 | | | | | | | | 2x | 2x | 2x | 2x | 2x |
| 6.1. | Quality Assurance Group | 2 | | | | | | | | | 1x | | | 1x |
| 6.3. | Internal quality procedures | 10 | 1x | 1x | 1x | 1x | 1x | 1x | | 1x | 1x | 1x | 1x | 1x |
| 6.4 | External quality procedures | 1 | | | | | | | | | 1x | | | |
| 7.2. | Project web site and social media | 12 | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= |
| 7.4. | Promotional material | 9 | | 1x= | 1x= | 1x= | 1x= | 1x= | | 1x= | 1x= | 1x= | 1x= | |
| 7.5. | Project promotional activities | 11 | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | | 1x= | 1x= | 1x= | 1x= | 1x= |
| 7.6. | Realization of public student projects | 2 | | | | 1x | 1x | 1x | 1x | 1x | | | | |
| 7.7. | Realization of public debate in Novi Sad | 2 | | | | | | 1x | | 1x | 1x | | | |
| 8.2. | Project management board | 1 | | | | | | | | | 1x | | | |
| 8.4. | Day-to-day coordination activities | 12 | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= |

Table 14. Adjusted Work Plan for Project Year 3

| Ref.nr/ Sub-ref nr | Title | Total duration (number of weeks) | M1 | M2 | M3 | M4 | M5 | M6 | M7 | M8 | M9 | M10 | M11 | M12 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 3.3. | Preparation and publication of teaching materials | 2 | | 1x= | 1x by the end of March 2021 | | | | | | | | | |
| 3.4. | Preparation of on-line courses | 7 | 1x | 1x | 1x | 1x | 1x | 1x= | By August 2021 | 1x | | | | |
| 4.1. | Enrolment of students to modernized study programmes | 1 | | | | | | | | | 1x | | | |
| 4.2. | Enrolment of students to new master programme | 1 | | | | | | | | | 1x | | | |
| | Study visits of P4-P6 experts to P1-P3 | 2 | | | 1x spring 2021 | | | | | | | 1x fall 2021 | | |
| 4.3. | Implementation of modernized and new study programmes | 40 | 2x | 4x | 4x | 4x | 4x | 4x | | 4x | 4x | 4x | 4x | 4x |
| 4.4. | Implementation of on-line courses | 15 | | | | | | | | | 1x | 1x | 1x | 1x |
| 4.5. | Realization of student placements | 2 | | | | | 2x | | | | | | | |
| 5.2. | Preparation of teaching and learning materials for LLL courses | 1 | | | | | 1x | 1x= | | | | | | |
| 6.1. | Quality Assurance Group 4th and 5th meeting | 2 | | | | | | | | | 1x Sept.2021 | | | 1x Dec.2021 |
| 6.3. | Internal quality procedures | 10 | 1x | 1x | 1x | 1x | 1x | 1x | | 1x | 1x | 1x | 1x | 1x |

| Ref | Title | Total | M1 | M2 | M3 | M4 | M5 | M6 | M7 | M8 | M9 | M10 | M11 | M12 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 6.4 | External quality procedures, ext. evaluation final report | 1 | | | | | | | | | | 1x Sept.2021 | | |
| 7.2. | Project web site and social media | 12 | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= |
| 7.4. | Promotional material | 9 | | 1x= | 1x= | 1x= | 1x= | 1x= | | 1x= | 1x= | 1x= | 1x= | |
| 7.5. | Project promotional activities | 11 | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | | 1x= | 1x= | 1x= | 1x= | 1x= |
| 7.6. | Realization of public student projects, projects made public | 2 | | | | 1x | 1x | 1x | 1x | 1x | | | | |
| 8.2. | Project management board          3rd meeting | 1 | | | | | | | | | 1x | | | |

Table 15. Work Plan for Project Year 4

| Activities Ref.nr/ Sub-ref nr | Title | Total duration (number of weeks) | M1 | M2 | M3 | M4 | M5 | M6 | M7 | M8 | M9 | M10 | M11 | M12 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 3.3. | Preparation and publication of teaching materials | 2 | | 1x= | 1x by the end of March 2021 | | | | | | | | | |
| 3.4. | Preparation of on-line courses | 7 | 1x | 1x | 1x | 1x | 1x | 1x= | By August 2022 | 1x | | | | |
| 4.1. | Enrolment of students to modernized study programmes | 1 | | | | | | | | | 1x | | | |
| 4.2. | Enrolment of students to new master programme | 1 | | | | | | | | | 1x | | | |
| | Study visits of P4-P6 experts to P1-P3 | 2 | | | 1x spring 2022 | | | | | | | 1x fall 2022 | | |

| No. | Activity | Total | | | | | | | | | | | | |
|-----|----------|-------|---|---|---|---|---|---|---|---|---|---|---|---|
| 4.3. | Implementation of modernized and new study programmes | 40 | 2x | 4x | 4x | 4x | 4x | 4x | | 4x | 4x | 4x | 4x | 4x |
| 4.4. | Implementation of on-line courses | 15 | | | | | | | | | 1x | 1x | 1x | 1x |
| 4.5. | Realization of student placements | 2 | | | | | | 2x | | | | | | |
| 5.2. | Preparation of teaching and learning materials for LLL courses | 1 | | | | | | 1x | 1x= | | | | | |
| 5.3. | Implementation of LLL courses | 10 | | | | | | | | 2x | 2x | 2x | 2x | 2x all by Jan.2023 |
| 6.1. | Quality Assurance Group 6th and 7th meeting | 2 | | | | | | | | | 1x Sept.2022 | | | 1x Dec.2022 |
| 6.3. | Internal quality procedures | 10 | 1x | 1x | 1x | 1x | 1x | 1x | | 1x | 1x | 1x | 1x | 1x |
| 6.4 | External quality procedures, ext. evaluation final report | 2 | | | | | | | | | 1x Sept.2022 | | 1x | |
| 7.2. | Project web site and social media | 12 | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= |
| 7.4. | Promotional material | 9 | | 1x= | 1x= | 1x= | 1x= | 1x= | | 1x= | 1x= | 1x= | 1x= | |
| 7.5. | Project promotional activities | 11 | 1x= | 1x= | 1x= | 1x= | 1x= | 1x= | | 1x= | 1x= | 1x= | 1x= | 1x= |
| 7.6. | Realization of public student projects, projects made public | 2 | | | | | 1x | 1x | 1x | 1x | 1x | | By Oct.2022 | |
| 7.7. | Realization of public debate in Novi Sad | 2 | | | | | | | | 1x | 1x | 1x | 17 September2022 | |
| 8.2. | Project management board final meeting | 1 | | | | | | | | | | | 1x | |

## Project Financial Management

This section describes the financial rules for the management of the grant to provide support to the project partners so that they can perform the local financial management in an efficient and successful way and provide all documents necessary for financial monitoring, reporting, and audits. It offers the detailed definitions of eligible and ineligible costs, instructions for preparing financial tables, a list of required supporting documents to justify incurred costs, etc. Some definitions and rules are taken in the original forms from the EU Commission Guidelines for the Use of the Grant, in order to avoid any misinterpretation.

### General Provisions

The grant is calculated on the basis of actual costs for budget headings Equipment and Subcontracting, and on the basis of Unit costs for budget headings Staff costs, Travel costs and Costs of stay.

For actual costs, financial reporting will be based on the principle of the expenses actually incurred which will need to be duly documented.

For unit costs, financial reporting will be based on the principle of the triggering event. Prove is required that the activities have been actually and properly implemented and/or that the expected output(s) have been produced. The level of spending will not have to be justified.

All partners agree to adopt the rates suggested in the Erasmus+ Programme Guide for of Unit costs for budget headings Staff costs, Travel costs and Costs of stay.

It is important to note that not all the activities and the costs planned under the awarded maximum project budget are automatically approved by the Agency.

The Agency reserves the right to re-evaluate the justification provided if the declared activities or outputs are questionable and if it is not accepted, no corresponding unit costs will be granted.

Original supporting documents must be kept at the partner institutes. Readable copies must be sent to the PC with the project documentation and submitted in regular reports and with the final report and financial statement when specifically requested.

The list of supporting documents to be kept is available under each budget heading.

Submitting the required supporting documents is an integral part of the Agreement obligation.

The PC may adjust the estimated budget by transfers between budget headings, provided that:

- this adjustment of expenditure does not affect the implementation of the action,
- the adjusted amount for one or more headings is not increased by more than 10% of the amount initially proposed, and
- the total awarded grant is not exceeded.

The PC will receive the total budget in three payments and will transfer to all partners in five payments.

Equipment costs are applicable to Serbian partners only.

### *Financial Reports*

In order to provide adequate information on the local financial management, continuous financial reporting on regular basis is highly recommended. The advantage of regular reporting is the possibility for checking the eligibility of reported costs and implementing corrective actions if necessary. The financial report accompanied with corresponding supporting documents, which proves that a certain percentage of the budget is spent, is the basis for the transfer of next installment to the partner institution. When preparing the financial report, the project partners will use the financial statement template (Excel file) provided by the EU COMMISSION. This Excel table contains the following sheets, among others:

- Staff Costs
- Travel Costs & Costs of Stay
- Equipment Costs
- Co-Financing.

Necessary forms to be completed and submitted along with the regular financial statements will be made available on the project website under "Library" section.

For submission, please save the file in the following format "(month)(year)(financial statements for)(abbreviation of the partner name)". For example, a financial statement for LMTA for January-June 2019 is "January-June19 financial statement for LMTA".

### *Exchange Rates*

If the partner institution is from a country which has not adopted the Euro as its currency, all expenses expressed in local currency will be converted into the Euro. During the project implementation, only two exchange rates for the conversion of currencies into the euro will be used:

- from the start of the eligibility period until the date when the second pre-financing will be received from EU COMMISSION, the exchange rate of December 2018 (the month of the first pre- financing payment) will be applied. The rate to be applied is the monthly accounting rate established by the Commission and published on its website: http://ec.europa.eu/budget/inforeuro .

For reporting, exchange rates are as follows: 1 EUR = 118.4127 RSD

- From the date when the second pre-financing is received from EU COMMISSION until the end of the eligibility period, the rate of the month of the second pre-financing – February 2021, will be applied.

For reporting, exchange rates after the second installment are as follows: 1 EUR = 117.58 RSD

### *Staff Costs*

Eligible Staff Costs

Eligible staff costs are costs of the staff when they perform any of the four different project-related types of tasks (listed in the Table 16 below) which are directly necessary for the achievement of the objective of the project. Staff costs will be calculated on the basis of the task performed and not on the status of the person.

The applicable staff categories to be applied are the following:

- Managers (including legislators, senior officials and managers) carry out top managerial activities related to the administration and coordination of project activities.

- Teachers and trainers typically carry out academic activities related to curriculum/training programme development, development and adaptation of teaching/training materials, preparation and teaching of courses or trainings.

- Technical staff (including technicians and associate professionals) carries out technical tasks such as book-keeping, accountancy, in-house translation activities.

- Administrative staff (including office and customer service clerks) carries out administrative tasks such as secretarial duties. Students can work for the project and can be considered as administrative staff, provided that they have signed a work contract with a consortium beneficiary institution.

Table 16. Unit costs for daily staff costs (EUR)

| Country | Manager | Researcher / Trainer /Teacher | Technical Staffs | Administrative Staff |
|---|---|---|---|---|
| Serbia | 108 | 80 | 57 | 45 |
| Belgium | 280 | 214 | 162 | 131 |
| Bulgaria | 88 | 74 | 55 | 39 |
| Lithuania | 88 | 74 | 55 | 39 |
| Netherlands | 294 | 241 | 190 | 157 |

Supporting Documents for Staff Costs

*A Joint Declaration (JD)* is for all members employed in the project. An individual member is asked to complete this Joint Declaration form right after the completion of his/her duty and to submit it to his/her team leader. The declaration must be signed by the person concerned, then signed and stamped by the person responsible in the institution where this person is engaged to work on the project. For staff performing different tasks (for instance 2, 3 or all 4 out of the 4 listed task types), a separate convention must be signed for each task type. The JD template can be found on DEMUSIS website under "Library/Forms/Joint Declaration".

*A Project Time Sheet* is for all members. An individual member is asked to download this time sheet and keep updating at the end of each month that he/she works on the project. The input for this time sheet can be obtained from the last line of a monthly time sheet. One project sheet is for one role. For example, Perković has two roles: manager and teacher in this project. She will have two project time sheets. For the month of March, she works 3 days as a manager for WP8, and 2 days as a teacher for WP1. The project time sheets will be submitted along with the form right after the completion of her duty. The Project Time Sheet can be found on DEMUSIS website under "Resources/Template for Timesheets".

For audits and to justify salary rates for staff costs, the following documents will also be made available:

If staff is remunerated by the project directly (full-time, part-time, occasional or top-up of regular salary):

- Employment contract

- Proof of payment (i.e. bank statement)

If staff is remunerated through its normal salary (i.e. ERASMUS PLUS-CBHE related tasks are part of the regular assignment at the university):

- Employment contract

- Proof that the task is part of regular assignment

- Salary slips

- Proof of payment (i.e. bank statement)

Additional supporting documents depending on national and / or institutional regulations may also be required.

### *Travel Costs and Costs of Stay*

Eligible travel costs and costs of stay cover the costs of travel and subsistence allowances of staff and students participating in activities directly related to the achievement of the project.

Travels are intended for the following activities:

- teaching/training assignments,

- training and retraining purpose,

- updating programme and courses,

- practical placements in companies, industries and institutions

- project management related meetings,

- workshops and visits for result dissemination purposes.

Please note that Serbian members are eligible for all activities, but EU members are eligible for

activities 1, 3, 5 and 6. Travel for research activities is not eligible.

## Eligible Travel Costs

The grant contributes to the travel of staff and students involved in the project from their place of origin (home institution) to the venue of the activity and return. It includes visa fee and related obligatory insurance, travel insurance and cancellation costs if justified. If a travel is necessary to obtain a visa, the relevant unit costs for travel and, if applicable, costs of stay can be claimed.

The travel cost is calculated based on the travel distance of a one-way travel from their home institution to the venue of the activity. The distance can be determined at https://erasmus-plus.ec.europa.eu/resources-and-tools/distance-calculator

In the context of a circular travel (e.g., a member departs from city A to attend a project meeting at city B and then departs from city B immediately to attend a project meeting at city C), the travel costs will be the sum of the unit costs for travel from city A to city B and for travel from city B to city C. The distance between city A and city C will not be used in the calculation because the unit costs provided cover also return trips. Stopover(s) is not applicable.

Table 17. Unit costs for travel costs

| Distance | Travel Costs |
|---|---|
| 0km - 9km | 0 |
| 10km - 99km | 20 |
| 100km – 499km | 180 |
| 500km – 1999km | 275 |
| 2000km – 2999km | 360 |
| 3000km – 3999km | 530 |
| 4000km – 7999km | 820 |
| 8000km or longer | 1100 |

## Costs of Stay

This budget heading is meant to provide each person participating in mobility with a daily allowance to cover costs for subsistence, accommodation, local and public transport such as bus and taxi, personal or optional health insurance etc.

Table 18. Unit costs for costs of stay

|  | Unit cost per day per participant for staff | Unit cost per day per participant for student |
|---|---|---|
| Up to the 14th day of activity | 120 EUR | 55 EUR |

## Supporting Documents for Travel Costs and Costs of Stay

*Individual Travel Report* is for members who have travelled on the mission of the project. For each trip, an individual member is asked to complete this form and submit to his/her team leader along with the invitation letter, boarding passes, hotel receipts to reimburse for travel costs and costs of stay.

The form for travel report can be found on DEMUSIS website under "Library/ Forms/Individual-travel-report"
([http://demusis.ac.rs/index.php?option=com_sppagebuilder&view=page&id=5&Itemid=108](http://demusis.ac.rs/index.php?option=com_sppagebuilder&view=page&id=5&Itemid=108)).

## ***Equipment Costs***

### Eligible Equipment Costs

Only the purchase of equipment which is directly relevant to the objectives of the project can be considered as eligible expenditure.

The equipment must:

- be exclusively for the Partner Country Higher Education Institutions indicated in the partnership agreement;

- be for teaching purposes, not for research purposes;

- be recorded in the inventory of the institution where it is installed; this institution/university is the sole owner of the equipment.

## Supporting Documents for Equipment Costs

- Invoice(s) and bank statement(s) for all purchased equipment

- Proofs of tendering procedure and three quotations from different suppliers for purchases above EUR 25.000 but below EUR 134.000

- Proofs of tendering procedure applied according to national legislation for purchases above EUR 134.000

- Proof that VAT is not deductible (if VAT exemption is not obtained and VAT costs are charged to the project budget)

- Proof of payment.

The purchase cannot be split into smaller contracts below the threshold.

### *Subcontracting Costs*

## Eligible Subcontracting Costs

Subcontracting refers to the implementation of specific tasks being part of the action by a third party to which a service contract has been awarded by one or several partners. It is intended for specific, time-bound, project-related tasks which cannot be performed by the members. Subcontracting costs will be reimbursed on the basis of the eligible costs actually incurred.

## Supporting Documents for Subcontracting Costs

- Invoice(s), subcontract(s) and bank statement(s);

- In the case of travel activities of subcontracted service provider, copies of travel tickets, boarding passes, invoices and receipts are required to demonstrate that the activities took place;

- Proofs of tendering procedure and three quotations from different subcontractors for a subcontract above EUR 25.000 but below EUR 134.000;

- Proofs of tendering procedure applied according to national legislation for a subcontract above EUR 134.000;

- Tangible outputs.

### *Procedures for Reimbursement and Budget Transfer*

#### Reimbursement

An individual member is responsible for initiating his/her own payment requests by submitting monthly timesheets and/or travel reports to his/her institutional contact person who will check, approve the requests, and process internal payments for the approved requests. Institutional contact persons are responsible for keeping records locally and submitting their financial report along with the copy of supporting document on a monthly basis to Project Contact Person (PC). Unless correction is needed, PC will record all received financial reports and document. PC is responsible for preparing six-month financial reports for PMB, and technical implementation report and final financial reports for EACEA which also require PMB approval prior to submissions.

#### Budget Transfer

There are five payments that UA (P1) will transfer to each partner. For each payment, a beneficiary will initiate the payment request by filling a payment request form (Annex IV in Partnership Agreement – please, use the new version now available on the project web site at: http://www.demusis.ac.rs/index.php?option=com_sppagebuilder&view=page&id=5&Itemid=108)    and obtain the signature of the partner's legal representative. The signed request form will be submitted to PC along with supporting documentation. Unless the correction is required, PC will process the payment and inform PMB.

## Project Internal Communication

Communication is highly encouraged among members at all levels. For internal communication, PC will initiate and manage the activities necessary to ensure an efficient internal information flow. A regular, frequent and simultaneous communication will be assured for all team members of partner institutions. The internal communication can be ensured by virtual way and by periodic face-to-face meetings. Various channels will be exploited to make communication effective.

### *Periods for Response and Casting a Vote*

All main project decisions will be made during the regular face-to-face meetings, but there may be urgent cases that need immediate decisions to move the project forward. In such the cases, PC, WPCs will communicate with related members via email and/or Viber/WhatsApp messaging application for discussion and reach the decisions. If it is necessary, a voting procedure will be

applied via the Doodle application. The members have five working days to respond. An absence of a response will be interpreted as support the case. If voting is needed, the members have two days to cast his or her vote. An absence of a response will be interpreted as a vote for the case.

### *Channels for Communication*

### Meetings

A Face-to-face meeting is the most effective way of communication. Four regular meetings have been scheduled about 12 months apart throughout the three years. One additional meeting is scheduled due to the project extension. Each meeting will cover the PMB meeting, QAG meeting and WP meeting (optional). The PMB meeting is for making main decisions concerning the management, analyzing the progress of the project, approving the intermediate or final outputs and results of the project, assigning actions and also for budgetary analysis. A QAG meeting is for discussing quality issues. WP meetings may be held as well for WPCs and individual contributors to share status and results as well as discuss relevant issues in greater detail. After each meeting, the host organization will prepare and submit the meeting minutes to PMB for approval. The report will be made available on the project website to all members and the public. Similarly, the meeting minutes will be made available on the project website by WPCs and QAG chair. WPCs can also call their subgroup face-to-face meetings at other times.

Another important tool for maintaining strong communication between the partners is holding occasionally teleconferences to evaluate progress against project plans, identify major problems and co-ordinate project- related interactions among the WP Leaders.

Meeting Minutes Template is available at "Library/Resources/Meeting Minutes".

Meeting Attendance Sheet is available at "Library/Resources/ Meeting Attendance Sheet".

### Electronic Channels

Email is a primary mean for communication when a face-to-face meeting cannot be done. PC will prepare a worksheet entitled "DEMUSIS Contact Information.xlxs" on the project website to update their members and contact information. This contact information will be made available to all members at "Library/Resources/DEMUSIS Contact Information".

### Written Messages

Reports will be written by PC and WPCs to report the progress of the project. They will be made available to public on the project website. The members will also be informed via emails.

### DEMUSIS Project Website

The official project website [(http://demusic.ac.rs/)](http://demusic.ac.rs/) has been created from the beginning to facilitate the project management, the exchange of project documentation, and for dissemination and exploitation of the project results. It provides a structured central document repository for meeting minutes and presentations, deliverable drafts, dissemination material drafts, project-internal documentation and other relevant information including links to relevant articles, blogs and papers. It will be maintained by P3 (UKG) with the consultation from P1 (UA) and the provision of materials from all other partners.

The website has a password-protected area for internal communication. PLs are responsible to request access for their project members to Mr. Ljuba Brkić, UKG, at ljuba@filum.kg.ac.rs The password-protected area will appear under the menu Login allowing the members to access as well as share document internally under different categories.

### *Documentation*

There are three types of documents for the time being: plan, report and minutes. For documentation purpose, codes for the six work packages and how the three types of documents are named are as follows:

Code for the package-Type of the document (P, R or M)-description of the document.

For example, for the Project management plan, the code will be WP8-P-Project Management Plan.

For example, WP1-R-LMTA is the report from the Study visit to LMTA.

# Project Risk Management

Project risk is defined as an event or a condition that has a potential to affect the achievement of the project negatively. It is important to identify potential threats in the early stage and to prepare corrective actions properly to prevent them from happening or mitigate their impact. All WPCs will be asked to identify potential risks to his or her WP and mitigation measures. During the project, the identified risks will be monitored and the mitigation measures will be considered. In general, the decisions are expected to be adopted unanimously; however, if opinions are split, voting procedure will be employed in which each partner will have one vote. As risk management is an ongoing process over the life of the project, the risks will be identified and mitigated on daily basis. WPCs must inform PC immediately if a potential risk arises, so that the solution can be implemented early. PC is also responsible to report to PMB on the progress and on any possible conflict that might arise.

## The Deliverable Templates

The templates developed for serving the purpose of the deliverable are described in the following table and can be found as annexes.

Table 19. List of Documents

| Document | Annex no. |
|---|---|
| Periodical Report | Annex I |
| CBHE Joint Declaration | Annex II |
| Monthly Time Sheet | Annex III |
| Project Time Sheet | Annex IV |
| Individual Travel Report | Annex V |
| Meeting Minutes Report | Annex VI |
| Meeting Attendance Sheet | Annex VII |

# Annexes

## *Annex I: Periodical Report (by work packages)*

Beneficiary Periodic report

Table of achieved / planned results:

| | |
|---|---|
| Beneficiary: | |
| Title and reference number of the work package (WP) | |
| Reporting period | *Start date:        End date:* |
| Completion date: | |

| | |
|---|---|
| Indicators of achievement and or/performance as indicated in the project proposal | |

Activities carried out to date to achieve this result:

| Activity N° | Activity Title | Start date | End date | Place | Description of the activity carried out | Specific and measurable indicators of achievement | Implementing status (done, partially - ? [%[) |
|---|---|---|---|---|---|---|---|
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |

Activities to be carried out to achieve this outcome (before the end of the project)

| Activity N° | Activity Title | Start date | End date | Place | Description of the activity to be carried out | Specific and measurable indicators of progress |
|---|---|---|---|---|---|---|
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |

Changes that have occurred in this result since the original proposal:

| |
|---|
| |

*Please add as many tables as necessary*

## *Annex II: Joint Declaration*

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**JOINT DECLARATION**

**Ref. No.**....................................... **Project No. 598825-EPP-1-2018-1-RS-EPPKA2-CBHE-JP**

The reference number must correspond to the progressive numbering indicated in the financial statements of the final report

**FROM** .....................................................................
Hereinafter "the Institution"*

**AND**  Name: ....................................................................
Address: ...............................................................
.................................................................................
Hereinafter "the Staff member"*

**THE INSTITUTION AND THE STAFF MEMBER HEREBY CERTIFY THAT:**

1. The Institution is a member of the partnership for the above-mentioned project.
2. The Staff member is either:
   - employed by the Institution                                                               YES/NO
     or
   - a natural person ** assigned to the project on the basis of a contract against payment     YES/NO
3. The Institution and Staff member agree that the Staff member has worked on this project and performed the following duties during the project's eligibility period.

|  | dd/mm/yy |  | dd/mm/yy |
|---|---|---|---|
| **FROM** |  | **TO** |  |

Please describe the outputs produced (short overall indication since detailed information has to be given in the accompanying time-sheet):

....................................................................................................................................................................
....................................................................................................................................................................
....................................................................................................................................................................

4. Please complete the following information.

| | |
|---|---|
| Staff category (Manager / Researcher, Teacher, Trainer / Technician / Administrative staff) | |
| Country of the Institution | |
| Number of days worked and charged to the project (according to time-sheet) | |

5. This declaration does not alter in any way the employment conditions/assignment already existing between the Institution and the Staff member and is established solely for the purpose of justifying the Staff costs that the Institution will charge to the Erasmus+ Capacity Building in Higher Education grant.

Done in ...............................................        Date ...............................................................

Name.................................................

Function............................................

Institution ..........................................        Staff member name..........................................

Signature and Stamp of the Institution        Signature of the Staff member

*The declaration must be signed by the person concerned, then signed and stamped by the person responsible in the Institution where this person worked for the project. The Institution must be a member of the partnership.

** A natural person (individual) can be assigned to the action also on the basis of e.g. a civil contract, a free-lance contract, an expert contract, a service contract with self-employed person ("in house consultant) or a secondment to the Institution against payment. The costs of such natural persons working under the action may be assimilated to the costs of personnel, if:
(i) the person works under conditions similar to those of an employee (in particular regarding the way the work is organised, the tasks that are performed and the premises where they are performed); and
(ii) the result of the work belongs to the Institution (unless exceptionally agreed otherwise); and
(iii) the costs are not significantly different from the costs of staff performing similar tasks under an employment contract within the institution

## Annex III: Monthly Time Sheet

| MONTHLY TIMESHEET FORMAT (EXAMPLE) |
|---|
| **Enhancing the digital competencies and entrepreneurship skills of academic musicians in Serbia for culturally more engaged society (DEMUSIS) 598825-EPP-1-2018-1-RS-EPPKA2-CBHE-JP (2018-2543 / 001-001)** |

| Work package Name of employee: Name of partner institution: Partner number: | |
|---|---|

| Reporting period: | DD/MM/YY - DD/MM/YY |
|---|---|

***A rounding of 2 digits after the decimal point is automatically applied to the figures inserted in this document!***

| Date | Hours worked on the project | Work Package (number of hours, only) | Description of tasks (for project) |
|---|---|---|---|
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| | | | |

Signature of the employee _____

Signature of the institution representative _____

### PROJECT TIMESHEET

| Project number : | 598825-EPP-1-2018-1-RS-EPPKA2-CBHE-JP |
|---|---|
| Surname : | |
| First Name : | |
| Institution : | |
| Country : | |
| Position : | |
| Staff Category : | |

| Year | Month | Number of Days | Work Package | Description of tasks performed and outputs produced |
|---|---|---|---|---|
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| **Total days:** | | **0** | | |

Signature of the staff member :

Signature of the person responsible in the institution (where the staff member is employed) :

_____     _____

**INDIVIDUAL TRAVEL REPORT for travel costs and costs of stay**
To be filled in by each participant
In case of circular/multiple travels, please fill in separate Individual Travel Reports.

| Ref. No.................................................Project No. 598825-EPP-1-2018-1-RS-EPPKA2-CBHE-JP |
|---|
| The reference number must correspond to the progressive numbering indicated in the financial statements in the final report |

### (1) PERSONAL DATA

Surname: ...........................................................Forename: ...................................................................

Home institution: ..........................................................................................................................

Staff position/student year of study at home institution: ...........................................................................

### (2) TYPE OF ACTIVITY (Tick as appropriate)

| STAFF | | STUDENTS | |
|---|---|---|---|
| | Teaching/training assignment | | Study period |
| | Training and retraining purposes | | Participation in intensive courses |
| | Updating programmes and courses | | Practical placements, internships in companies, industries or institutions |
| | Practical placements in companies, industries and institutions | | Participation in short term activities linked to the management of the project |
| | Project management related meetings | | |
| | Workshops and visits for result dissemination purposes | | |

### (3) DETAILS OF THE TRAVEL

| PERIOD* | From (Depart date) (dd/mm/yy) | To (Return date) (dd/mm/yy) |
|---|---|---|
| | | |
| **PLACE OF DEPARTURE**\*\* | HOME INSTITUTION ................................................................... <br> COUNTRY   CITY | |
| **PLACE OF DESTINATION/ LOCATION OF ACTIVITY** | HOST INSTITUTION ......................................................... <br> COUNTRY  CITY | |
| **TRAVEL DISTANCE**\*\*\* | | |

*Please indicate period of travel from departure to return to place of origin
** If different from Home institution please enclose authorisation from the Agency
***Travel distance in Km (One-way travel using distance calculator:http://ec.europa.eu/programmes/erasmus-plus/tools/distance_en.htm)
from place of departure to location of activities

### (4) DETAILS OF THE ACTIVITY

| DATES (excluding travel) | From (date):     To (date): |
|---|---|

**DESCRIPTION OF ACTIVITY(IES) PERFORMED** (brief description of the activities performed)
...........................................................................................................................................
...........................................................................................................................................
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**SIGNATURE OF THE PARTICIPANT**

**I hereby declare that I have been carrying out the above-mentioned activities.**

Date:.......................................................         Signature: ..............................................

## Annex VI: Meeting Minutes Report

## DEMUSIS Meeting Minutes Report

| | |
|---|---|
| Subject of the Meeting: | |
| Date: | |
| Minutes Prepared by: | |
| Time and Location: | |

### 1. Attendance at Meeting

| Name | Institution | Signature |
|---|---|---|
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| 2. Meeting Purpose |
|---|
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| 3. Meeting Agenda |
|---|
| |

| 4. Meeting Notes, Decisions, Issues |
|---|
| |

**5. Actions**

| Action | Assigned to | Due Date |
|---|---|---|
| | | |
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**6. Attachments (documents/handouts to bring, reading material, etc.)**

| Description | Prepared by |
|---|---|
| | |
| | |
| | |

**7. Next Scheduled Meeting**

| Date: | |
|---|---|
| Time: | |

| Location: | |
|---|---|

## Meeting Attendance Sheet

| Meeting Subject: | | | |
|---|---|---|---|
| Date of Meeting: | | Time: | |
| Location: | | | |

| Name | University/Institution | Signature |
|---|---|---|
| 1. | | |
| 2. | | |
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