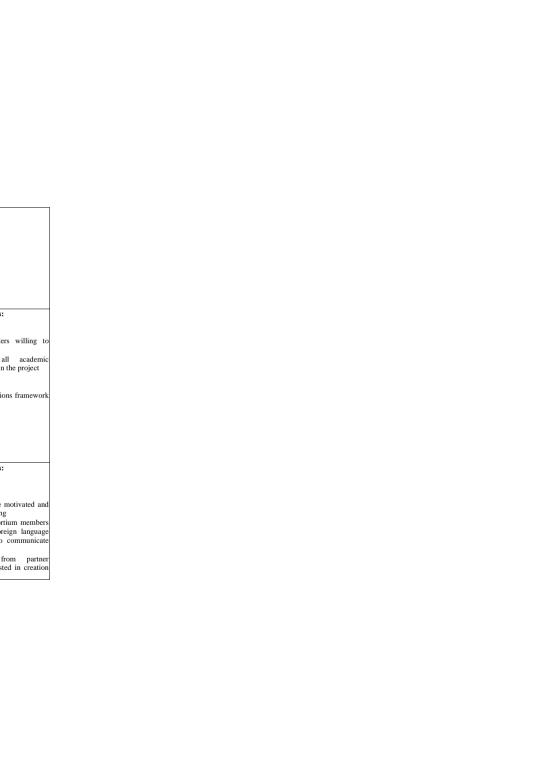## 3. LOGICAL FRAMEWORK MATRIX – LFM

Project: Modernization and Harmonization of Tourism study programs in Serbia (MHTSPS)

Wider Objective:	Indicators of progress:	How indicators will be measured:	
• Development of high quality Tourism study programs and courses that meet professional, employer, workplace needs and the wider objectives of Serbian society	• Enhanced level of professional skills and increased absorption of theoretical and practical knowledge by students and tourism employees	• Minimum 15 concluded agreements on business-technical cooperation between each higher education institution and tourism business systems • Modernized, harmonised and accredited curricula • Trained teaching personnel • Percentage showing the ratio between the number of students trained for practical work in tourism business systems and total number of enrolled students per academic year, higher than 70%	
Specific Project Objective/s:	**Indicators of progress:**	**How indicators will be measured:**	**Assumptions & risks:**
• Establishment of modernized and flexible programs of study of Tourism at Undergraduate and Postgraduate level at Higher Education institutions in Serbia in line with ET2020, Bologna process and Quality standards of European Higher Education System • To enhance student and staff competences and teaching resources • Strengthening cooperation with stakeholder and professional networks	• Number of modernized, harmonised, developed and accredited undergraduate and postgraduate programs in Serbian institutions. • Number of staff re-trained to produce new teaching and learning materials and to be capable of effective delivery of the modernized study programs • Establishment of academic and professional networks and links between higher education institutions and relevant stakeholders	• Certificate of study programs accreditation (6 study programs accredited) • Report on conducted training courses for teachers and associates (10 undergraduate teachers and associates - 8 teachers + 2 associates, and 10 postgraduate teachers and associates - 8 teachers + 2 associates per higher education institution) – total of 80 trained teachers and associates • Number and quality of new teaching materials developed • The number of signed agreements in domain of work based learning and business and industrial placement experience (minimum 15 agreements) • The number of students with industrial placement experience	Assumptions: • Enough stakeholders willing to cooperate • Support from all academic partners involved in the project Risks: • National qualifications framework timely adopted
Outputs (tangible) and Outcomes (intangible):	**Indicators of progress:**	**How indicators will be measured:**	**Assumptions & risks:**
WP1 (DEV) 1. Comparative analysis of current study programs in Tourism in EU and Serbia 1.1 Report on analysis of current study programs in Serbia 1.2 Report on market analysis of present needs for qualified workers 1.3 Report on current valid practices in EU with respect to educational programs and implementation of benchmark standards	• Conducted comparative analysis of current Tourism study programs in EU and Serbia	• Three distinct reports on existing study courses, market needs and valid practices in EU and Serbia during the 1st project year	Assumptions: • Timely funding • Academic staff are motivated and prepared for training • The project Consortium members have sufficient foreign language and ICT skills to communicate with partners • Enough staff from partner universities interested in creation

			of the new curricula
WP2 (DEV) 2. Modernization and harmonization of existing undergraduate and development of new postgraduate study programs			• Well designed plans and procedures for quality control; • Well selected members of quality control Project team
2.1 Developed and adopted educational quality procedures and methodologies at institutional level. 2.2 Market research outputs incorporated in program rational and course development. 2.3 Modernized and harmonized undergraduate curricula 2.4 Developed postgraduate curricula. 2.5 Created new teaching material 2.6.1 Strategic plan for student recruitment and enrolment campaign. 2.6.2 Enrolled students 2.7.1 Reports on evaluation of student experiences 2.7.2 Changes in program led by evaluation of programs.	• Six modernized, harmonised or developed undergraduate and postgraduate curricula, including teaching material • Number of student enrolled at study programs	• Project progress report • Institution's Annual Work Report • Self-evaluation report	• Active participation of key persons (both within and outside the project) in seminars, workshops, conferences and other events • Academic partners are willing to sign bilateral agreements for degree recognition Risks: • Possibly slow accreditation procedure • Management of tourism stakeholders is unmotivated for changes and training of employees
WP3 (DEV) 3. Staff training and development of teaching resources			• Unwillingness of stakeholders to be involved in project • Inadequate coordination in performing quality control activities
3.1 Attended language courses 3.2 Developed and conducted ICT training 3.3 Created and delivered pedagogical training program 3.4 Conducted distance learning technology and subject related training courses 3.5 Purchased and installed ICT and laboratory equipment.	• Number of trained teachers • Number and structure of purchased equipment	• Reports on conducted training courses • Signed agreements on the purchase of equipment • Documents related to purchased equipment	• Irregular distribution of project information to the web site and web portal.
WP4 (DEV) 4. Development of lifelong learning courses for tourism employees			
4.1 Designed continuous tourism courses 4.2 Prepared materials for courses 4.3 Enrolled tourism employees 4.4 Conducted courses	• Number of developed and conducted courses • Number of course attendants (projected 250 attendants)	• Reports on conducted training courses for tourism employees • Register of attendance	
WP5 (DEV) 5. Improvement of higher education interactions with the stakeholder and professional network.			
5.1 List of stakeholders and professional associations participating in network	•The number of signed agreements on	• Agreements on business-technical cooperation	

5.2 Lectures given by externals (stakeholders) at partner institutions 5.3.1 Signed bilateral agreements 5.3.2 Developed strategy for work based learning and business and industrial placement experience.	business-technical cooperation in domain of work based learning and business and industrial placement experience (minimum 15 agreements) • The number of students with industrial placement experience	between higher education institutions from Serbia and stakeholders	
WP6 (QPLN) 6. Quality control and monitoring 6.1 Approved and accepted procedures for project quality control 6.2 Progress report. 6.3 Monitoring reports.	• Quality records for each conducted activity • Six distinct reports on progress and monitoring of project activities	• Reports on management and quality control (projected 6)	
WP7 (DISS) 7. Dissemination of project activities and outcomes 7.1 Designed, developed and maintained web site and web portal 7.2 Designed and printed promo material and media presence 7.3 Developed and printed conference proceedings 7.4 Conducted workshops	• Number of web site and web portal visits • Number of meetings, training workshops and conferences organised and project outputs disseminated.	• Web site and web portal visits counters • Reports on conducted meetings, training workshops and organised conference, register of attendance	
WP8 (EKSP) 8. Sustainability 8.1 Accredited modernized and new programs 8.2 Created employer/professional body/student support committees. 8.3 Printed leaflets and media presence 8.4 Signed inter-institutional agreement 8.5 Developed and adopted institutional financial sustainability plan	• Number of accredited study programs • Designed and printed project promotion material	• Certificate of accreditation	
WP9 (MNGT) 9. Project management 9.1 Established management board, formed working groups and adapted project plan for each project year 9.2 Overall management of the project 9.3 Conducted project activities 9.4 Interim and final project reports 9.5 Designed financial project management manual	• Smooth and timely implementation of the project	• Various project reports (management, quality assurance)	

Activities:	Inputs:		Assumptions, risks and pre-conditions:
WP1 (DEV) 1. Comparative analysis of current study programs in Tourism in EU an d Serbia 1.1 Situation analysis of current study programs in Serbia 1.2. Market analysis of present needs for qualified workers 1.3 Harmonization with existing EU benchmark standards **WP2 (DEV) 2. Modernization and harmonization of existing undergraduate and development of new postgraduate study programs** 2.1 Creation of methodology (quality procedures) for the development of more flexible study programs 2.2 Tuning outcomes and competences of existing programs in line with current market needs. 2.3 Modernization and harmonization of existing undergraduate curricula. 2.4 Development of new postgraduate curricula. 2.5 Development of teaching material 2.6 Student recruitment and enrolment campaign 2.7 Evaluation of modernized and developed programs and program appraisal based on evaluation outcomes **WP3 (DEV) 3. Staff training and development of teaching resources** 3.1 Language skills 3.2 ICT skills 3.3 Pedagogical skills 3.4 Distance learning technologies and subject related training 3.5 Purchasing of equipment for improving infrastructure to support innovation in teaching practice (ICT and laboratory equipment). **WP4 (DEV) 4. Development of lifelong learning courses for tourism employees** 4.1 Design of continuous tourism courses	• Staff time - Managers – 262 days, - Research teachers – 1596 days, - Technical staff – 396 days, - Administrative staff – 278,5 days. Total staff costs: 259697.50 € • Total equipment costs: 179640 € • Printing and publishing – 25500 € • Travel costs and costs of stay–137935 € • Other costs – 60520 € • Indirect costs – 46430.47 €		• Availability and motivation of Consortium members • Availability and motivation of enterprises representatives • Assistance of foreign professors and experts in realization phase • Academic staff are motivated and prepared for training • Appropriate coordination among project partners • Teachers at all faculties are willing to accept new teaching methods Risks: • Turbulences in the team work

4.2 Preparation of materials for the courses 4.3 Enrolment of tourism employees 4.4 Organization of the courses **WP5 (DEV) 5. Improvement of higher education interactions with the stakeholder and professional network.** 5.1 Establishment of stakeholder and professional cooperation networks 5.2 Participation of stakeholders in educational process 5.3 Development of bilateral agreements in domain of work based learning and business and industrial placement experience. **WP6 (QPLN) 6. Quality control and monitoring** 6.1 Defining procedures for project quality control 6.2 Regular internal progress reports / providing overview of the achieved results. 6.3 Monitoring visits by externally appointed peer review **WP7 (DISS) 7. Dissemination of project activities and outcomes** 7.1 Development and maintenance of project web site and web portal 7.2 Marketing activities 7.3 Project conference 7.4 Workshops for representatives of stakeholders and end users **WP8 (EKSP) 8. Sustainability** 8.1 Accreditation of modernized and developed programs 8.2 Implement employer/professional body/student support committees to help sustain student recruitment. 8.3 Raising community awareness about importance of tourism and tourism education 8.4 Degree recognition between RS higher education partner institutions 8.5 Development of institutional financial sustainability			

plan			
WP9 (MNGT) 9. Project management 9.1 Kick-off meeting 9.2 Regular meetings of Steering Committee 9.3 Organization and coordination of project activities 9.4 Project administration management 9.5 Design of manual for financial project management			