

3. LOGICAL FRAMEWORK MATRIX – LFM (harmonized – final variant)

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

<p>Wider Objective:</p> <ul style="list-style-type: none"> Development of high quality Tourism study programs and courses that meet professional, employer, workplace needs and the wider objectives of Serbian society 	<p>Indicators of progress:</p> <ul style="list-style-type: none"> Enhanced level of professional skills and increased absorption of theoretical and practical knowledge by students and tourism employees 	<p>How indicators will be measured:</p> <ul style="list-style-type: none"> Minimum 15 concluded agreements on businesstechnical cooperation between each higher education institution and tourism business systems Modernized, harmonized 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% 	
<p>Specific Project Objective/s:</p> <ul style="list-style-type: none"> 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 	<p>Indicators of progress:</p> <ul style="list-style-type: none"> Number of modernized, harmonized, 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 	<p>How indicators will be measured:</p> <ul style="list-style-type: none"> 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 	<p>Assumptions & risks:</p> <p>Assumptions:</p> <ul style="list-style-type: none"> Enough stakeholders willing to cooperate Support from all academic partners involved in the project <p>Risks:</p> <ul style="list-style-type: none"> National qualifications framework timely adopted
<p>Outputs (tangible) and Outcomes (intangible):</p> <p>WP1 (DEV) 1. Comparative analysis of current study programs in Tourism in EU and Serbia</p> <p>1.1 Report on analysis of current study programs in Serbia</p> <p>1.2 Report on market analysis of present needs for qualified workers</p> <p>1.3 Report on current valid practices in EU with respect to educational programs and implementation of benchmark standards</p>	<p>Indicators of progress:</p> <ul style="list-style-type: none"> Conducted comparative analysis of current Tourism study programs in EU and Serbia 	<p>How indicators will be measured:</p> <ul style="list-style-type: none"> Three distinct reports on existing study courses, market needs and valid practices in EU and Serbia during the 1st project year 	<p>Assumptions & risks:</p> <p>Assumptions:</p> <ul style="list-style-type: none"> 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
<p>WP2 (DEV) 2. Modernization and harmonization of existing undergraduate and development of new postgraduate study programs</p> <p>2.1 Developed and adopted educational quality procedures and methodologies at institutional level.</p> <p>2.2 Market research outputs incorporated in program rational and course development.</p> <p>2.3 Modernized and harmonized undergraduate curricula</p> <p>2.4 Developed postgraduate curricula.</p> <p>2.5 Created new teaching material</p> <p>2.6.1 Strategic plan for student recruitment and enrolment campaign.</p> <p>2.6.2 Enrolled students</p> <p>2.7.1 Reports on evaluation of student experiences</p> <p>2.7.2 Changes in program led by evaluation of programs</p>	<p>Indicators of progress:</p> <ul style="list-style-type: none"> Six modernized, harmonized or developed undergraduate and postgraduate curricula, including teaching material Number of student enrolled at study programs 	<p>How indicators will be measured:</p> <ul style="list-style-type: none"> Project progress report Institution's Annual Work Report Self-evaluation report 	<p>Assumptions & risks:</p> <p>Assumptions:</p> <ul style="list-style-type: none"> 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
<p>WP3 (DEV) 3. Staff training and development of teaching resources</p> <p>3.1 Attended language courses</p> <p>3.2 Developed and conducted ICT training</p> <p>3.3 Created and delivered pedagogical training program</p> <p>3.4 Conducted distance learning technology and subject related training courses</p> <p>3.5 Purchased and installed ICT and laboratory equipment.</p>	<p>Indicators of progress:</p> <ul style="list-style-type: none"> Number of trained teachers Number and structure of purchased equipment 	<p>How indicators will be measured:</p> <ul style="list-style-type: none"> Reports on conducted training courses Signed agreements on the purchase of equipment Documents related to purchased equipment 	<p>Assumptions & risks:</p> <ul style="list-style-type: none"> Well designed plans and procedures for quality control; Well selected members of quality control Project team 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
<p>WP4 (DEV) 4. Development of lifelong learning courses for tourism employees</p> <p>4.1 Designed continuous tourism courses</p> <p>4.2 Prepared materials for courses</p> <p>4.3 Enrolled tourism employees</p> <p>4.4 Conducted courses</p>	<p>Indicators of progress:</p> <ul style="list-style-type: none"> Number of developed and conducted courses Number of course attendants (projected 240 attendants) 	<p>How indicators will be measured:</p> <ul style="list-style-type: none"> Reports on conducted training courses for tourism employees Register of attendance 	<p>Risks:</p> <ul style="list-style-type: none"> Possibly slow accreditation procedure Management of tourism stakeholders is unmotivated for changes and training of employees Unwillingness of stakeholders to be involved in project Inadequate coordination in performing quality control activities Irregular distribution of project information to the web site and web portal.
<p>WP5 (DEV) 5. Improvement of higher education interactions with the stakeholder and professional network.</p> <p>5.1 List of stakeholders and professional associations participating in network</p> <p>5.2 Lectures given by externals (stakeholders) at partner institutions</p> <p>5.3.1 Signed bilateral agreements</p> <p>5.3.2 Developed strategy for work based learning and business and industrial placement experience</p>	<p>Indicators of progress:</p> <ul style="list-style-type: none"> The number of signed agreements on 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 	<p>How indicators will be measured:</p> <ul style="list-style-type: none"> Agreements on business-technical cooperation between higher education institutions from Serbia and stakeholders 	

<p>WP6 (QPLN) 6. Quality control and monitoring</p> <p>6.1 Approved and accepted procedures for project quality control 6.2 Progress report. 6.3 Monitoring reports.</p>	<ul style="list-style-type: none"> • Quality records for each conducted activity • Six distinct reports on progress and monitoring of project activities 	<ul style="list-style-type: none"> • Reports on management and quality control (projected 6) 	
<p>WP7 (DISS) 7. Dissemination of project activities and outcomes</p> <p>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</p>	<ul style="list-style-type: none"> • Number of web site and web portal visits • Number of meetings, training workshops and conferences organized and project outputs disseminated. 	<ul style="list-style-type: none"> • Web site and web portal visits counters • Reports on conducted meetings, training workshops and organized conference, register of attendance 	
<p>WP8 (EKSP) 8. Sustainability</p> <p>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</p>	<ul style="list-style-type: none"> • Number of accredited study programs • Designed and printed project promotion material 	<ul style="list-style-type: none"> • Certificate of accreditation 	
<p>WP9 (MNGT) 9. Project management</p> <p>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 9.6 Tempus project Representatives meeting 0.7 Project Financial Management 9.8 Final Meeting</p>	<ul style="list-style-type: none"> • Smooth and timely implementation of the project 	<ul style="list-style-type: none"> • Various project reports (management, quality assurance) 	