



# Establishing and capacity building of the Southern Serbian Academy and the National Conference for Vocational Higher Education ECBAC



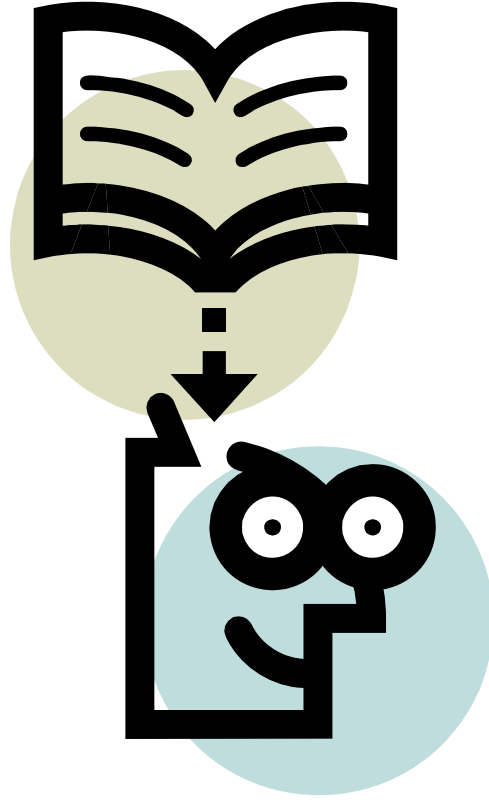
## 1<sup>st</sup> Coordination Meeting in Nis, Serbia 8-9 November 2011

# Project objectives, working methodology and milestones

*Prof. dr André Govaert, KAHO Sint-Lieven*

*517200-1-2011-1-BE-TeMPUS-SMGR*







# TEMPUS basic principles

European Commission

## TEMPUS

**Structural Measures: projects seeking to contribute to the development and reform of higher education systems in partner countries, as well as to enhance their quality and relevance and to increase their voluntary convergence with EU developments.**

**Structural Measures will be interventions designed to support structural reform of higher education systems and the strategic framework development at national level.**

# Our project's theme's and national priorities of Serbia

**University management and services for students**

**Development of international relations**

# Project Objectives

**Wider Objective:** The project “Establishing and capacity building of the Southern Serbian Academy and the National Conference for Vocational Higher Education” intends to improve the management of the vocational higher education in Serbia in line with the principles of Bologna process and EHEA.

**Specific Objectives:**

- In the first place the project is targeting the capacity building for the 8 vocational higher education institutes in Southern Serbia forming the Academy of Colleges of Applied Sciences ( ACAS). Emphasis will be put on the university management, quality procedures, international relations and student services.
- In the second place it is planned to establish a Conference of Academies as an umbrella organization who is supporting the interests of vocational higher education In Serbia. Procedures will be developed to enlarge the Conference as quickly as possible with more vocational higher education institutes. Also further capacity building for the Student conference of Academies of Applied Science will be concretely targeted.

# Project Objectives

The project goals are being supported by the Ministry of Education of Serbia, which ensures the sustainability of the project results. In line with Bologna also the work field and students are represented.

Project is also paying a lot of attention to dissemination and exploitation of project results towards other vocational colleges in other parts of Serbia.



# Project structure

- WP1 Setting up institutional framework of the ACAS (1-24)
- WP2 Introducing quality procedures for the ACAS (14-36)
- WP3 Capacity building of student services at the ACAS (19-28)
- WP4 Capacity building for international relations at ACAS (1-36)
- WP5 Conference of ACAS and Student conference of Applied Sciences (12-26)
- WP6 Dissemination (1-36)
- WP7 Sustainability of project results (1-36)
- WP8 Quality control and Monitoring (1-36)
- WP9 Project Management (1-36)



# WP1 Setting up institutional framework of the ACAS (1-24) KAHOSL

## Activities

- 1.1. Comparative analysis EU/Serbia
- 1.2. Development of unification model
- 1.3. Round table discussion
- 1.4. Installation of ACAS
- 1.5. Student Parliament
- 1.6. Students ' participation seminar
- 1.7. Central ICT services
- 1.8. Financial and Human Resources Management Seminar

## Inputs

Mobility  
Staff cost  
Equipment  
Printing and publishing

## Deliverables

- 1.1 ; 1.2 and 1.4 Report
- 1.3 Round table in Nis
- 1.5 Student parliament for ACAS
- 1.6 Seminar in Krusevac
- 1.7 ICT service 2 Staff memmmbers (VTS Nis and VSPSS Vranje)
- 1.8.Seminar in Prokupelje

# ACAS





# WP1 – In Details

## 1.2. Development of unification model

*by 15/04/2012*

The deliverable will be the development of a model to unify the members of the ACAS according to the results of Outcome 1.1. This will of course take into account the experiences of the EU partners. Special emphasis will be put on mission, vision, operational and strategic goals. Report will be first developed in English and later translated to Serbian. Communication will pass via e-mail and will be finalised at 1.3.

It concerns more particularly the management board of the members of the ACAS: 2 staff members for each of the 8 partners.

# WP1 – In Details

## 1.3. Round table discussion

By 15/03/2012

When setting up a model for unification it is important to involve all stakeholders in a consultation round before finalising the model. Students, teachers, workfield and Ministry will attend this round table conference that will take place in Nis. A final conference report will be developed in English and in Serbian language. Conference will be attended by 2 representatives of each EU university and will take 3 working days ( 2 days to finalise 1.1 and 1.2 + 1 day round table)

*It concerns management board of members of ACAS + internal stakeholders ( students, teachers of the ACAS) + external stakeholders: representatives from the workfield ( Chamber, Health Center ) + Ministry of Education.*



**To agree  
time of conference**

# WP1 – In Details

## 1.4. Installation of ACAS

By 15/10/2013

The newly developed Academy will be established in view of ensuring sustainability of cooperation process between different vocational higher education institutes. This will take place in line with the national Serbian legislation and is very important in view of ensuring the sustainability of the project results.

It concerns more particularly the management board of the members of the ACAS: 2 staff members for each of the 8 partners.

# WP1 – In Details

## 1.5. Student Parliament

By 15/12/2012

- This outcome concerns the creation of a student parliament with a democratic representation of all members of the ACAS. All founding members of the ACAS will be democratically represented according to the actual number of students.
- Each of the 8 vocational colleges will be represented in the Student Parliament according to its actual number of students. Representation criteria will be defined by ACAS management in the agreed unification model.

# WP1 – In Details

## 1.6. Students ' participation seminar

By 15/09/2012

- A special seminar will be organised for students participating in the Student Parliament in view of informing them about their role and responsibilities in the government and management of the ACAS. This seminar will be organised together with 2 staff + 1 student from EU partner and will take place in Krusevac. Seminar will take 2 working days.
- It concerns management board of members of ACAS + internal stakeholders ( students, teachers of the ACAS) + external stakeholders: representatives from the workfield ( Chamber, Health Center ) + Ministry of Education.



# WP1 – In Details

## 1.7. Central ICT services

By 15/10/2013

- A central ICT service will be created in view of the further informatisation of the central services of the newly created ACAS. This is also essential in view of informatisation of all student related issues. **2 ICT staff members of the Central services of the Academia will go to each EU university for one week** . The programme will be focused on the practical implementation of ICT for student related services, advice for purchasing the right equipment, .....
- A central ICT service will be appointed by the Members of the ACAS. **Normally it will be a representative of Partner 5 ( VTS Nis) and partner 6 ( VSPSS Vranje).**
  - **Equipment.**

# WP1 – In Details

## 1.8. Financial and Human Resources Management Seminar

By 15/04/2012

- A special seminar will be organised in Prokupelje in order to update all staff of the ACAS involved in human resource management and in financial management. Seminar will take 3 days and will be attended by 2 staff members of each participating EU university.
- Financial and human resource managers of 8 members of ACAS ( 3 per partner) + 1 representative of the external stakeholders ( RPK, DZC and ME)

# WP2 Introducing quality procedures for the ACAS (14-36) KAHOSL

## Activities

- 2.1 Analysis of accreditation results
- 2.2 EU Comparison of QA models
- 2.3 Best practice in quality assurance
- 2.4 Quality assurance strategy for ACAS
- 2.5 Establishing a central quality assurance office
- 2.6 Quality assurance training for staff and students
- 2.7 ICT database for QA indicators (Intranet)

## Inputs

- Mobility
- Staff cost
- Printing and publishing
- Equipment (in WP1)

## Deliverables

- 2.1 and 2.2 Report
- 2.3 Workshops
- 2.4 Report
- 2.5 Central office for quality assurance
- 2.6 Training
- 2.7 Database

# WP2 – In Details

## 2.1. Analysis of accreditation results

By 15/02/2013

- Management of the newly created ACAS will develop a SWOT analysis of the results of the accreditation procedures for already existing ACAS in Serbia. This will be an ideal starting point to further implement quality assurance procedures into all parts of the newly created ACAS in Southern Serbia. The SWOT analysis will be firstly developed in English, commented by EU partners and afterwards translated in Serbian by VTS.
- It concerns more particularly the management board of the members of the ACAS: 2 staff members for each of the 8 partners.

# WP2 – In Details

## 2.2. EU Comparison of QA models

*by 15/05/2013*

An overview of QA procedures used at EU partner institutions will be compared to those currently used in Serbia. This will lead to an inventory that will be in a first phase developed in English in common agreement with all EU partners. After consensus has been reached among all project partners the report will be translated into Serbian language by VTS.

It concerns more particularly the management board of the members of the ACAS: 2 staff members for each of the 8 partners..

# WP2 – In Details

## 2.3. Best practice in quality assurance

By 15/06/2013

A workshop on best practices in quality assurance will be organised in Serbia( Leskovac). More practically this will concern also practical recommendations on how to implement QA indicators. Workshop will take 2 days and will be attended by 2 representatives of each EU partner. Workshop will also consolidate the results of 2.1 and 2.2. Results will also be published in booklet.

*It concerns management board of members of ACAS + internal stakeholders ( students, teachers of the ACAS) + external stakeholders: representatives from the workfield ( Chamber, Health Center ) + Ministry of Education..*

# WP2 – In Details

## 2.4. Quality assurance strategy for ACAS

By 15/07/2013

Within this outcome will be implemented the actual manual with the strategic procedures on QA for the newly created ACAS. Manual will be developed in English in common agreement with all EU partners and will be later translated to Serbian by VTS. Manual will be published on-line and in a booklet that will be distributed at the occasion of the workshop in Vranje ( 2.6).

It concerns more particularly the management board of the members of the ACAS: 2 staff members for each of the 8 partners. They will be assisted by 2 future central QA managers ( see also 2.5)

# WP2 – In Details

## 2.5. Establishing a central quality assurance office

By 15/12/2013

- The central office for quality assurance will be installed in the ACAS in Southern Serbia. 2 staff members will be appointed: one from P7 ( VPPS Prokuplje) and one from P8 ( VSST Leskovac).



# WP2 – In Details

## 2.6. Quality assurance training for staff and students

By 15/09/2012

- The 2 new staff members will first follow a retraining of **one week one week in each of three partner universities of EU** and will afterwards organise retraining for the members of ACAS. It is obvious that not only staff, but also students will be targeted and will be retrained in monitoring QA procedures. The retraining will include a **one week workshop that will be organised in Vranje** and that will be also attended by 2 representatives of each EU partner.
- Management board of members of ACAS + internal stakeholders ( students, teachers of the ACAS) + external stakeholders: Chamber, Health Center, Ministry of Education + 2 new QA staff members who will follow a 1 week retraining in each EU university.

# WP2– In Details

## 2.7. ICT database for QA indicators ( Intranet)

By 30/09/2014

- The practical implementation of the QA procedures will lead to the installation of an electronic database by the ICT responsible staff members of the central services ( see Also Workpackage 1 ). Practically this development will lead to the development of a well-structured intranet that can be consulted by all staff members and students of the ACAS. Specialised software will be purchased.
- 2 central ICT staff members ( see WP1.7) will develop this deliverable for all stakeholders.

# WP3 Capacity building of student services at the ACAS Aalen

## Activities

- 3.1 Students services needs analysis
- 3.2 Central student service office for ACAS
- 3.3 Retraining centralised student services
- 3.4 Centralised International Student Service workshop

## Inputs

- Mobility
- Staff cost
- Printing and publishing

## Deliverables

- 3.1 Report
- 3.2 Central student office
- 3.3 Training
- 3.4 Workshop

# WP3 – In Details

## 3.1. Students services needs analysis

By 15/07/2013

- A needs analysis report will be drawn up. The report will contain the necessary requirements for better functioning of students services in the newly created ACAS in Southern Serbia. The report will be elaborated in English together with EU partners under the initiative of the German lead partner and after common agreement between all partners report will be translated to Serbian by VTS.
- ACAS staff members from each participating college will be in charge in close cooperation with official student representatives.

# WP3– In Details

## 3.2. Central student service office for ACAS

By 15/06/2013

- The Central Students Office will be implemented. 2 staff members will be appointed :one representative from P9 ( VMS Cuprija) and one from P10 ( VASPKS Krusevac). It is obvious that will happen in close cooperation with the official student representatives of all members of the ACAS.
- It concerns more particularly the management board of the members of the ACAS: 2 staff members for each of the 8 partners. They will appoint 2 new staff members in close cooperation with official student representatives.

# WP3 – In Details

## 3.3. Retraining centralised student services

By 15/11/2013

- The 2 newly appointed central staff members will have to get acquainted with the structure and the functioning of a very well organised central student office, as it is actually operating in EU universities. Retraining will take place in English during **one week in each of three participating EU universities**.
- Retraining involves 2 newly appointed staff members for central student office : one representative from P9 ( VMS Cuprija) and one from P10 ( VASPKS Krusevac)

# WP3 – In Details

## 3.4. Centralised International Student Service workshop

By 15/01/2014

- Finally within this workpackage will be organised in Serbia ( Pirot) a workshop to present the newly created student office to all stakeholders in the vocational higher education institutes . Workshop will also be attended by a student representative and student officer of each EU partner university. It is obvious that the workshop will be attended by all student representatives of all members of the ACAS in South Serbia. Workshop will take three days.
- This activity concerns all internal stakeholders ( students, management, teachers) and all external stakeholders ( representatives from the workfield from Chamber or Health Center + Ministry of Education ).

# WP4 Capacity building for international relations at ACAS Porto

## Activities

- 4.1 English language course
- 4.2 Defining competences for central IRO
- 4.3 Establishing a central IRO for ACAS
- 4.4 IRO staff retraining in EU
- 4.5 Starting up IRO activities at ACAS

## Inputs

- Mobility
- Staff cost
- Printing and publishing
- External staff members

## Deliverables

- 4.1 Training
- 4.2 Report
- 4.3 Central IRO
- 4.4 Retraining
- 4.5 Operanalisation IRO



# WP4 – In Details

## 4.1. English language course

By 15/10/2013

- An English language course will be centrally organised in Nis. It is obvious that not only candidates to be employed in the IRO will be invited. All members of Academia ( staff, management and students ) will be invited to improve the knowledge of English language. The course will take during one year 35 weeks of 3 hours a week. A certificate of attendance will be issued to all partners at the end of the course.
- The English language course is meant for all members of the Academy : teaching, management and administrative staff + students.

# WP4 – In Details

## 4.2. Defining competences for central IRO

By 15/02/2013

- Within this activity a detailed competence profile for staff employed at the central International relations office will be set up. This will mainly happen via a close cooperation with all EU partners. IPP Porto will take the lead and prepare a proposal that will be communicated to all other partners for additional comments. The competence profile will be firstly established in English, finalised during a two day workshop in Serbia (Nis) and afterwards translated to Serbian by VTS.
- 2 staff members of all partners of ACAS will actively contribute to the development of the competence profile for IRO. Also representatives from workfield ( Chamber, Health center) and from Ministry will be actively involved.

# WP4 – In Details

## 4.3. Establishing a central IRO for ACAS

By 15/07/2013

- Within this activity the central international relations office will be created in the Academy. Staff will be appointed. Originally it is planned to have 2 FTE staff members, one from partner 11 ( VSSS Pirot) and one from partner 12 ( VHTS Krusevac).
- It concerns more particularly the management board of the members of the ACAS: 2 staff members for each of the 8 partners. They will appoint 2 new staff members for the newly created central IRO.

# WP4 – In Details

## 4.4. IRO staff retraining in EU

By 15/06/2013

- A retraining session of one week will be organised in each of the three participating EU partner countries ( Portugal, Belgium and Germany ) for the 2 newly appointed staff members. Retraining will focus on strategic management of an IRO, but will also pay a lot of attention to daily management of international student exchanges and cooperation projects.
- The 2 newly appointed staff members of IRO will be retrained.

# WP4 – In Details

## 4.5. Starting up IRO activities at ACAS

By 30/09/2014

- This outcome concerns the operationalisation of the newly created IRO in the Academia. Newly appointed staff will have to start international cooperation via Tempus, Erasmus Mundus, LLP as third country, ..... Not only students but also staff will have to be continuously motivated.
- It is obvious that all teachers and all students from all partners of the Academy will be targetted in order to promote international cooperation as widely as possible.

# WP5 Conference of ACAS and Student conference of Applied Sciences VLHORA

## Activities

- 5.1 Comparative analysis EU/Serbia
- 5.2 Conference statutes and procedures
- 5.3 Development of criteria for joining conference
- 5.4 Defining mission of student conference
- 5.5 Seminar on vocational higher education governance

## Inputs

- Staff cost
- Mobility
- Printing and Publishing

## Deliverables

- 5.1, 5.3 and 5.4 Report
- 5.2 Statutes and procedures
- 5.3 Seminar

# WP5 – In Details

## 5.1. Comparative analysis EU/Serbia

By 15/10/2013

- The report will make a comparative analysis between the situation in Serbia and in EU regarding the following question: what is specific for the governance of higher vocational institutes in relation to universities? Do vocational higher educational institutes have clear professional profiles for their graduates ? Are there specific links to the workfield ? Report will be available in English and in Serbian and will be fully in line with the articles of the law on Higher Education in Serbia.
- It concerns more particularly the management board of the members of the Conference together with representatives from the workfield ( Chamber, Health Center) and a representative of the Ministry of Education.

# WP5 – In Details

## 5.2. Conference statutes and procedures

By 15/04/2013

- This deliverable consists of defining in EN and SR the statutes and procedures in the newly created Conference consisting of the 8 members of ACAS in Southern Serbia + the 3 other participating higher vocational institutes in Belgrade, Subotica and Uzice. This will be guided by VLHORA. Ministry of Education in Serbia will play an important role in this deliverable. It is also obvious that all internal and external stakeholders will be actively involved in this decision making process.
- Will be set up by the management board of the members of the Conference together with representatives from the workfield ( Chamber, Health Center) and a representative of the Ministry of Education. .



# WP5 – In Details

## 5.3. Development of criteria for joining conference

By 15/07/2013

- Criteria will be developed to invite other vocational colleges to join the newly created Conference. This will of course take place in close cooperation with Serbian Ministry of Education. On the long term the Conference should represent all vocational higher education institutes in Serbia. Criteria will be available in English and Serbian. This includes a 3 days **intermediate workshop in Uzice** with 2 representatives from each EU partner in order to finalise the previous steps of this outcome
- Will also be defined by the members of the Conference together with representatives from the workfield ( Chamber, Health Center) and a representative of the Ministry of Education. .

# WP5 – In Details

## 5.4. Defining mission of student conference

By 15/11/2013

- A lot of attention will be paid to the students involved in vocational higher education. The role and the mission of the existing Student Conference of Academies will be reviewed and consolidated in view of targeted project deliverables. Student representatives from all 11 involved Serbian colleges will play a crucial role in this process.
- Close cooperation between student representatives from all members of Conference, management staff and external stakeholders ( Chamber, Health Center, Ministry of Education).

# WP5 – In Details

## 5.5. Seminar on vocational higher education governance

By 15/09/2013

- This WP will be concluded with a 3 days seminar devoted to specificities of governance in vocational higher education. Seminar will take place in **Subotica** and will be attended by representatives of all partners in the Conference, but also by 2 representatives from EU partners (+ 1 student representative). Other interested vocational colleges are also invited. This seminar can be considered as intermediate preparatory seminar prior to the final dissemination conference in Belgrade.
- Intensive cooperation between all internal and external stakeholders involved in the management process of vocational higher education governance in Serbia. Great involvement of students.

# WP6 Dissemination VTS

## Activities

- 6.1 Development of web-site
- 6.2 Promotional material
- 6.3 Infosessions for stakeholders
- 6.4 Regional and national dissemination conferences

## Inputs

- Staff cost
- Mobility
- Printing and publishing

## Deliverables

- 6.1 Website of the Project Logo
- 6.2 Flyers, brochures, electronic newsletter
- 6.3. Meetings (reports)
- 6.4 Conferences

# WP6 – In Details

## 6.1. Development of a project website

By ? (Yesterday)

- The project website will be developed and maintained by the webmaster of VTS. Project website will be developed in English and will contain all important milestones in project development. Also documents in Serbian language will be uploaded.
- The project website will target all internal ( staff, students, management) and external stakeholders including workfield and Ministry of Education.

# WP6 – In Details

## 6.2. Promotional material

By ? (Yesterday)

- Promotional material will be developed in order to disseminate project results. It concerns more particularly leaflets, brochures, videos. General info will be developed in English, but specific material will also be developed in Serbian language in order to have a more direct multiplier effect towards internal and external stakeholders. This outcome includes also an electronic newsletter. Will be coordinated by VPS Nis.
- Also this deliverable will target all internal ( staff, students, management) and external stakeholders including workfield and Ministry of Education.

# WP6 – In Details

## 6.3. Infosessions for stakeholders

By 30/09/2014

- This outcome concerns the regular organisation of infosessions with internal stakeholders ( students, academic and administrative staff ) and external stakeholders ( Chamber, Health Center, ....) in the 8 members of the Academy and the 3 additional members in the Conference.
- It is essential to inform all staff and students at regular base about the progress in the implementation of the Academy and the Conference. This remark goes also for all external stakeholders.

# WP6 – In Details

## 6.4. Regional and national dissemination conferences

By 15/08/2014

The regional conference will be organised in Nis and the national conference will be organised in Belgrade.

Both conferences will take 2 days and will also be attended by a representative of each EU project partner.

First conference will mainly disseminate the results of the Academy. The national conference will put special emphasis on the results of the Conference. At each conference a dissemination booklet will be published.

Both conferences intend to attract as much as possible other interested stakeholders. This goes certainly for the conference on the Conference in order to convince as much colleges as possible to enter the Conference.



# WP7 Sustainability of project results

## VSPSS Vranje

### Activities

- 7.1. Financial analysis of Academy and Conference
- 7.2. Strategic long-term business and marketing plan
- 7.3. Long term partnership with other HEI and workfield

### Inputs

Staff cost  
Mobility  
Equipment  
Printing and publishing

### Deliverables

- 7.1 and 7.2 Report
- 7.3. Partnerships

# WP7 – In Details

## 7.1. Financial analysis of Academy and Conference

By 15/08/2014

- In view of continuing the Academy and the Conference after the lifetime of the project it is essential to have a long term financial plan in order to see how both newly created organisations will be further financed after the end of the project. From this point of view it is very important to have the Serbian Ministry of Education as an active project partner because both newly created organisations are public bodies. Purchase of basic computer and administration equipment has also been planned
- Activity will be implemented by management board of all members of the Conference in close cooperation with the Ministry of Education.

# WP7 – In Details

## 7.2. Strategic long-term business and marketing plan

By 15/08/2014

- It is also important to have a clear long term marketing and business plan for both the Academy and the Conference. It is essential to define what are the long term goals, how these will be reached and how they will be evaluated. How will we attract more students ? This will happen together with 2 EU experts during a two days **exploitation workshop to be organised in Vranje**. VTS Nis will take care of translation of 7.1 and 7.2. All partners are invited.
- All members of Conference will cooperate together with Ministry of Education and representatives of the workfield ( Chamber, Health Center, ... ) to set up this long term plan

# WP7 – In Details

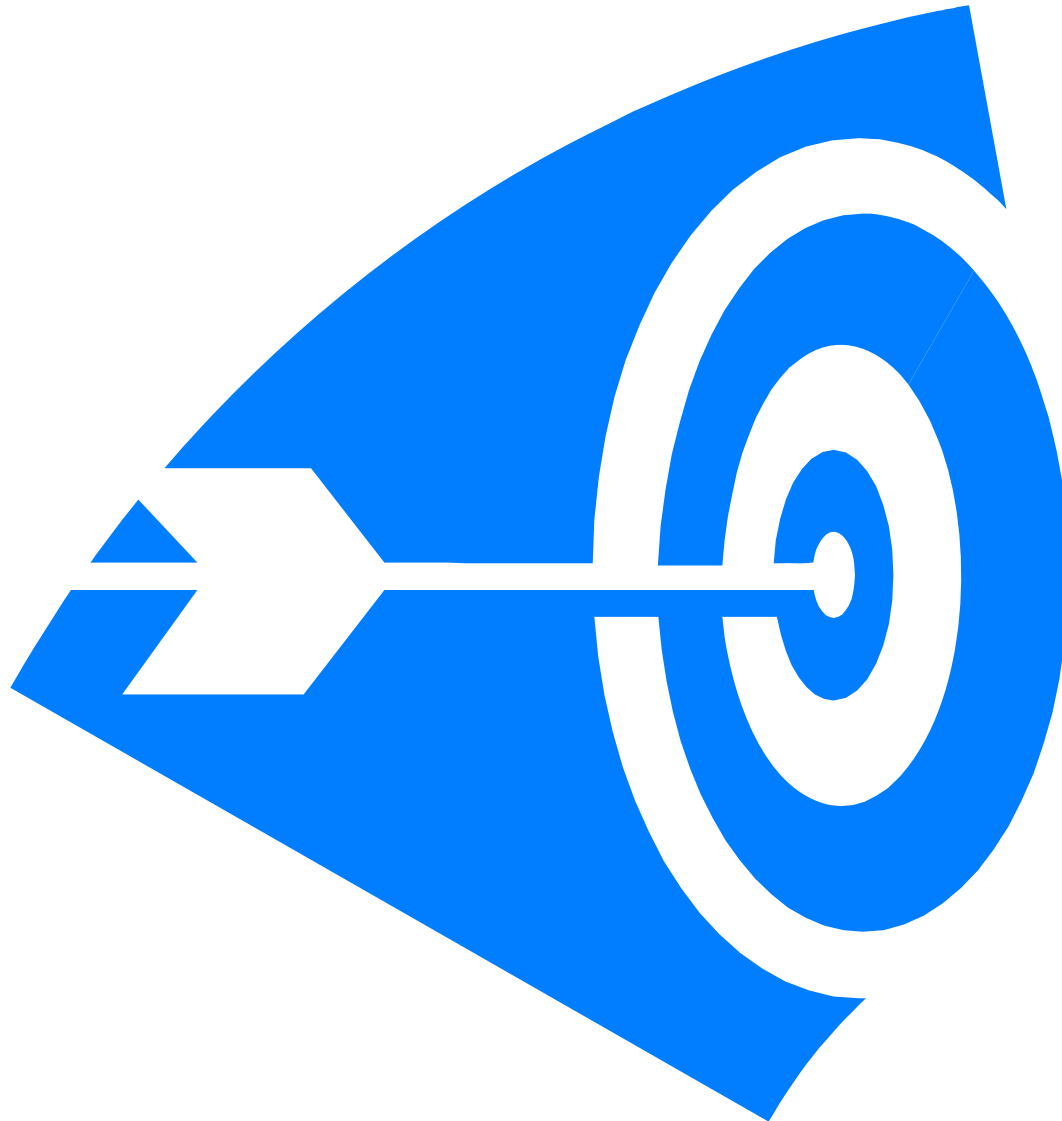
## 7.3. Long term partnership with other HEI and workfield

By 30/09/2014

- Long term cooperation partnerships will be set up with other vocational institutes for higher education . This will first take place in Western Balkans and later with EU partners. Also long term agreement cooperation with representatives of the workfield will be established. From this point of view it is very important to have the Regional Chamber of Economy in Nis and the Health Center in Cuprija as project partner.
- All stakeholders from the Conference ( management, students, staff ) will have to commit themselves fully to work out this long term partnerships.



European Commission  
**TEMPUS**



ASSOCIATIE  
K.U. LEUVEN



# WP8 Quality control and Monitoring KAHOSL

## Activities

- 8.1. Defining Monitoring Procedures
- 8.2. Periodical internal monitoring of project results
- 8.3. External monitoring of project results.

## Inputs

Staff cost  
Mobility  
Subcontracting of external expert

## Deliverables

8.1. , 8.2. and 8.3. report

# WP8 – In Details

## 8.1. Defining Monitoring Procedures

By 15/02/2012

- At the starting meeting in Nis the monitoring procedure will be proposed by the quality coordinator of KAHO. It is the aim that all project partners reach common agreement on this procedure at the occasion of this meeting.
- The plan proposed by KAHO will be implemented in common agreement with all members of the international steering committee in which each Serbian partner is represented.

# WP8 – In Details

## 8.2. Periodical internal monitoring of project results

By 30/09/2014

- Depending on the agreement reached during the first coordination meeting in Nis the quality coordinator of KAHO will send a questionnaire to all project participants after each important project activity. Results will be communicated to the steering committee and to the external evaluator. KAHO quality coordinator will attend therefore all coordination meetings.
- Internal monitoring will target all university and non - university project participants



# WP7 – In Details

## 8.3. External monitoring of project results.

By 30/09/2014

- KAHO Sint-Lieven will subcontract an external quality assurance expert for the external overall assessment of the project. This expert will draw up an report in months 13 and 34 . Report will be discussed at coordination meeting 3 and 6 and will be included in the interim and final report. External expert will visit also each Serbian academic partner institution during one week in months 13 and 34. External expert will also attend coordination meetings 3 and 6.
- External evaluation will also target all university and non -university project participants.

# WP9 Project Management KAHOSL

## Activities

- 9.1. Project management steering committee
- 9.2. Organisation of coordination meetings

## Inputs

- Staff cost
- Mobility
- Other costs

## Deliverables

- 9.1. Project deliverables produced as planned
- 9.2 Evaluation reports and adjustment plans

# WP9 – In Details

## 9.1. Project management steering committee

By 30/09/2014

- A good project management structure is essential for a smooth running project. In each academic partner organisation will be indicated an academic coordinator who will be the official representative in the transnational steering committee. In each non educational partner one contact person will be indicated who will also be part of the international steering committee. Each academic partner organisation (including VLHORA) will also indicate an administrative staff member for daily follow up.
- All project partners will indicate one representative for the international steering committee.

# WP9 – In Details

## 9.2. Organisation of coordination meetings

By 30/09/2014

In order to assure a smooth running project it is essential to have a coordination meeting of 2 days almost every six months.

Meeting 1 will be organised in month 1 in **NIS / Gent** (BE)

Meeting 2 will be organised in month 7 in Nis (RS)

Meeting 3 will be organised in month 14 in Porto (PT)

Meeting 4 will be organised in month 21 in Belgrade (RS)

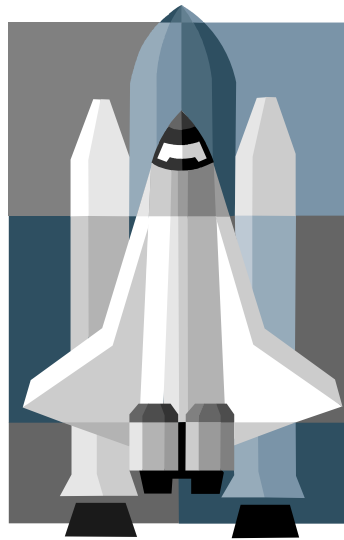
Meeting 5 will be organised in month 28 in Aalen (DE)

Meeting 6 will be organised in month 36 in Brussels (BE)

All international coordination meetings will be attended by a representative of each project partner. KAHO and VTS will have 2 representatives at each meeting.



We are ready to start?



*Thanks ! Questions!!!*

