3. LOGICAL FRAMEWORK MATRIX – LFM

Wider Objective: *What is the overall broader objective, to which the project will contribute?*	Indicators of progress: *What are the key indicators related to the wider objective?*	How indicators will be measured: *What are the sources of information on these indicators?*	
• To improve student learning in Serbia through the improvement of professional competencies of principals and other educational leaders.	• Improvement of professional competencies of principals and other educational leaders • Improvement of student learning in Serbia	• Passing rates on the licence exam of graduates of the Master program and attendees of PD courses • Graduates' perceptions of the usefulness of the Master program and PD courses to improve their professional competencies • PISA, TIMSS and scores on other international tests of students in schools of graduates of the Master program and PD courses	
Specific Project Objective/s: *What are the specific objectives, which the project shall achieve?*	Indicators of progress: *What are the quantitative and qualitative indicators showing whether and to what extent the project's specific objectives are achieved?*	How indicators will be measured: *What are the sources of information that exist and can be collected? What are the methods required to get this information?*	Assumptions & risks: *What are the factors and conditions not under the direct control of the project, which are necessary to achieve these objectives? What risks have to be considered?*
• 1. To develop and implement a joint, modern, interdisciplinary 60 ECTS Master program in Educational Leadership, including professional development courses, that will address Serbian Standards for Competencies for principals, Law on the Foundations of the Educational System and Strategy for Development of Education, as well as be built on rigorous research evidence and Bologna principles. The program will be modular and practice-oriented, and will increase competencies of aspiring educational leaders, school principals and middle management, as well as of school boards and employees in local, regional and national educational authorities. • 2. To establish an Educational Leadership Network (ELN) for exchange of experiences, discourse on educational leadership, identification of issues in	• Accreditation of the newly developed Master program (M16-M17) • Registration of the Master program courses designated as PD (M16-M17) • Enrolment in (M22) and attendance of courses in the Master program (from M23 onwards) by the 50 students • Enrolment in (M22) and attendance of the PD courses (from M23 onwards) by the 25 attendees • Establishment of the Educational Leadership Network (M11)	• Official accreditation documents for Master program • Official registration documents for PD courses • Enrolment and attendance lists, as well as University records of ECTS earned and graduations by Master program students • Enrolment and attendance lists, as well as certifications on ECTS earned by the PD courses attendees • Reports produced by the ELN and number of meetings with policy makers	• Serbia stays the course of educational reforms in line with Bologna principles • The Master program accreditation runs smoothly. • The PD courses registration runs smoothly. • There is interest generated for the program. • There is willingness of the policy makers to meet with the Educational Leadership Network and consider its recommendations. • Higher authorities at participating PC universities are willing to establish needed overseeing bodies and define and maintain adequate inter-university cooperation

educational leadership in Serbia, and formulation of recommendations for their improvement.			
Outputs (tangible) and Outcomes (intangible): *• Please provide the list of concrete DELIVERABLES - outputs/outcomes (__grouped in Workpackages__), leading to the specific objective/s.:* Needs analyzed, and review of state of art and effective leadership preparation programs undertaken WP 1 (DEV): • 1.1 Needs analysis report • 1.2 Review of state of art and effective programs • 1.3 Consortium meeting at P6 - NSO • 1.4 Final report on MA program and PD courses concept Syllabi, teaching methods and materials developed and equipment in place WP 2 (DEV): • 2.1 Draft versions of course syllabi • 2.2 Draft selection of teaching methods and materials • 2.3 Consortium meeting at P8 - SZTE • 2.4 Finalized syllabi, teaching methods and materials • 2.5 Equipment and books in place Training of trainers (teachers and mentors) undertaken WP 3 (DEV): • 3.1 Selection of teachers & mentors for the MA and PD • 3.2 Training of teachers & mentors • 3.3 Consortium meeting at P7 - UJ	**Indicators of progress:** *What are the indicators to measure whether and to what extent the project achieves the envisaged results and effects?* • 1.1 Improved knowledge in the Consortium of the needs of the target group • 1.2 Improved knowledge in the Consortium of the state of the art and effective programs in educational leadership • 1.3 Consensus on the Master program and PD courses reached; SC meeting held; 9 PC staff in 15-day prof. dev. • 1.4 Final concept on MA program and PD courses established • 2.1 Draft versions of course syllabi developed • 2.2 Preliminary teaching methods and materials selected • 2.3 Consensus on syllabi, teaching methods & materials reached; SC meeting held; 9 PC staff in 15-day prof. dev. • 2.4 Syllabi, teaching methods and materials finalized • 2.5 Classrooms at four universities equipped and books are in place • 3.1 25 teachers & 50 mentors for the Master program and PD courses selected • 3.2 25 teachers & 50 mentors trained • 3.3 Entire pre-implementation phase is consolidated and with no issues remaining; SC meeting held; 9 PC staff in 15-day prof.	**How indicators will be measured:** *What are the sources of information on these indicators?* • 1.1 Needs analysis report • 1.2 Review of state of art and effective programs report • 1.3 Report on Consortium meeting at P6 – NSO; SC meeting minutes; IMRs of trained PC staff and other project documentation (agenda, boarding passes, etc) • 1.4 Final report on MA program and PD courses concept • 2.1 Draft versions of course syllabi • 2.2 Draft list of teaching methods and materials • 2.3 Report on Consortium meeting at P8 – SZTE; SC meeting minutes; IMRs of trained PC staff and other project documentation (agenda, boarding passes, etc) • 2.4 Finalized syllabi, teaching methods and materials • 2.5 Classrooms at four universities equipped and books are in place • 3.1 List of 25 teachers & 50 mentors selected for the Master program and PD courses • 3.2 Attendance list of training sessions for 25 teachers &50 mentors; IMRs and other project documentation (e.g., detailed agenda of the trainings) • 3.3 Report on Consortium meeting at P7	**Assumptions & risks:** *What external factors and conditions must be realised to obtain the expected outcomes and results on schedule?* • The response rate of the participants in the needs analysis is sufficiently high for valid conclusions to emerge. • Tendering and purchasing procedures are performed in line with TEMPUS regulations and Serbian laws. • The Master program has been accredited. • The PD courses have been registered. • There is interest generated for the program. • There is willingness of the policy makers to meet with the Educational Leadership Network and consider its recommendations. • Students are willing to participate in the external evaluation. • Higher authorities at participating PC universities are willing to establish needed overseeing bodies and define and maintain adequate inter-university cooperation

Master program and PD courses implemented WP 4 (DEV): • 4.1 Student selection and enrolment in the MA and PD • 4.2 Implementation of Master program and PD courses • 4.3 Seminars / workshops of EU partners • 4.4 Internships of students at EU partner institutions Educational Leadership Network established and working WP5 (DEV): • 5.1 Establishment of ELN • 5.2 Formulation of issues / recommendations • 5.3 Meetings with policy makers QA mechanisms in place WP 6 (QPLN): • 6.1 Formative evaluation of the program • 6.2 External evaluation report • 6.3 Inter TEMPUS project coaching • 6.4 Modern and relevant QA mechanisms Project results disseminated WP 7 (DISS): • 7.1 Web site • 7.2 Handbook "Best practices in Educational Leadership" • 7.3 Master program and PD courses brochure • 7.4 Presentations at conferences • 7.5 Dissemination conferences / Student info days • 7.6 Final project conference Sustainability of the project ensured WP 8 (EXP): • 8.1 Accreditation documents • 8.2 PD registration documents	dev. • 4.1 50 students enrolled in the MA and 25 in PD • 4.2 50 students attending, earning ECTS and graduating in the Master program and 25 attending, earning ECTS and obtaining certificates in the PD courses • 4.3 3-day long seminars / workshops of four EU partners (P6-P9) completed • 4.4 15-day internships of 20 MA students at three EU partner institutions (P6-P8) completed • 5.1 ELN established • 5.2 Issues / recommendations formulated • 5.3 Meetings with policy makers held • 6.1 Program evaluated by staff over the time of the project • 6.2 Project evaluated by the external expert • 6.3 Inter TEMPUS project coaching undertaken • 6.4 Modern and relevant QA mechanisms in place • 7.1 Web site developed and maintained • 7.2 1000 copies of the Handbook "Best practices in Educational Leadership" produced and distributed to principals and educational leaders • 7.3 1000 copies of the Master program and PD courses brochure produced and distributed to principals and educational leaders • 7.4 Master program and PD courses presented at conferences organized by other organizations; stakeholders in education and potential students reached; • 7.5 2-4 Dissemination conferences / Student info days organized by each P1-	– UJ; SC meeting minutes; IMRs of trained PC staff and other project documentation (agenda, boarding passes, etc) • 4.1 Enrolment lists for the Master program and PD courses • 4.2 Attendance lists for the Master program and PD courses; University records of ECTS earned by students; University graduation records for MA students; Records on certificates issued for PD courses • 4.3 Project documentation (including agenda, IMRs, boarding passes, etc) • 4.4 Project documentation (including agenda, IMRs, boarding passes, etc) • 5.1 Project documentation • 5.2 Reports on identification of issues / recommendations • 5.3 Number of ELN meetings with policy makers and policy makers' affiliation • 6.1 Records of formative program assessment by partner staff (recorded in Consortium and other meeting minutes) • 6.2 External evaluation reports, including student assessment of the program • 6.3 Inter TEMPUS project coaching report • 6.4 Accreditation documents; University documents • 7.1 Web site • 7.2 Number of delivered copies of the handbook "Best practices in Educational leadership", and list of persons / organizations to whom they were sent • 7.3 Number of delivered copies of the Master program and PD courses brochure and list of persons / organizations to whom they were sent	

• 8.3 Institutionalization of the Master program • 8.4 Continuation of implementation and dissemination Operational and financial management functional and timely WP 9 (MGMT): • 9.1 Local management and coordination meetings • 9.2 Kick-off and Steering Committee meetings • 9.3 Project monitoring • 9.4 Project reports	P5; 20-30 students potentially reached at each; • 7.6 Final project conference organized; 200 stakeholders reached • 8.1 Official accreditation obtained • 8.2 Official PD registration obtained • 8.3 Master program integrated into regular offering at PC universities • 8.4 Implementation and dissemination continued • 9.1 Local management and coordination meetings held • 9.2 Six kick-off and SC meetings held • 9.3 Activities supplemented with proper documents and on time • 9.4 Four internal reports, Progress report, Audit report and Final report produced on time	• 7.4 Number, names, dates and number of attendees of the conferences organized by other organizations at which the Master program, PD courses and ELN are promoted • 7.5 Number, dates and number of attendees of the Dissemination conferences / Student info days • 7.6 Number of attendees of the Final conference and their affiliation • 8.1 Official accreditation documents for the Master program • 8.2 Official registration documents for the PD courses • 8.3 Accreditation documents; university documentation; inter-university agreements • 8.4 Indicators for the outputs / outcomes that continue • 9.1 Local management and coordination meetings minutes; IMRs and other project documentation (e.g., agenda of the meeting) • 9.2 Kick-off and SC meeting minutes; IMRs and other project documentation (e.g., agenda of the meeting) • 9.3 Project proposal and documentation (IMR, Staff conventions, boarding passes, etc) • 9.4 Four internal reports, Progress report, Audit report and Final report	

Activities:	Inputs:		Assumptions, risks and pre-conditions:
What are the key activities to be carried out (__grouped in Workpackages__) and in what sequence in order to produce the expected results?	*What inputs are required to implement these activities, e.g. staff time, equipment, mobilities, publications etc.?*		*What pre-conditions are required before the project starts? What conditions outside the project's direct control have to be present for the implementation of the planned activities?*
• Act. 1.1 An analysis of needs of 120 Serbian principals and education public servants (M3-M5); report produced (M6) • Act. 1.2 Review of current theory and empirical research findings, as well as of exemplary preparation programs (M3-M5); report produced (M6) • Act. 1.3 Consortium meeting at P6 - NSO to assess all gathered information and agree upon the concept and the structure of the Master program in Educational Leadership and PD courses; includes professional development of Serbian academic staff and a Steering Committee meeting (M7) • Act. 1.4 Drafting of the final report containing concept and structure of the Master program and PD courses (target groups, learning outcomes, competencies, number and order of courses, core / module / elective, ECTS, etc) (M8) • Act. 2.1 Development of detailed syllabi for each course in the Master program and PD courses (M9-M13) • Act 2.2. Identification of appropriate teaching materials (literature, video-clips, etc) and teaching methods (lecture, group work, independent inquiry, etc) for each course (M9-M13) • Act. 2.3 Consortium meeting at P8 - Szeged to present and comment on draft syllabi, teaching materials and methods and QA procedures (Act 6.4); includes professional development of Serbian academic staff and a Steering Committee	• Act. 1.1 Staff time: 8345 Printing & publishing: 200; • Act. 1.2 Staff time: 7145 Printing & publishing: 100; • Act. 1.3 Staff time: 8130 Mobilities: 47750 Printing & publishing: 200; • Act. 1.4 Staff time: 3158; • Act. 2.1 Staff time: 20550; • Act. 2.2 Staff time: 11334 Other costs (external translation): 14000; • Act. 2.3 Staff time: 2580 Mobilities: 41950 Printing & publishing: 200; • Act. 2.4 Staff time: 10947; • Act. 2.5 Staff time: 1440 Equipment: 129800; • Act. 3.1 Staff time: 1400; • Act. 3.2 Staff time: 29808 Mobilities: 73150 Printing & publishing: 1000; • Act. 3.3 Staff time: 6900 Mobilities: 47750 Printing & publishing: 200; • Act. 4.1 Staff time: 1360; • Act. 4.2 Staff time: 25920 Printing & publishing: 4500; • Act. 4.3 Staff time: 6384 Mobilities: 6650; • Act. 4.4 Staff time: 19050 Mobilities: 22000; • Act. 5.1 Staff time: 3764; • Act. 5.2 Staff time: 9206 Mobilities: 1400; • Act. 5.3 Staff time: 1680; • Act. 6.1 Staff time: 3946; • Act. 6.2 Staff time: 240 Other costs (external evaluation): 4736; • Act. 6.3 Other costs (Inter-Tempus		• Willingness and motivation of the Consortium partners to actively participate in planned activities • The response rate of the participants in the needs analysis is sufficiently high for valid conclusions to emerge. • Tendering and purchasing procedures are performed in line with TEMPUS regulations and Serbian laws. • The Master program has been accredited. • The PD courses have been registered. • There is interest generated for the program. • There is willingness of the policy makers to meet with the Educational Leadership Network and consider its recommendations. • Students are willing to participate in the external evaluation. • Higher authorities at participating PC universities are willing to establish needed overseeing bodies and define and maintain adequate inter-university cooperation

meeting (M14) • Act. 2.4 Revision and finalization of the syllabi, teaching materials and methods on the basis of the meeting recommendations (M15-M16) • Act. 2.5 Tendering (M14), purchasing, and installation of technical equipment and books at Serbian universities (M17-M18) • Act. 3.1 Selection of academic staff to teach in the Master program and PD courses (25), as well as selection of experienced principals (25) and employees from the Regional school authorities (25) to be mentors / provide practical training in the Master program and PD courses (M9) • Act. 3.2 Training of 75 academic staff & mentors by the EU partners (M11-M18) • Act. 3.3 Consortium meeting at P7 - Jyvaskyla to address, fine tune and finalize any remaining issues regarding training and courses; includes professional development of Serbian academic staff and a Steering Committee meeting (M19) • Act. 4.1 Development of criteria for student selection, selection and enrolment of 50 students into the joint Master program between universities and of 25 attendees of PD courses (M22) • Act. 4.2 Implementation of the Master program and PD courses (M23-M36) • Act. 4.3 Seminars / workshops of EU academic staff in Serbia (M24, M28) • Act. 4.4 Internships of Master program students (20) at EU partner institutions (M29-M30) • Act. 5.1 Establishment of the Educational Leadership Network among the Consortium partners (M11)	project coaching): 2500; • Act. 6.4 Staff time: 2023; • Act. 7.1 Staff time: 2040; • Act. 7.2 Staff time: 7485 Other costs (production and distribution of the handbook): 3900; • Act.7.3 Staff time: 1800 Other costs (production and distribution of the brochure): 700; • Act. 7.4 Staff time: 2800; • Act. 7.5 Staff time: 2800 Printing & publishing: 900; • Act. 7.6 Staff time: 9294 Printing & publishing: 300 Other costs (final project conference organization): 3000; • Act. 8.1 Staff time: 2100; • Act. 8.2 Staff time: 1520; • Act. 8.3 Staff time: 2100; • Act. 8.4 N/A; • Act. 9.1 Staff time: 12240 Mobilities: 22320; • Act. 9.2 Staff time: 9294 Mobilities: 8640 Printing & publishing: 200; • Act. 9.3 Staff time: 18766 Other costs (bank transfers): 3120; • Act. 9.4 Staff time: 13223 Other costs (Audit report): 5000.		

• Act. 5.2 Identification of major issues related to educational leadership in Serbia and identification of other parties interested in educational leadership (M15-M16, M19-M20, M23-M24, M27-M28, M31-M32, M35-M36) • Act. 5.3 Meetings with policymakers to highlight and propose recommendations to the major issues / problems in educational leadership in Serbia (M22, M26, M30, M34) • Act. 6.1 Formative evaluation of the project (curriculum, syllabi, teaching methods and materials, training, implementation) by the partner staff (M6, M13, M18, M25, M32-M33) • Act. 6.2 Evaluation of the project (curriculum, syllabi, teaching methods and materials, QA procedures, training, implementation) by the external expert (M9, M17, M27, M32-M33, M35) • Act. 6.3 Inter-Tempus coaching (M18) • Act. 6.4 Development of and adoption of quality assurance mechanisms in line with both good EU practices and procedures at Serbian universities (M4-M5, M14, M16-M17, M28-M29) • Act. 7.1 Web site development, maintenance and update (M3-M36) • Act. 7.2 Preparation (M16-M17) and distribution of the user-friendly, practitioner-oriented Handbook "Best practices in Educational Leadership" (M18-M19, M22, M30-M31, M34) • Act. 7.3 Preparation (M17) and distribution of the Master program and PD courses brochure (M18-M19, M22, M30-M31, M34)			

• Act. 7.4 Promotion of the Master program and PD courses and Education Leadership Network at various conferences (organized by MoE, Regional school authorities, Regional centers for professional development, etc) and through media (M18-M36) • Act. 7.5 Dissemination conferences / Student info days (M18-M19, M22, M30-M31, M34) • Act. 7.6 Final project conference (M34) • Act. 8.1 Preparation and submission of accreditation documentation, with subsequent re-accreditation in five years, assuring continuation of the Master program implementation (M16-M17) • Act. 8.2 Preparation and submission of registration documentation for the Catalogue of PD training, with subsequent re-authorization, assuring continuation of the LLL opportunities for principals and other leaders (M16-M17) • Act. 8.3 Ensuring institutionalization of the joint Master program at universities by establishing needed overseeing bodies and defining inter-university cooperation (relationships and obligations) regarding the joint program (M16-M17); revisiting if needed after more experience with the program (M28-M29) • Act. 8.4 Continuation of: Web site maintenance and update; Distribution of the Master program and PD courses brochure; Promotion of the Master program and PD courses through conferences, media and student info days; Educational Leadership Network activities; Program evaluations (M16-M36)			

• Act. 9.1 Meetings of PC partners for coordination and management purposes; also occasions to work jointly on other WPs (M1-M36) • Act. 9.2 Kick-off and Steering Committee meetings (M2, M7, M14, M19, M26 - via video-conferencing, M34) • Act. 9.3 Project monitoring (M1-M36) • Act. 9.4 Project reporting (four internal reports (M6, M12, M24, M30), Progress report (M17-M18), Audit report (M35-M36), Final report (M35-M36))			