



Improving Academic and Professional Education Capacity in Serbia in the area of Safety & Security ImprESS
(586410-EPP-1-2017-1-RS-EPPKA2-CBHE-JP)

CONTINGENCY PLAN

Project number: 586410-EPP-1-2017-1-RS-EPPKA2-CBHE-JP

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List of abbreviations

EU	European Union
HEI	Higher Education Institution
LFM	Logical Framework Matrix
KPA	Academy of Criminalistics and Police Studies
UESK	University EDUCONS
UB	University of Belgrade
BMU	Metropolitan University
UNID	University of Defence in Belgrade
R-Tech KG	Steinbeis Advanced Risk Technologies Institute doo
SHB	STEINBEIS-HOCHSCHULE BERLIN GMBH, SHB
SSSA	Sant`Anna School of Advanced Studies
IdM	Institute of Management
SSSUP	Sant`Anna School of Advanced Studies - Institute of Management
SGSP	The Main School of Fire Service
USTUTT	University of Stuttgart
ATRISC	Conseil en fiabilite organisationnelle et gestion de crise - Management des situations d`urgence et complexes/Crisis management, France

Introduction

Contingency Plan identifies and assesses possible risks of the ImprESS project that could jeopardize the successful achievement of project objectives and offers controlling mechanism and corrective actions for their mitigation. It is based on risk monitoring which is incorporated in internal quality management. Risk monitoring is constant and complete control of all segments of project realization (deadlines, partner responsibilities, project documentation, financial and administrative rules) and prediction of issues that could endanger some of project activities joint with suggestions of possible intervention and solutions.

1. Assumptions and risks

The Logical Framework Matrix (LFM) of the ImprESS project describes assumptions and risks in further detail along specific project objectives, outputs and outcomes and activities. The table below contains assumptions and risks in line with LFM:

Outputs and outcomes	Assumptions and risks
<p>WP1 – Preparation. WP2- Model for improving the educational capacity in the area of “sector skill and alliance” for Safety and Security. This model will include universities` bilateral contract, joint accreditations, establishing a new roll of faculty innovation centers as a course providers etc. Work on the results dissemination and “Regional Safety & Security Network” development. WP3 – Setting up the infrastructure for applying the model. WP4 – Applying the model in Serbia. All Program country`s partners will work on curricula (courses, study models) and learning materials, tools, etc. for all three levels of higher education as well as on courses for professionals and disadvantaged groups. Professors and students of Serbian universities are going to participate in courses in the Program countries organizations, job shadowing, video lectures, and will do lecturing in the Program countries organizations. WP5 – Establishing the training and education safety & security center in Serbia. WP6 – Quality. Minutes of the meetings. Quality control plan adopted. Report of the external quality</p>	<p>Efficient and effective consortium management</p> <ul style="list-style-type: none"> ➤ Inability of making precise financial plans because of the differencies in partner countries financial laws ➤ Motivation of staff, people and partners to participate ➤ Lack of enthusiasm of possible participants for educational trainings

<p>evaluation .Report of the external auditor. Report on the inter-project coaching WP7 – Dissemination. Dissemination plan created. Promotion material created. Trainings promoted. WP8 – Management. Minutes of the meeting. Minutes of the meetings. Guidelines on the project management and reporting created. Project correspondence. Interim and final reports submitted.</p>	
<p>Activities</p>	<p>Assumptions, risks and pre-conditions</p>
<p>1.1 Kick-off workshop (prior to negotiations with EU) 1.2 Analysis of current undergraduate, masters, PhD and specialized programs and courses curricula in program and partner countries 1.3 Technical assessment of available hardware and software 1.4 Analysis of innovative actions that can be performed 1.5 Detail plan & execution development workshop 1.6 Joint procurement of the equipment and software 2.1 Analyses of EU and Serbian regulation 2.2 Model development 2.3 Bilateral and other agreements development and signing 2.4 Model dissemination 3.1 Courses and modules selection for implementation 3.2 Courses and modules detail comparison and determination of the gap that should be closed 3.3 Teaching materials development 3.4 E-learning modules/materials development 3.5 Training of the Serbian lecturers on Program countries HEI 3.6 Accreditation process start 3.7 Education materials dissemination 4.1 Courses & study modules execution 4.2 Courses & study modules evaluation and materials fine tuning 4.3 Students visit to programme countries HEIs 4.4 Achievements and outcomes dissemination 5.1 Defining the TESS specific domain of applicability 5.2 Defining the TESS Courses and Trainings 5.3 Hardware and Software equipment in the TESS</p>	<p>Adequate language skills of staff</p> <ul style="list-style-type: none"> ● WP1 ● A:All partners will invest all needed efforts as per initial plan. All partners have resources available;No legal nor financial issues will be faced; ● R:Lack of resources caused by any of reasons;Legal and financial issues;Differences in state laws regarding higher education; Partners withdraw for unexpected reasons ● WP2 A:Legal framework and instruments can be developed; R:Accreditation process can be too long; Legal issues cannot be resolved; ● WP3 A: At least 15 separate courses and modules on all study levels can be designed and implemented in the curricula of Serbian Universities; Adequate resources allocation from both programme and partner countries for successful competition of this task There is a “market” need for such kind of new educational courses; R:Lack of resources advanced in English on the Serbian side;Lack of motivation for needed change on Serbian side; ● WP4 A:Successfully completed preparation; Properly advertised a new curricula;High students motivation in attending courses & study modules; R:Glitches in preparations; Low motivation of the teaching staff and students; ● WP5 A:Relevant number of students and professionals interested to enrol; Availability of staff members with respective qualification;

<p>5.4 TESS management structure 5.5 TESS plan of sustainability 6.1 Quality Champions Appointment 6.2 Development of Quality Plan, QA mechanisms and procedures 6.3 Monitoring & Evaluation 6.4 Learning material peer review 6.5 Document management 6.6 Quality Reporting 7.1 Dissemination plan creation 7.2 Development, maintenance and promotion of the ImprESS Website 7.3 ImprESS social network communication 7.4 Use & Link to already developed EU tools 7.5 Opening and maintenance of e-library public access area 7.6 Perform media and promo campaigns 7.7 Organize ImprESS symposia and workshops 7.8 Exploitation plan 8.1 Establishing project management bodies and procedures 8.2 Administrative & financial project 8.3 Risk management.</p>	<p>Equipment purchased and installed; Fully working training mechanism; R:Technical problems; Problems with software license, equipment installations; Delays in Centre development • WP6 A:Managed and tracked quality system R: Glitches in the procedures, guidance; Low motivation in application; • WP7 A:Positive effect on attraction of students; Willingness of media to cover visibility activities; R: Low motivation for dissemination activities and maintenance the website and pages; Technical problems with WEB page and other technical issues; • WP8 A: Effective and efficient communication within the consortium;Continious inputs from SC R:Poor planning;</p>
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2. Risk log

The identified risks can be summarized under the following categories:

- external risks related to disfunctionality of responsible bodies,
- risks related to the willingness of key stakeholders of the project,
- risks related to the legal framework or institutional set up in the target country.

The listed categories are summarized in the table below:

Assumption	Potential risk	Mitigation strategy
Responsible bodies will be actively involved and it will not affect in due time implementation of the project	No potential risk which can be anticipated at the moment	No mitigation strategy needed at the moment
Key stakeholders of the project understand the objectives of the project	Key stakeholders may lack required interest	Consultation and targeted support by Project Coordinator and Consortium
Legal framework and institutional set up are conducive to achieve the envisaged project results	Legal framework (e.g. finance/tendering/controlling) or institutional set up (e.g. structure of HEI) may not allow in due time implementation of envisaged project	Communication of the potential risk to Project Management Committee at earliest possible stage; as necessary follow up with Consortium to identify adequate responses to the challenge faced

3. Project partners and their responsibilities

This section overviews about the responsibilities of the partners and provides a short overview on different activities and expected outputs. Project partners and their tasks and responsibilities in the ImprESS project are presented in the table below:

No./name	Main tasks
P1 (Project Coordinator) – KPA Academy of Criminalistics and Police Studies	<p>As the coordinator, the Academy of Criminalistic and Police Studies will be responsible for the overall project coordination and management. The Academy of Criminalistic and Police Studies will intensively communicate with all consortium members and will ensure that all project activities are carried out smoothly and according to the time plan.</p> <p>The Academy of Criminalistic and Police Studies will be the leader of</p> <ol style="list-style-type: none"> 1. WP1 (Initiation), 2. WP6 (Quality plan development and execution), and 3. WP8 (Management) and will actively participate in all project activities.
P2 University Educons, UESK	University Educons, UESK will actively participate in all project activities.
P3 UB University of Belgrade - The Faculty of Security Studies	The Faculty of Security Studies, University of Belgrade will lead the WP2 - work package 2 (Model for improving the educational capacity in the area of "sector skill alliance" for Safety & Security) and actively participate in all activities within the other work packages.
P4 Metropolitan University, BMU	BMU will participate in the whole WP2 (Model for improving the educational capacity in the area of "sector skill alliance" for Safety & Security), WP3 (Setting up the infrastructure for applying the Model), WP5 (Establishing the Training and Education Safety & Security center in Serbia) and WP7 (Extending the Model and its applicability Europe-wide).
P5 University of Defence in Belgrade, UNID	University of Defence will work in WP5, with goal to establish a Regional Centre for Training & Education in the area of Safety & Security (TESS) and the simulation lab within. Also, UNID will actively participate

	in all project activities.
P6 Steinbeis Advanced Risk Technologies Institute doo, R-Tech KG	Steinbeis Advanced Risk Technologies Institute doo Kragujevac (R-Tech KG), with a long history of e- and distance learning development and IT solutions in general, will develop e-learning courses and establish tools for distance learning. Also, R-Tech KG will lead the work package WP7 for dissemination and exploitation activities and participate in management and all relevant activities.
P7 STEINBEIS-HOCHSCHULE BERLIN GMBH, SHB	<p>The Steinbeis Institute is going to provide courses strictly related to the area Safety & Security. Among which are: Introduction to Risk Management, Principles and Methods of ISO standards (31000, 31010), Quantitative & Quantitative Risk Assessment, Emerging Risks, Health, Safety and Security and Environmental Risks, Occupational Safety and Health, Communication and Risk Governance, Fire and Explosion Protection, Fire Protection, Safety of Chemical, Risk Analysis of Chemical, ADR: Transport of Dangerous Materials, Accident and Consequences Modeling, Risk Based Inspection, Risk Governance Concepts and Practices, Risk Perception and Risk Communication, Risk Management and Innovation, Innovation Risk Management, Concepts and Applications of Key Performance Indicators for New Technologies, Business Continuity Risks</p> <p>Draw on the previous experience in the projects from FP7, H2020, Steinbeis Institute will provide also management support for a coordination of the project</p>
P8 Sant'Anna School of Advanced Studies (SSSA) - Institute of Management (IdM), SSSUP	<p>Within the SSSA the Institute of Management will take part to the project giving its support in all the stages. The Idm will provide the educational support to the courses through its internal professors and researchers. The IdM, with its experience in different level of education, will organize courses for professionals as well as for Ph.D. or Master students. In coherence with our</p>

	<p>Managerial approach, our courses will be oriented on organizational dimension of management. In particular we will focus on methods of safety and security management and on methods of business continuity management for private companies as well as for public sector.</p> <p>Our contribution will ensure a international perspective and a multidisciplinary approach. Our experience on regional planning projects and research also will contribute in giving a strong methodology to treaty these issues in a multiscale approach.</p> <p>Furthermore the Idm could identify external actors to put in place stages, workshop or experiences that will complete the formative path.</p>
<p>P9 The Main School of Fire Service, SGSP</p>	<p>The Main School of Fire Service will lead WP4 - Applying the model in Serbia and share their experience in education of specialists. SGSP will also participate in WP5 - Establishing the training and education safety & security center in Serbia</p>
<p>P10 University of Stuttgart, USTUTT</p>	<p>University of Stuttgart will based on its great experience will provide courses in the following areas:</p> <ul style="list-style-type: none"> - Risk analysis, risk management and risk communication in the context of globalization and mutual interdependence with a focus on environmental, climate and health risks. - Innovation on the socio-economic and institutional conditions of (technological) innovation processes, as well as on the economic, political, social and cultural conditions, including risks and opportunities, of socio-technical transformation processes. - Exploration and communication of the connections between ecological, economic, social and cultural expressions of future sustainable energy paths. - Communication and Risk Governance which contains i.a. Risk Governance

	<p>Concepts and Practices, Integrated Corporate Responsibility and Sustainability, Risk Perception and Risk Communication</p>
<p>P11 ATRISC</p>	<p>ATRISC, France, will bring expertise and competences from actual "Target" project which will coupled with knowledge and skills from other partners with experience in simulation bring new and innovative concept of the Training Centre and it's simulation lab. ATRISC's platform offers other training environments for: Urban violence, Mass killing, Large road crash, Port activity, Acts of terrorism and hostage negotiation, Flooding, Earthquakes, Structure fires, CBRN events and other scenarios on demand. ATRISC will lead WP5 - establishing the training and education safety & security center in Serbia</p>

4. Project Time Management

The following table contains ImprESS reporting time-plan:

Deadline	Document type	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12
14 January 2018	WPR-0117												
14 January 2018	WORK PROGRESS Summary Report (Annex T)												
14 January 2018	Quality control plan												
14 March 2018	Dissemination plan												
14 March 2018	Sustainability plan (Academic and Financial)												
14 March 2018	Guidelines on the project management and reporting												
14 March 2018	Report on natural disasters in WB												
14 March 2018	Survey of established practices in EU countries for NDRM												
30 March 2018	Work package self-assessment report (Annex Q)												
14 April 2018	Survey of citizens' and public sector awareness												
14 April 2018	WPR-0417												
14 April 2018	WORK PROGRESS Summary Report (Annex T)												
14 April 2018	1 st Technical Report												
14 April 2018	1 st Financial Report												
14 May 2018	Report on master curricula best practices in EU partners												
14 May 2018	Catalogue of competencies												
14 June 2018	Laboratories equipped												
14 July 2018	WPR-0717												
14 July 2018	WORK PROGRESS Summary Report (Annex T)												

14 August 2018	Defined curriculum																			
14 August 2018	Catalogue of courses																			
30 September 2018	Internal project quality evaluation form (Annex U)																			
30 September 2018	Partner self-assessment report (Annex R)																			
30 September 2018	Work package self-assessment report (Annex Q)																			
10 October 2018	Internal project quality evaluation report (Annex V)																			
14 October 2018	WPR-1017																			
14 October 2018	WORK PROGRESS Summary Report (Annex T)																			
14 October 2018	2 nd Technical Report																			
14 October 2018	2 nd Financial Report																			
14 December 2018	Defined courses content and syllabi																			
14 December 2018	Teaching staff trained - reports																			
14 December 2018	Study visits reports																			
14 January 2019	WPR-0118																			
14 January 2019	WORK PROGRESS Summary Report (Annex T)																			
14 February 2019	Trainings' materials prepared																			
14 February 2019	Teaching staff selected (Criteria for the selection of teaching staff should be defined)																			
14 March 2019	3 rd Technical Report																			
14 March 2019	3 rd Financial Report																			

30 March 2019	Work package self-assessment report (Annex Q)																	
14 April 2019	WPR-0418																	
14 April 2019	WORK PROGRESS Summary Report (Annex T)																	
14 April 2019	Progress Report																	
14 May 2019	Self-evaluation list of trainings for citizens and public sector (Annex G)																	
14 May 2019	Self-evaluation report of training (Annex H)																	
14 May 2019	Report of the external quality evaluation																	
14 May 2019	Report on the inter-project coaching																	
14 July 2019	WPR-0718																	
14 July 2019	WORK PROGRESS Summary Report form (Annex T)																	
14 July 2019	Partner self-assessment report (Annex R)																	
30 Sept mber 2019	Internal project quality evaluation form (Annex U)																	
30 Sept mber 2019	Work package self-assessment report (Annex Q)																	
30 Sept mber 2019	Work package self-assessment report																	
10 Octob er 2019	Internal project quality evaluation report (Annex V)																	
14 Octob er 2019	WPR-1018																	
14 Octob er 2019	WORK PROGRESS Summary Report (Annex T)																	
14 Octob er 2019	4th Technical Report																	
14 Octob er 2019	4th Financial Report																	

14 October 2019	Students enrolled																		
14 October 2019	Student enrolment promoted (Report, Gallery)																		
14 October 2019	Master curricula accredited																		
14 January 2020	WPR-0119																		
14 January 2020	WORK PROGRESS Summary Report (Annex T)																		
14 February 2020	Self-evaluation list of master curriculum (Annex I)																		
14 February 2020	Self-evaluation report of master curriculum (Annex J)																		
30 March 2020	Work package self-assessment report (Annex Q)																		
14 April 2020	WPR-0419																		
14 April 2020	WORK PROGRESS Summary Report (Annex T)																		
14 April 2020	5th Technical Report																		
14 April 2020	5th Financial Report																		
14 May 2020	Self-evaluation list of trainings for citizens and public sector (Annex G)																		
14 May 2020	Self-evaluation report of training (Annex H)																		
14 June 2020	Self-evaluation list of master curriculum (Annex I)																		
14 June 2020	Self-evaluation report of master curriculum (Annex J)																		

14 July 2020	Report of the external auditor (External financial control)												
14 July 2020	Report of the external quality evaluation												
14 July 2020	WPR-0719												
14 July 2020	WORK PROGRESS Summary Report (Annex T)												
14 September 2020	Citizens and public sector trained												
30 September 2020	Internal project quality evaluation form (Annex U)												
30 September 2020	Partner self-assessment report (Annex R)												
30 September 2020	Work package self-assessment report (Annex Q)												
10 October 2020	Internal project quality evaluation report (Annex V)												
14 October 2020	Agreements for internships												
14 October 2020	Master curricula implemented												
14 October 2020	Trainings promoted												
14 October 2020	WPR-1019												
14 October 2020	WORK PROGRESS Summary Report (Annex T)												
14 October 2020	6th Technical Report												
14 October 2020	6th Financial Report												
14 October 2020	Final Report												

The following table represents documentation needed for tendering procedure:

No	Document title			
1	Decision on the formation of the commission responsible for implementing the tender			
2	Documentation for tender			
3	Call for tender			
4	Decision on awarding the contract			

The following table represents documentation needed for training organization for citizens and public sector:

Deadli ne	Event type	Document type							
14 May 2019	First training	News - Annex W							
		Event - Annex X							
		Agenda - Annex C							
		List of participants - Annex D							
		Minutes - Annex A							
		Self-evaluation list of trainings for citizens and public sector - Annex G							



		Self-evaluation report of training - Annex H											
		Certificates											
14 May 2020	Second training	News - Annex W											
		Event - Annex X											
		Agenda - Annex C											
		List of participants - Annex D											
		Minutes - Annex A											
		Self-evaluation list of trainings for citizens and public sector - Annex G											
		Self-evaluation report of training - Annex H											
		Certificates											
		Gallery											
		News - Annex W											