

YANGON UNIVERSITY OF ECONOMICS

Design & Management of Internationalization Projects

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-  External Factors & Opportunities Related to Internationalization Projects
-  Analyzing Internal Factors
-  Matching External & Internal Factors
-  Project Partnership
-  Project Planning Tool: Logical Framework Matrix (LFM)
-  Best Practices in the Management of International Project
-  Risks in Project Management
-  Sustainability of Project

Global Trend in Higher Education System

1 Facing COVID 19

2 Regional vs global
internationalisation
models

3 Modernisation of
curricula and job
creation

4 Accountability to the
stakeholders: which
contribution to society
needs?

5 Strategic planning
and development

6 Autonomy vs state
control

7 Virtual Vs FtF
teaching

8 Fullfillment of
SDG goals at
institutional level

9 Digitalisation

10 National and
international
ranking and
reputation

11 Involvement of
students in
university decision
making processes

**Decreasing of public
spending or no longer
adequate for higher
education**

Types of Projects

- 🌸 Projects to implement mobilities (institution based or individual opportunities)
- 🌸 Projects to implement Joint research projects
- 🌸 Projects to support the reform of services, governance, management of the university
- 🌸 Projects to reform and internationalize curricula
- 🌸 Projects to carry out feasibility studies on specific issues
- 🌸 Projects to contribute and provide solutions to societal needs, territorial policies
- 🌸 Projects to organize events, conferences or advocacy and communication campaign
- 🌸 Projects to strengthen relation between university and society (including knowledge transfer, incubators etc.)
- 🌸 Projects to organize short training for specific categories (like professionals, farmers, public servants, etc.) or for the own staff or students

Types of Development Partners

- Each development partner has
 - Its own objectives,
 - Its own methods of application, &
 - Its own ways of delivering projects.
- Multi-lateral working through governments: World Bank, ADB, UN Agencies (UNESCO, UNDP, UNICEF, FAO, WHO)
- Regional: SEAMEO, AUN, Erasmus+
- Bi-lateral: Fulbright, JICA, KFAS, Australian Development Program, DAAD, UK-British Council, Chinese Embassy
- Individual universities: Thailand, Singapore, Taiwan
- International NGOs, Trusts and Foundations

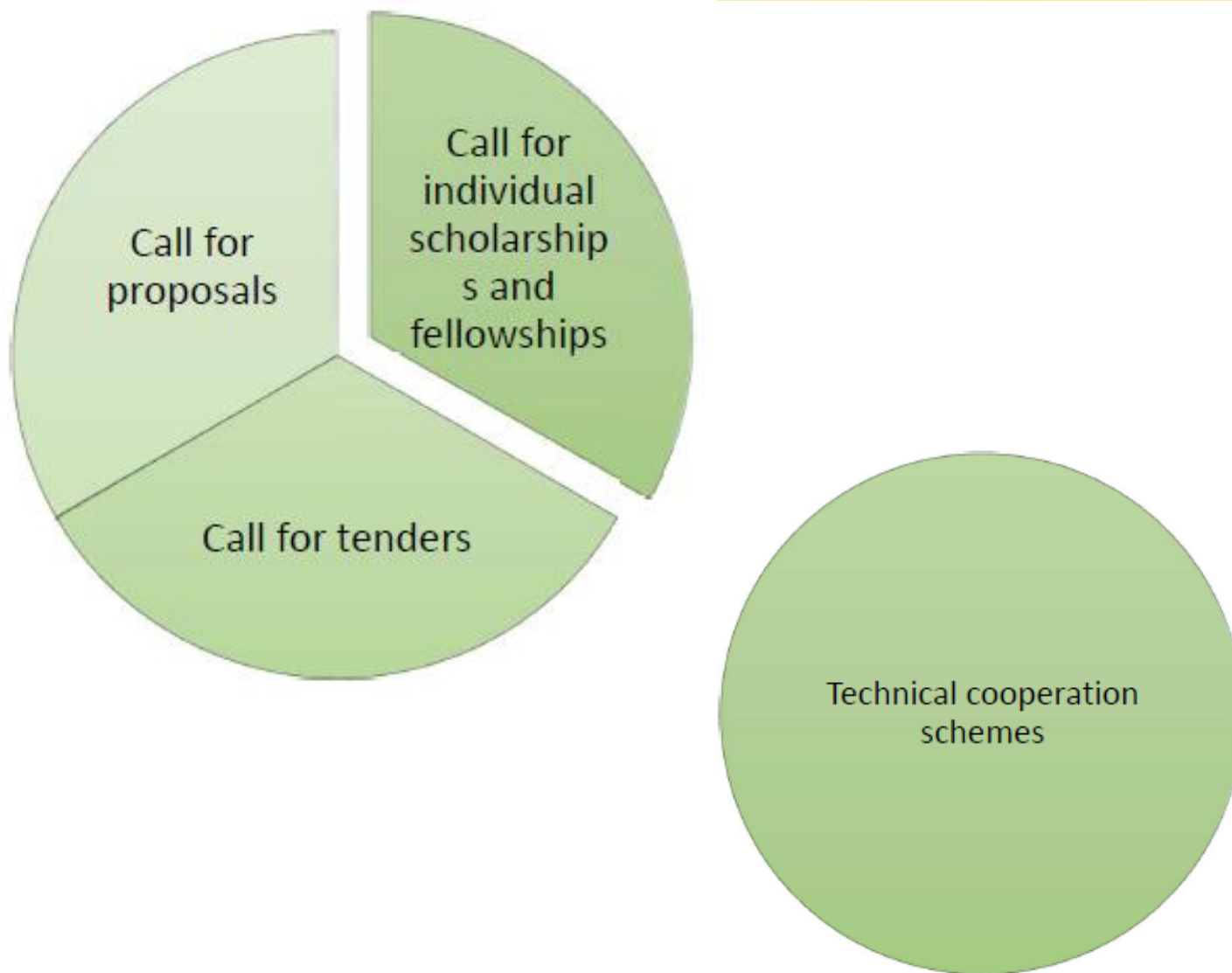
Types of Development Partners

- 🌸 Erasmus+: **Eu**Ropean Community **A**ction **S**cheme for the **M**obility of **U**niversity **S**tudents
New EU programme for education, training, youth and sport started in 2014
- 🌸 Fulbright:
 - 🌸 Offer grants to qualified graduate students to study at the graduate level in the U.S.
 - 🌸 Offer Fulbright Foreign Language Teaching Assistant (FLTA) Program for Students and teachers of English
 - 🌸 Scholars for the Fulbright Scholar-in-Residence Program.
- 🌸 DAAD: German Academic Exchange Service founded in 1925
 - 🌸 The largest German support organization in the field of international academic co-operation and international exchange of students & researchers.
 - 🌸 Supports study (scholarships) and research in Germany and research with German partners
- 🌸 DIES: Dialogue on Innovative Higher Education Strategies (Capacity-building projects :

Bilateral Partners

Development Partner	Types Of Support	Contact Via
Japan International Cooperation Agency (JICA)	Scholarships Research collaboration	Embassy Japanese universities
Korea Foundation for Advanced Studies Scholarships (KFAS)	Research collaboration	Embassy Korean universities
SIDA – Sweden’s government agency for development cooperation	International Science Programme (ISP) Other research collaboration	ISP – Uppsala University Swedish Embassy
Singapore universities	Exchange programs Joint research	Singapore Embassy NUS, NTU, SMU
Thai universities	Exchange programs Joint research	Thai Embassy Thai universities

Types of Calls & Opportunities



JICA's Technical cooperation:

- 🌸 JICA's practical assistance to developing countries.
- 🌸 Technical assistance can include
 - 🌸 the dispatch of JICA experts,
 - 🌸 the training of local officials for 'capacity development',
 - 🌸 the supply of equipment or financial assistance.

Types of Calls & Opportunities

Call for Scholarships & Fellowships

They can cover different mobility experiences

Student exchange (all levels)

Student enrollment (master/PhD)

Post doctoral fellowship

Internships

Short term visiting researchers mobilities

Participation to conference

Application form must be usually filled by single individuals

Some schemes requires an agreement with the home university

Popular among bilateral cooperation agencies



SIDA PhD Fellowships for Women Scientists 2021

January 26, 2021



ORGANIZATION
FOR WOMEN IN
SCIENCE FOR THE
DEVELOPING WORLD

SIDA PhD Fellowships for Women Scientists

PhD (Fully Funded)

Types of Calls & Opportunities

Call for proposals (or grants)

- Project idea developed by the applicant within the framework (policy background and objectives) of the programme
- Award criteria: quality of the proposal
- % of reimbursement of actual eligible costs incurred by beneficiaries (co-financing)
- The beneficiaries have the ownership of the results

Call for tender

- Procurement procedures aimed at addressing a specific needs of the Contracting Authority which requires:
 - supplies
 - services
 - works
- Award criteria: Quality of the proposal+ economic bid
- Commercial aim
- Market price of the service + margin of profit
- Results are owned by the contracting authority

- 🌸 Funding decisions for awarding grants: Make on the basis of proposal submitted
- 🌸 Proposal: Planned activities, information on who will carry them out & how much they will cost
- 🌸 Must be relevant to policy background and general objectives defined by the call
- 🌸 Must be submitted (through web-based services or by normal mail) before a strictly-enforced deadline
- 🌸 Eligible proposals: Normally check by the donor against the award criteria defined by the call in order to identify those whose quality is sufficiently high for possible funding
- 🌸 Evaluation: Normally a peer review carried out by independent experts
- 🌸 The donor may negotiate with some or all of those whose proposals have successfully passed the evaluation stage

- 🌸 In order to reduce unnecessary workload and simplify proposals:
 - 🌸 Two-stage submission procedure
 - 🌸 Only those proposals that pass the evaluation criteria for the first stage shall be requested to submit a complete proposal in the second stage.
 - 🌸 E.g.: Concept Note (1st step) & Full Proposal (2nd step)
- 🌸 Different types of calls:
 - 🌸 Calls that change every year (different topics) vs. call that always have the same priorities
 - 🌸 Possibility to have information on the call before its publication (Draft documents with the topics)
 - 🌸 Time span between publication and deadline of the call
 - 🌸 E.g. Horizon 2020 calls: ~ 6 months
 - 🌸 E.g.: Erasmus plus Capacity building: ~ 3 months

Main Documents of a Call

- 🌸 Documents concerning a call for proposals:
 - 🌸 Work Programme/Guide for Applicants
 - 🌸 Application forms and annexes: Concept note/full project description, budget, logical framework matrix (may be filled through online platforms)
 - 🌸 Model grant agreement
 - 🌸 Other documents

Who is eligible to apply?

Does the call for proposal require a minimum number of participants?

Can I propose my own project idea or do I have to stick to pre-identified thematic priorities?

Does the donor finance my activities at 100% or do I have to co-finance?







What are the award criteria?

Does the call fund conferences, meetings and creation of networks, pay for staff?


What are the eligible categories of costs?
Can I buy equipment, for example?

Analyzing Internal Factors

Decision Making


1. Proposals, calls, invitations from partners to join a project.
2. Who decides?
 -  Vice-chancellor / Rector / President
 -  Head of Department
 -  Senate / Academic Board / International Committee
3. An agreed decision-making process: To decide whether it is right to pursue the project.
4. Assessment for the decision:
 -  IRO
 -  Department
 -  Finance Office


Assessment: Starting Point


- 1) Strategic fit
-  How will this project contribute to your University's strategy?
 -  National development goals / Sustainable development goals?
 -  Is the project focussed on improving:
 - (a) Teaching
 - (b) Research
 - (c) Administration
 - (d) Community engagement
 - (e) Some other area or a combination of several areas

Assessment: Benefits for Your University

2) Benefits

-  What will be the benefits to your University? Try to quantify as far as possible.
 - (a) Academic
 - (b) Financial
 - (c) Reputational

-  What will be the benefits to your partner? If you know what your partner wants from the project, it will help you to define your own objectives and ensure that you are both working to a common purpose.






-  What will be different at your University when the project is complete?
 - *** Try to look further ahead and create a vision for what is possible.

Assessment: Costs for your university



3) Costs

- 🌸 How much staff time will be required from your University? Quantify in estimated person days.
 - (a) Leadership time (how many meetings must the Rector attend?)
 - (b) Faculty (Professor / Head of Department, Associate Professor, Lecturer etc.)
 - (c) Academic support staff (Laboratory technicians, Library staff, IT staff etc.)
 - (d) Administrative support (Finance, IRO, others?)
- 🌸 How much of the cost of this staff time be covered by the project budget?
- 🌸 What is the financial commitment required of your University?
 - 🌸 Contributions in kind (meeting rooms, laboratory, equipment usage etc).

4) Governance:

-  How is the project managed
-  Who is responsible for what?
-  Who is the Project Leader / Principal Investigator?
-  How are disputes between partners resolved?
-  Do you feel you have sufficient control?

5) Risks:

-  What are the risks associated with the project – finance, people, ethical issues, intellectual property and reputation.
-  Are the risks acceptable?

6) Evaluation:

-  How will the project be evaluated, and by whom?

7) Reputation

- 🌸 What do you know about the partners?
- 🌸 Are they a good fit for your university?
- 🌸 Will they impose obligations on your university?

8) Communications

- 🌸 What is the communications plan for the project?
- 🌸 How will you inform faculty and students about the project (internal communications)
- 🌸 How will you and / or the partner(s) publicise the project externally – in your country and their country?

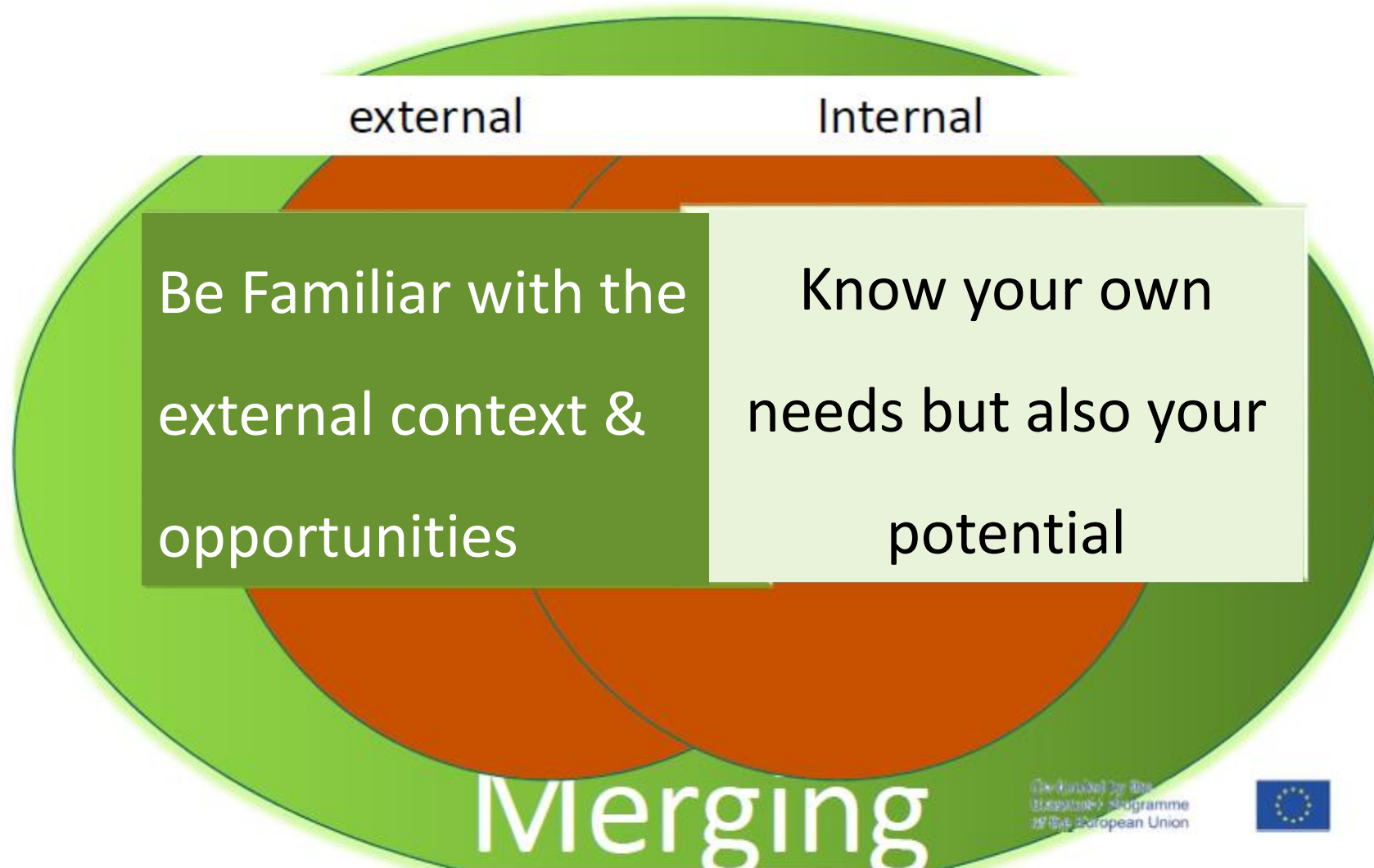
9) Questions

- 🌸 As you are completing this assessment, you may find there are questions you cannot answer.
- 🌸 Go back to the donor / partner and ask. All invitations for proposals and from partners will have a system for asking questions. Don't be afraid to ask! It shows that you are really interested in the project and want to gain a deeper understanding.

10) Co-design and making suggestions

- 🌸 You may find that you are happy with parts of the concept note, but other parts do not conform to your needs and objectives. You should make suggestions to make sure the project meets your needs.

Matching External & Internal Factors



Project Partnership

- 🌸 The first step once you have found a good call for proposal and identify a great project idea



How do I build a Partnership?

- 🌸 Rules about the partnerships vary according to the call for proposals
- 🌸 Types of Partners
 - 🌸 Local partners (can be from the same country or the same region)
 - 🌸 International partners (can be from the country of the donor institution or from a wider cooperation schemes)
 - 🌸 Other universities
 - 🌸 Other types of institutions (NGPs, local authorities, foundations, companies, govt....)

How do I build a Partnership?

- 🌸 Possible criteria to identify other universities or institutions in your country or region
- 🌸 Need, relevance, priorities
- 🌸 Motivation
- 🌸 Expertise in the field/topic/sector
- 🌸 Experience in project management
- 🌸 Trust
- 🌸 Channels
 - 🌸 Local contacts
 - 🌸 Formal contacts through the ministry
 - 🌸 Previous positive joint experience

How do I build a Partnership?

- 🌸 Possible criteria to identify international partners
 - 🌸 Interest in the country/region/institution (perceived value added)
 - 🌸 Motivation
 - 🌸 Specific know how and complementarity
 - 🌸 experience in the region
 - 🌸 Trust
 - 🌸 Capacity to adapt and listen
- 🌸 Channels
 - 🌸 Networking (Former Master and PhD students, visiting professors)
 - 🌸 Common research interest
 - 🌸 University agreements
 - 🌸 Previous projects

Project Draft Proposal

Also call concept note, project resume/summary, project short description

Template

Proposed Title:	
Duration:	
Target countries:	Where
Tentative Partners:	Who
Short need analysis:	Why
Objectives:	(To reach/obtain what?)
Main work packages, activities and outcomes:	How
What we are expecting by your institution:	
Tentative budget:	

DRAFT

Project Proposal

PROJECT SUMMARY

Project Title	Formulation of a regional ASEAN project on "Organizational development of national vegetable research and extension institutions through integrated impact assessment"
Applicant	AVRDC
Collaborating institutions	Asian Regional Center, Bangkok
Budget	USD\$53,000
Duration	August 2007-January 2008
Purpose	To enhance efficient agricultural development through setting up a culture of impact assessment.

BACKGROUND

Despite many years of vegetable research and extension, the potential of vegetable production to improve the livelihoods of rural poor has not yet been fully realized in many Asian developing countries. While the importance of research and extension is acknowledged, these efforts often have not achieved the expected impacts because of inadequate organizational capacities and arrangements.

To make research and extension more impact-oriented requires more than impact studies at the end of an activity to prove a positive impact and to justify the financial investment. Rather, there is a need to integrate impact-oriented procedures into strategic planning, research prioritization, target group involvement, participatory technology development, joint monitoring and evaluations. Furthermore, the focus of development needs to shift from single technologies as "quick fixes" of problems to more comprehensive approaches that take into account the complexity of issues and the need for constant adaptation of solutions to changing farm conditions.

A more effective agricultural innovation system will need to involve local rural organizations as full partners into the process of technology development and evaluation. Thus, in addition to technologies, research organizations also need to experiment with outreach methodologies as a way to improve their effectiveness and efficiency.

As a strategy to improve the income of smallholder producers from vegetables, AVRDC plans to assist ASEAN countries to reform their vegetable research and development activities by integrating impact assessment into the working procedures of the AARNET¹ institutions. Recent experiences of FAO and other institutions with incorporating impact assessment from the beginning into project design and implementation have resulted in published impact results and feedback to policy makers within a few years. This process has also made activities more result-oriented and participatory. Furthermore, in collaboration with the University of Hannover, Germany, a regional database on impact studies was initiated at Kasetsart University in Bangkok for further in-depth analysis.

¹ ASEAN-AVRDC Regional Network for Vegetable Research and Development

Project Planning Tool: Logical Framework Matrix (LFM)

- 🌸 LFM: Tool for analysis and planning
- 🌸 Roadmap for Project Planning, Monitoring & Evaluation
- 🌸 Clear and concise visual presentation of all the key components of a plan
- 🌸 Basis for monitoring:
 - 🌸 How the project will work
 - 🌸 What it is going to achieve and how
 - 🌸 What factors relate to its success and how they are connected
 - 🌸 How the progress will be measured

Project Planning Tool: Logical Framework Matrix (LFM)

LFM used for the ERASMUS+ Program , KA2 – Cooperation for innovation and the exchange of good practices – Capacity Building in the field of Higher Education)


Wider Objective:	Indicators of progress:	How indicators will be measured:	
Specific Project Objective/s:	Indicators of progress:	How indicators will be measured:	Assumptions & risks:
Outputs (tangible) & Outcomes (intangible):	Indicators of progress:	How indicators will be measured:	Assumptions & risks:
Activities:	Inputs:		Assumptions, risks &v Preconditions:

	Indicators of progress:	How indicators will be measured:	Assumptions & risks:
Wider Objective: What is the overall broader objective, to which the project will contribute?	What are the key indicators related to the wider objective?	What are the sources of information on these indicators?	
Specific Project Objective/s: What are the specific objectives, which the project shall achieve?	What are the quantitative and qualitative indicators showing whether and to what extent the project's specific objectives are achieved?	What are the sources of information that exist and can be collected? What are the methods required to get this information?	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?









Logical Framework Matrix (LFM)

	Indicators of progress:	How indicators will be measured:	Assumptions & risks:
Outputs (tangible) and Outcomes (intangible): Please provide the list of concrete DELIVERABLES - outputs/outcomes (grouped in WPs), leading to the specific objective/s.	What are the indicators to measure whether and to what extent the project achieves the envisaged results and effects?	What are the sources of information on these indicators?	What external factors and conditions must be realized to obtain the expected outcomes and results on schedule?
Activities: What are the key activities to be carried out (grouped in WPs) and in what sequence in order to produce the expected results?	Inputs: What inputs are required to implement these activities, e.g. staff time, equipment, mobilities, publications etc.?		Assumptions, risks & pre-conditions: 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?









Deliverables: Outputs & Outcomes

 Deliverables: Results that will be obtained during the project and will lead to the specific objectives

TANGIBLE (output)

-  Publications, articles, reports
-  Training materials
-  Conference materials
-  Handbooks, guides, plans
-  Networks
-  Promotion campaign
-  Recommendation reports
-  Analyses

INTANGIBLE (outcomes)

-  Skills
-  Knowledge
-  Capacities
-  Improvement in policies, working methods
-  Strategic thinking
-  Institutional change
-  Awareness
-  Visibility

ACTIVITY

- 🌸 Organization of first project meeting
- 🌸 Development of a training course on security procedures in scientific laboratories
- 🌸 Update of teaching materials for a module of a Master programme in Animal Health



DELIVERABLE

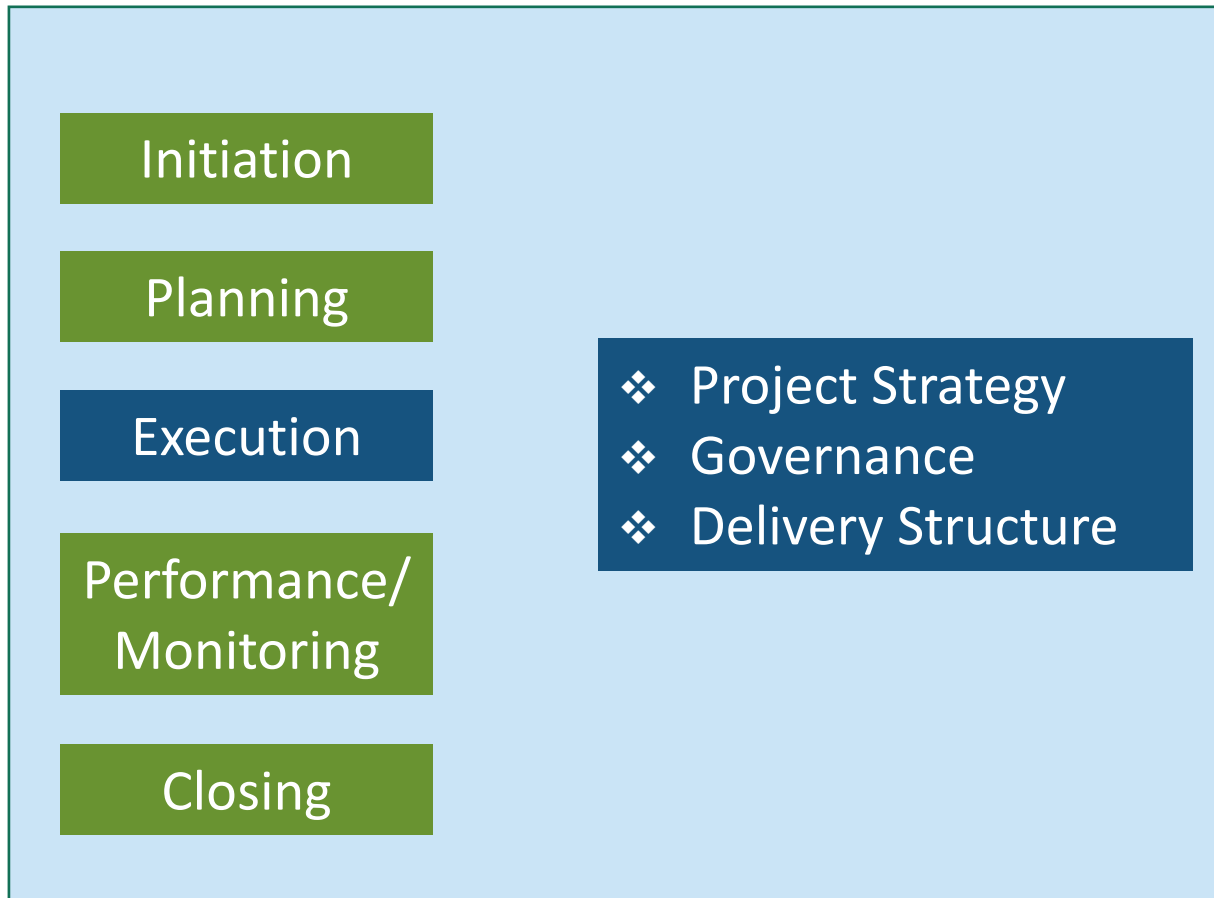
- 🌸 Project Communication and Promotion Plan approved by the consortium
- 🌸 15 laboratory technicians have acquired new competences
- 🌸 Updated/New syllabus is approved and published/ uploaded on-line

Project Management

- How organize and manage resources that are necessary to complete a project
- Project: A a piece of work which is not a process or an operation.
- Have a start, an end, & goals. ...
- Success or failure of project:
The people involved in the project



Project Management Cycle



Project Management Failure

- 🌸 Lack of **coordination** of resources and activities
- 🌸 Lack of **communication** among partners
- 🌸 Poor estimation of **duration**
- 🌸 Lack of control over **progress**
- 🌸 Lack of **quality assurance** control

Project Management Failure

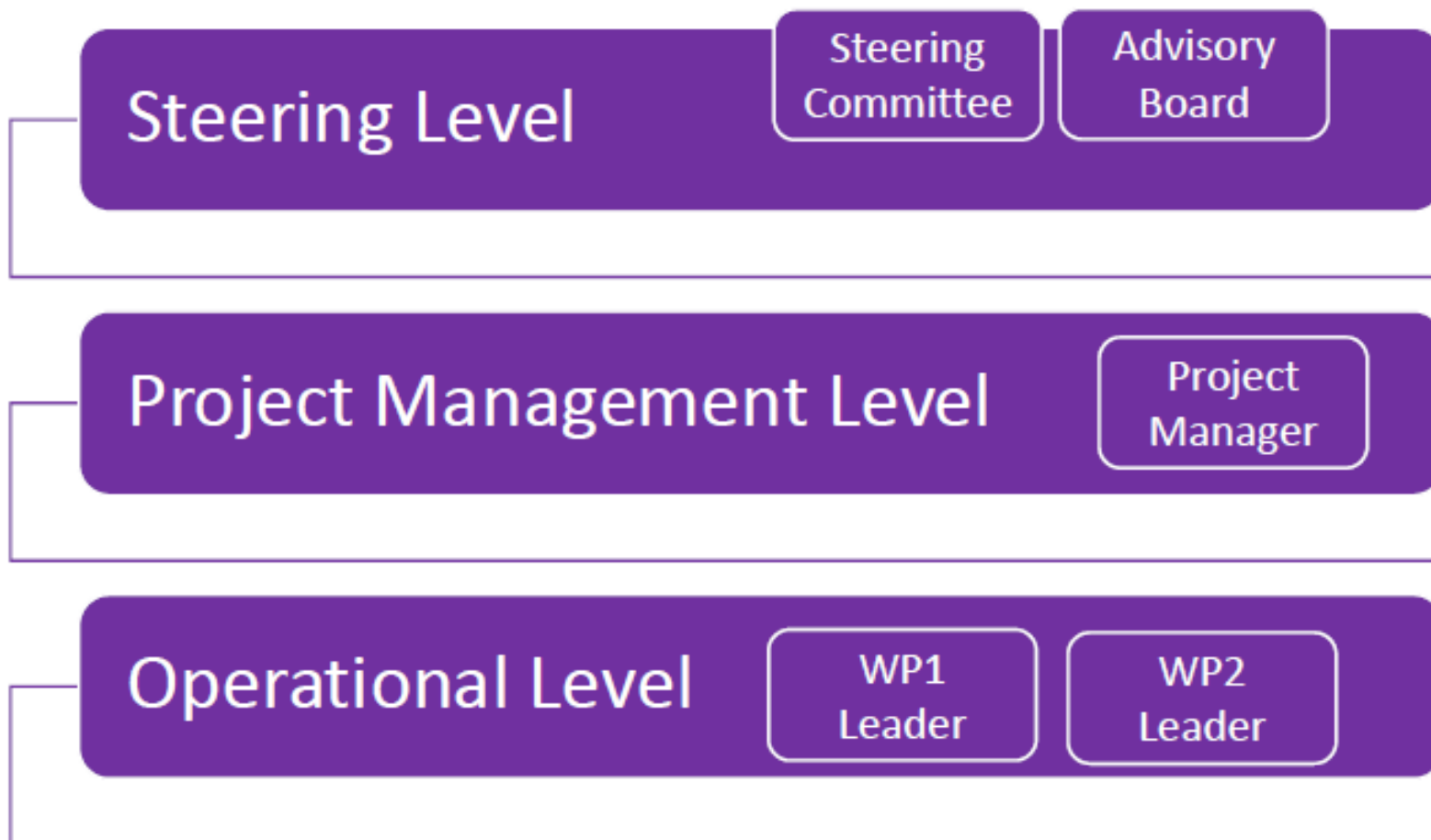


Defaulting partner

Sleeping partner

Late delivery/slow progress in general

Turnover of key personnel



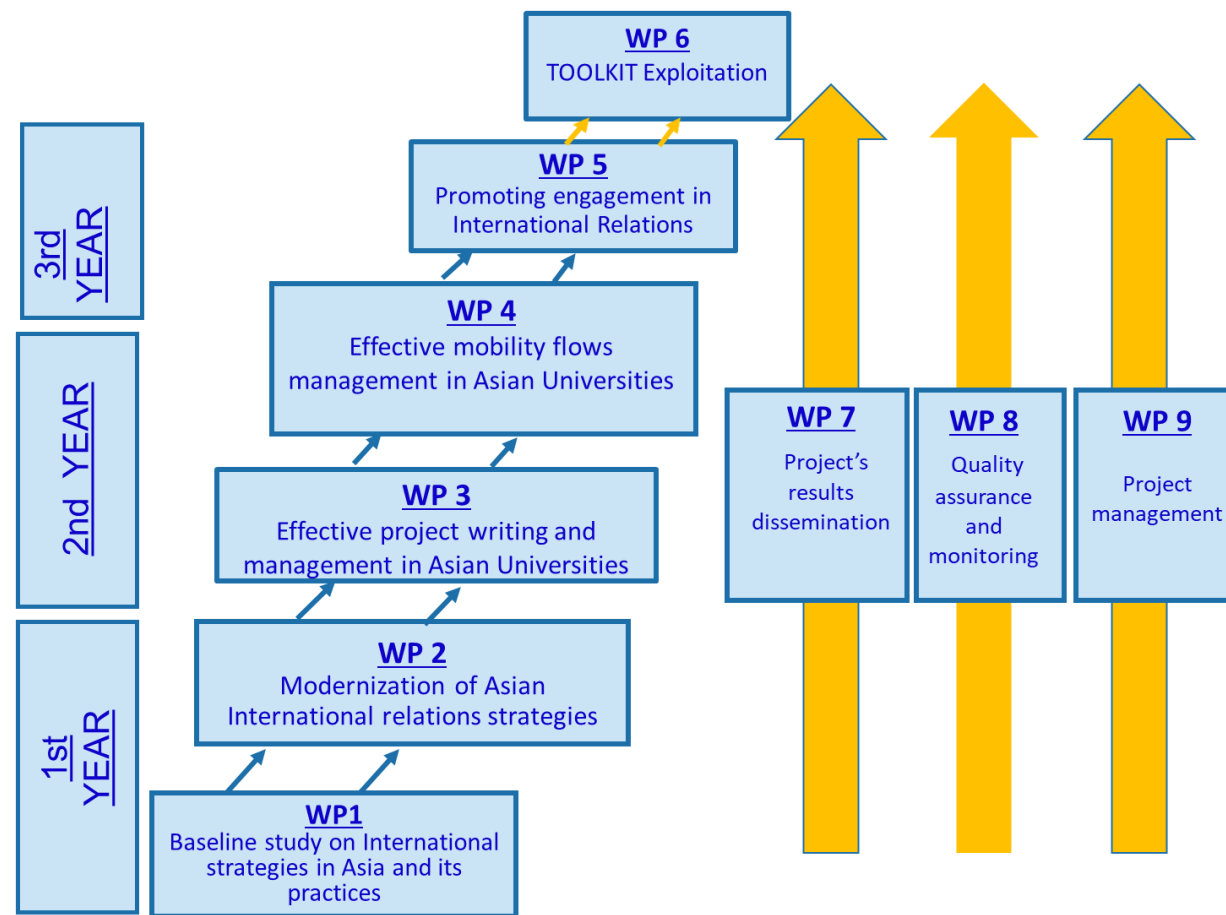
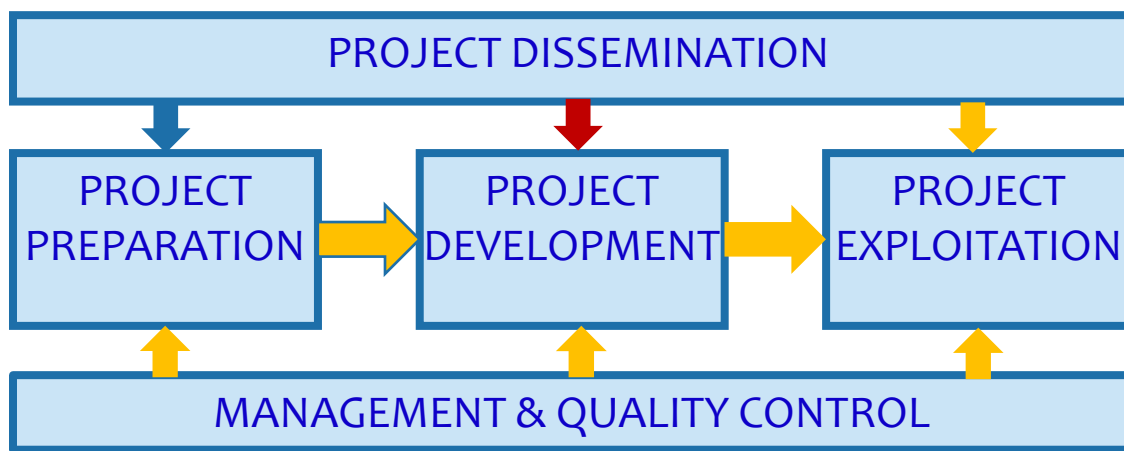
1. Division of work (Work Packages & Tasks)

2. Division of work during the project (Months) (Work Plan/ Timetable)

3. Division of responsibilities between partners

4. Division of products (List of deliverables)

- 5 different stages to achieve the final result.
- 9 Work Packages with specific aims to better frame and organize the workflow.
- Several practical Activities in each Work.



Work Plans:

WP 1 - NEED ANALYSIS

PERIOD: Kick off Meeting – July 2019

WP LEADER: UNIBO - University of Bologna, UoP - University of Peradeniya

AIMS: The primary goal in this preparatory WP is to gather all the relevant info and data on the present status of internationalization strategies, IRO structure, tools and actions pursued by the three Asian Countries to identify their main needs and priorities in such fields.

Activities		Personnel
No.	Title	
1	Analysis of the existing policies, strategies and IRO status	Co-leaders + ASIAN PARTNERS
2	Analysis of the existing EU funded projects and their management difficulties	Co-leaders + ASIAN PARTNERS
3	Analysis of the existent mobility flows and their management difficulties	Co-leaders + ASIAN PARTNERS
4	Analysis of needs and priorities expressed by the target group	Co-leaders+ ASIAN PARTNERS

Work Plans:

WP 2 -MODERNIZATION OF ASIAN IRs STRATEGIES

PERIOD: July 2019 – January 2020

WP LEADER: VU – Vilnius University, NUoL- National University of Laos

AIMS: Supporting the Asian Universities in developing or updating their international relations strategies in a way which can better reflect the modern HE Asian challenges needs and strategies

Activities		Personnel
No.	Title	
1	Designing the WP on the basis of baseline study	Co-leaders and Asian partners
2	Train the trainers - International Relations Strategies	VU and Asian Partners
3	Writing/updating Asian Universities International Relations Strategic Plan	Consortium partners
4	National Workshop at the Ministry of Education	Asian Partners

Work Plans:

WP 3 - EFFECTIVE PROJECT WRITING & MANAGEMENT IN ASIAN UNIVERSITIES

PERIOD: November 2019 - November 2020

WP LEADER: UNIBO- University of Bologna, UY- University of Yangon

AIMS: Enhancing the ability of Asian Universities to write and manage educational international projects, with a focus on ERASMUS+ Projects.

Activities		Personnel
No.	Title	
1	Designing the WP activities rooted in the baseline study and consistent with partner's international relations strategies	Coleaders and Asian partners
2	Train the trainers – Project writing	UNIBO and Asian partners
3	Train the trainers – Project management	UNIBO and Asian partners
4	Adoption of new tools at Institutional level	Consortium Partners
5	Cascade trainings on project writing and management	Asian partners

WP 4 - EFFECTIVE MOBILITY FLOWS MANAGEMENT IN ASIAN UNIVERSITIES

PERIOD: November 2019 – November 2020

WP LEADER: UU- Uppsala University, YAU- Yezin Agricultural University

AIMS: Enhancing the capacity of Asian Universities in strategizing, promoting and managing students mobility schemes by designing a shared mobility model defined in a Handbook.

Activities		Personnel
No.	Title	
1	Identification of 3 focus groups	Coleaders and Asian partners
2	Train the Trainers – Mobility flows	UU and Asian partners
3	Workshop in each Asian University to institutionalize trainings outcomes	Asian partners
4	TOOLKIT Handbook for the management of students mobility	Consortium Partners
5	Cascade trainings on national level on mobility management	Asian partners

WP 5 - PROMOTING ENGAGEMENT IN INTERNATIONAL RELATIONS

PERIOD: November 2020 – November 2021

WP LEADER: VU- Vilnius University, YUEco- Yangon University of Economics

AIMS: Placing the newly consolidated expertise at the service of the local academic communities as the ultimate beneficiaries of the TOOLKIT project's legacy

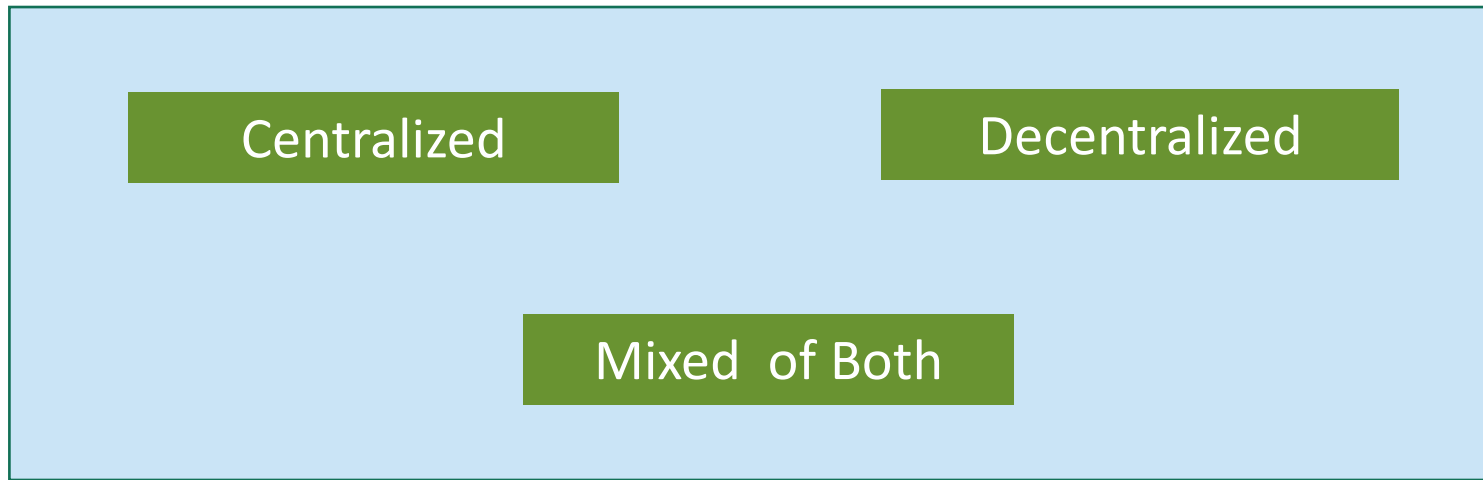
Activities		Personnel
No.	Title	
1	INFO DAYS for academic staff	Asian Partners
2	INFO DAYS for students	Asian Partners
3	Meetings with University Governance	Asian Partners
4	Meeting with National Governance	Consortium

Grant Agreement
(GA)

Mandates/Letter of
Intent or
Interest/MOU

Partnership
Agreement (PA)

Confidentiality Agreement
(Research)



- 🌸 Staff costs
- 🌸 Travelling costs & costs of stay
- 🌸 Equipment
- 🌸 Subcontracting costs

Expected Risks

- 🌸 Ineffective collaboration of partner
- 🌸 Slowness in bureaucratic procedures
- 🌸 Unstable situation

Vs.

Faced Risks

- 🌸 Government changes (Reference persons changed several times, without official handover)
- 🌸 Local conflict (Impossibility to carry out on-site training in person, for safety reasons)
- 🌸 COVID-19 pandemic



- 🌸 **Government changes** (Reference persons changed several times, without official handover)
- 🌸 Strong support from Italian Embassy in country for the identification of contact persons in the Government
- 🌸 Person from Italy stayed in respective region as facilitator for recurrent bi-lateral meetings
- 🌸 **Local conflict** (Impossibility to carry out on-site training in person, for safety reasons)
 - 🌸 On-site training was postponed/cancelled (Some risks can be out of our control)
- 🌸 **COVID-19 pandemic**
 - 🌸 Online survey/ Webinars/ Virtual Meeting/ Interactive video/Virtual working tables on TEAMS

How to make a sustainable project

- 🌸 A project is **sustainable** when a continued usability of its results can be assured after its completion
 - #1 Sustainability does not apply to all projects: it is mainly related to environmental issues
 - #2 Sustainability is only a managerial fact
 - #3 Sustainability only concerns partners who will directly benefit from the results of the project
 - #4 Sustainability starts at the end of a project

 **Predict the future!**

 Sustainability does not come in the end.

 It starts from the planning phase

#1 **Feet on the ground:** Relate the project to the pre-existing context, to avoid unsustainable actions

#2 **Do not ear: LISTEN!:** Projects are made by people.

 Their socio-cultural background matters

#3 **Make it count:** A project is sustainable if all partners know how and why it matters

#4 **Mind the gaps:** They can set the basis for a project to be!



Thank you
for your
attention!

Welcome Comments & Suggestions!