



# University of Yangon



## TOOLKIT Cascade Training (Internal Level)



TOOLKIT - DESIGNING AND MANAGING  
INTERNATIONAL RELATIONS, EDUCATIONAL PROJECT  
AND MOBILITY SCHEMES IN ASIAN UNIVERSITIES

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## Outlines

- General Information of Toolkit project & WPs
- WP 3 (Project Writing & Management) & Training Materials
- Role of IRO in project application



**TOOLKIT's main aim is the enhancement and modernization of the internationalization strategies** pursued by Asian universities, especially in terms of the capabilities displayed by the university governance and IRO staff in building up an “Asian way” to internationalization.



Co-funded by the Erasmus+ Programme of the European Union

**Project coordinator**



ALMA MATER STUDIORUM  
UNIVERSITÀ DI BOLOGNA



UPPSALA  
UNIVERSITET



Vilnius  
University

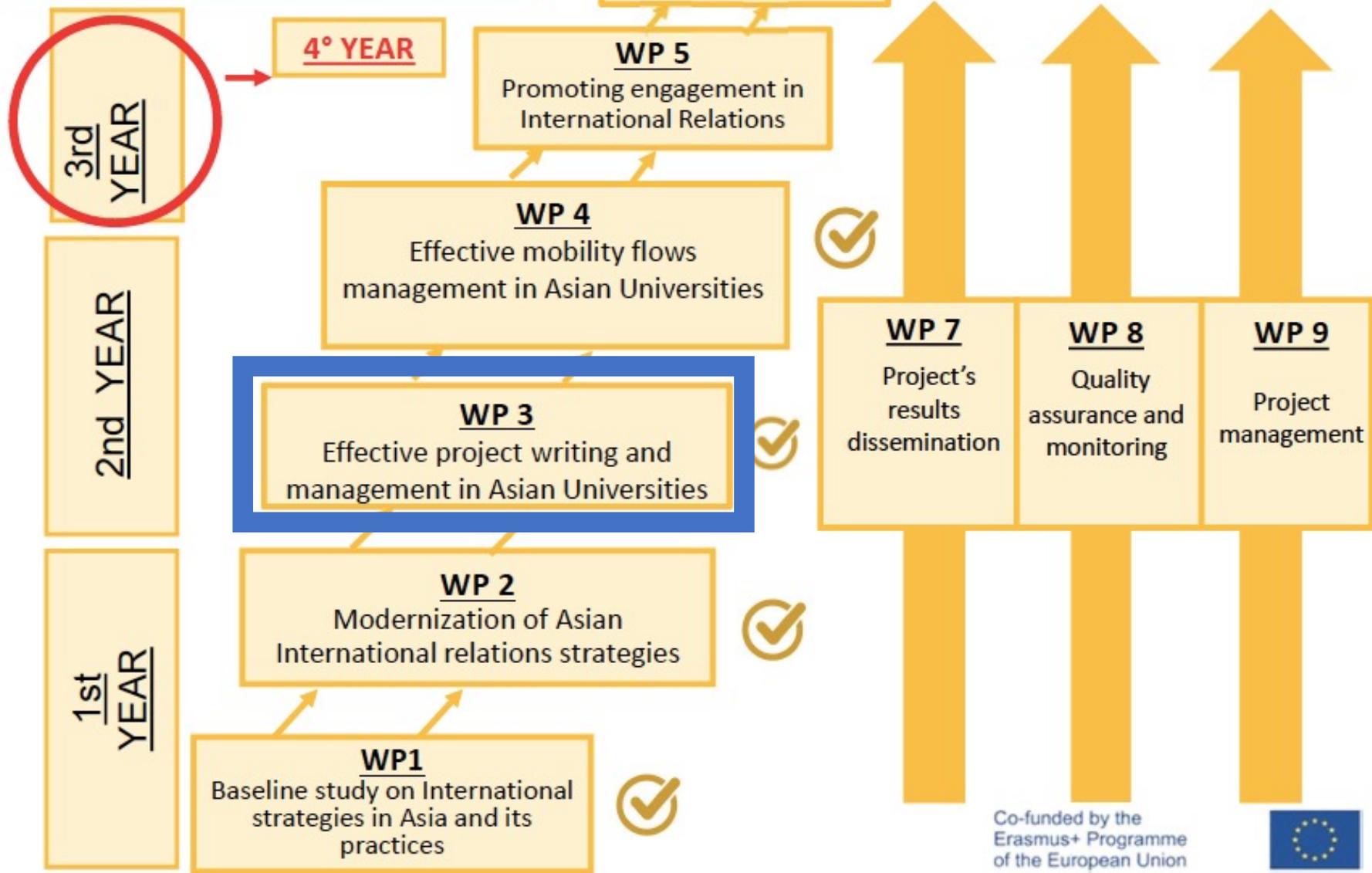


## Project Partners



<https://site.unibo.it/toolkit>

# Project's Timeline



## WP3- Effective project writing and management in Asian Universities

To support Asian partners Universities in gaining expertise in project writing and management

Activities		Personnel	
No.	Title		
1	Designing the WP on the basis of baseline study and consistent with the partners' international relation strategies (WP2)	Co-leaders and Asian partners	✓
2	Train the trainers – Project writing and Management	UNIBO and Asian Partners	✓
3	Guide for project writing and management	Consortium partners	
4	Internal and National Cascade trainings	Asian Partners	

To share the information & expertise acquired through WP trainings to the internal staffs

# Global trends in Higher education systems



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

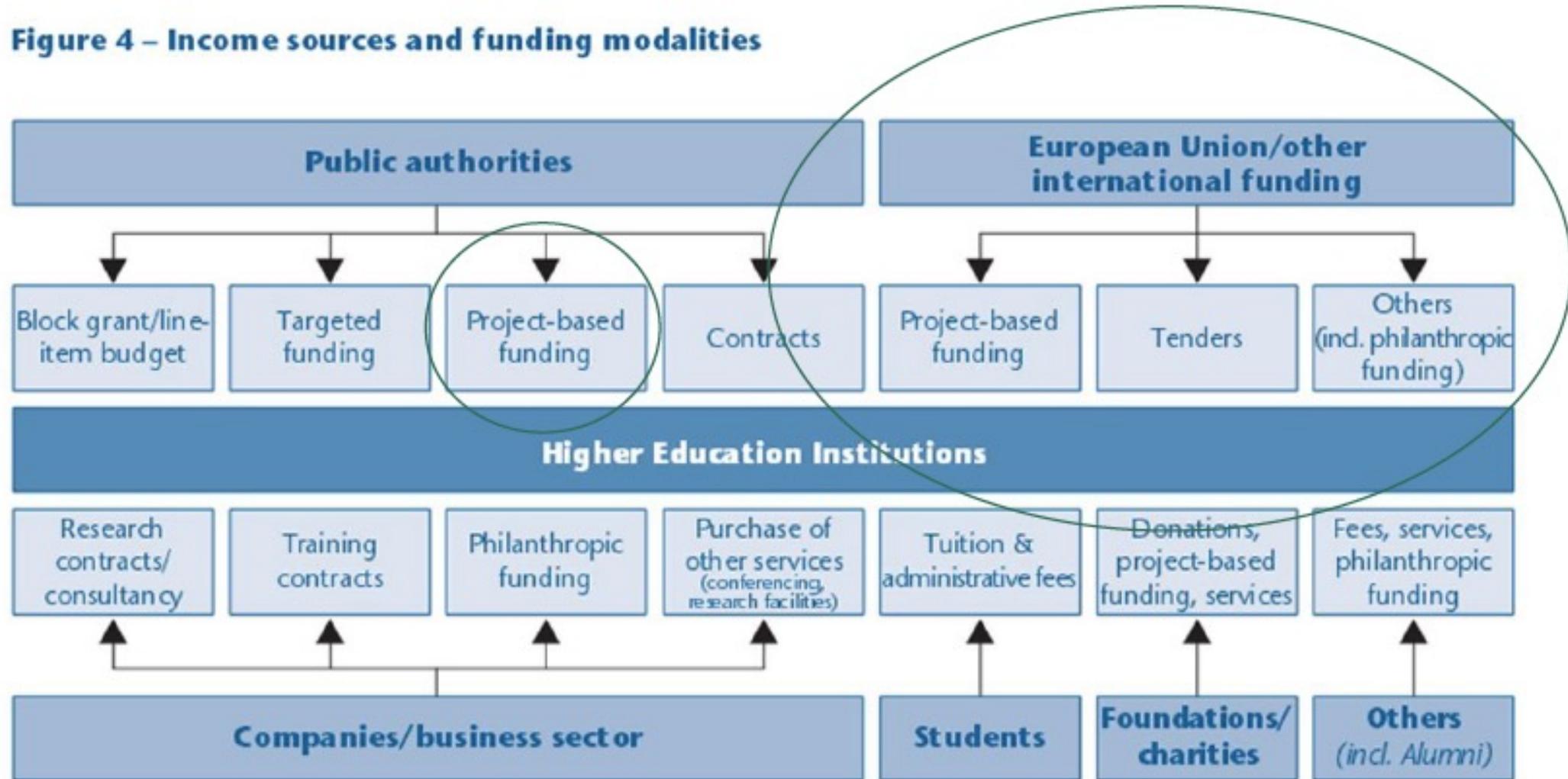
[https://www.universityworldnews.com/page.php?page=Asia\\_Hub](https://www.universityworldnews.com/page.php?page=Asia_Hub)

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# Need to diversify income sources

Figure 4 – Income sources and funding modalities



# Recap



University public spending decreasing or not adequate

Need to diversify income sources

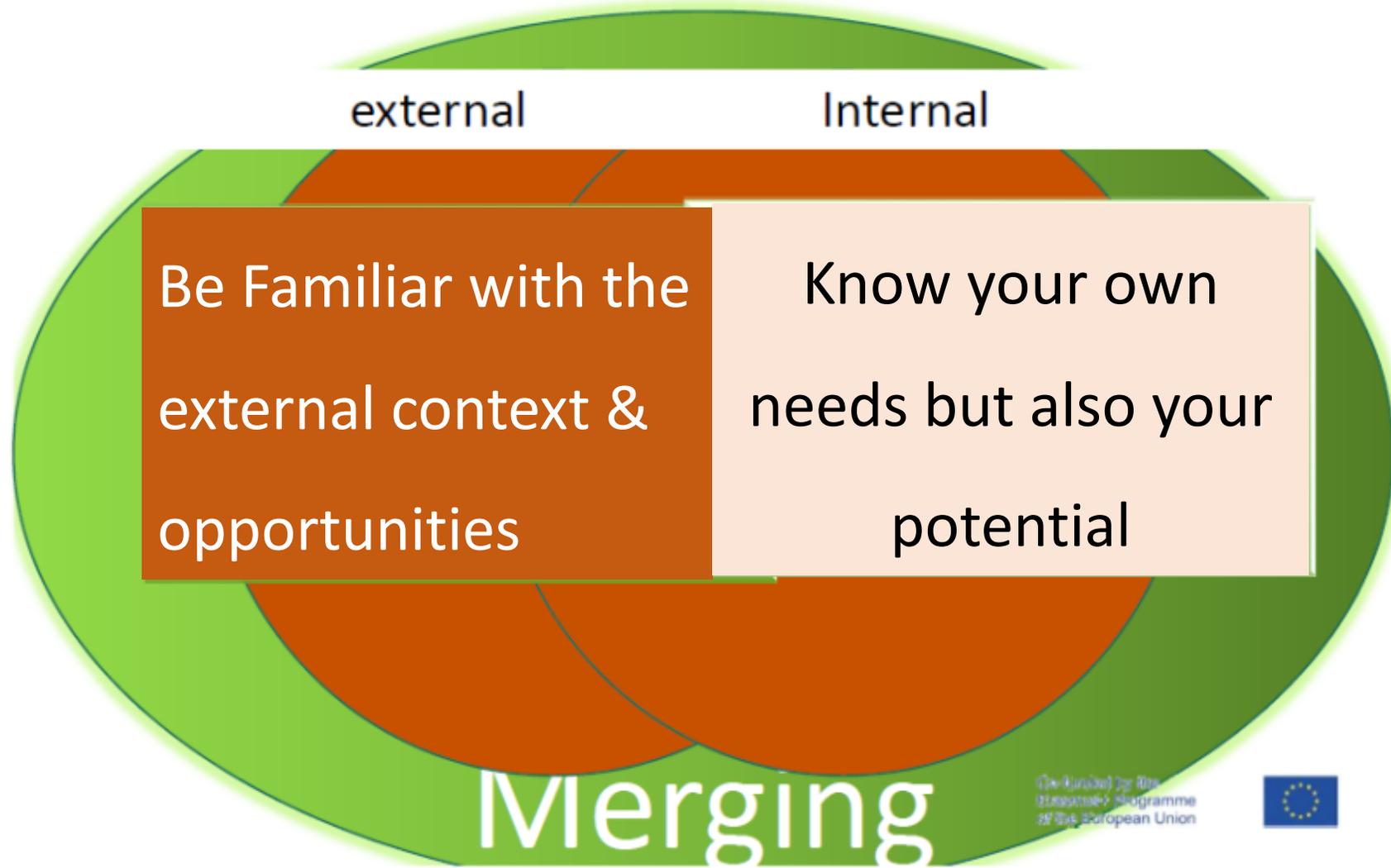
Needs to increase the contribution from competitive international funding

How?

Be familiar with External Contexts and Opportunities



# Matching External & Internal Factors



# MODULE 1 : Models of project management for universities: To address international calls by adopting a comprehensive approach

## External factor (call for proposal)

How do we identify the main components of international calls suitable for my university?

Name of the Programme, Founding institution, Eligibility partner and partnership criteria, Program Objective/Priorities, Financed Activities and eligible costs

## Internal factors (University Priorities)

Are all project funding opportunities relevant for our institutions?

Identify the relevant internal factors (strategic fit, actions, budget, etc.)

## Based on two dimensions (External & Internal)

The essential features of a call for proposals & the relevant internal factors would guide the decision-making process, drafting a project proposal (concept note)



# Project Draft Proposal (Concept Note)

## 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: .....

### Concept note "Erasmus plus capacity building programme"

**Title of the project:** E-governance for universities in Asian countries

**Action:** University management system reform

**Programme:** Italy and Sweden

**Partner countries:** Cambodia, Myanmar and Lao PDR

#### Summary of the project proposal:

##### Introduction:

Higher education in Asian countries; including Cambodia, Lao PDR and Myanmar; is in a progress to a certain degree. However, comparing to higher education of its neighbouring countries, these three countries still need an improvement regarding to their university e-governance in the areas of administration, services and participation in order to catch up with other Asian countries. By using e-governance, the universities in Cambodia, Lao PDR, and Myanmar not only can easily store, retrieve, transmit and manipulate data in the shortest minimum possible time but also achieve effective, transparent, errorless and immediate outcome of their objectives.

##### Objectives:

The main goal of this project is to create training infrastructures and platforms equipped with ICT tools to foster effective, transparent and accountable governance of universities, provide communication channels for university stakeholders to monitor and have their voices in the university management and governance. This will contribute to faster and more effective development of universities in Asian countries.

##### Specific objectives:

- To establish platforms to link universities with administration, academics, and students for more effective, transparent, accountable and faster and better governance
- To improve an ICT training and information centre for each partner university devoting to training computer skills to staffs, faculties and students, and maintain the software and information system.
- To improve an e-conference hall for each partner university for meetings internally and externally
- To integrate ICT in management and administration of universities by training and applying modern ICT practices in staff and faculties' daily work.

##### Work packages:

- Creating university to administration system for university management processes which involves: (1) university database, (2) establishment of one



## (2) Type of Actions



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 internationalise curricula



Projects to carry out feasibility studies on specific issues



Projects to contribute and provide solutions to societal needs, territorial policies



Projects to organise 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 or for the own staff or students

### (3) Type of eligible expenses



Staff cost



Travel costs and costs of stay



Scholarships/fellowship



Equipment



Consumable goods and office supplies



Provision of external services (like translation, web and communication design, room rental, printing, event management, etc...)



Databases/books/subscriptions to periodicals



Constructions



Furniture

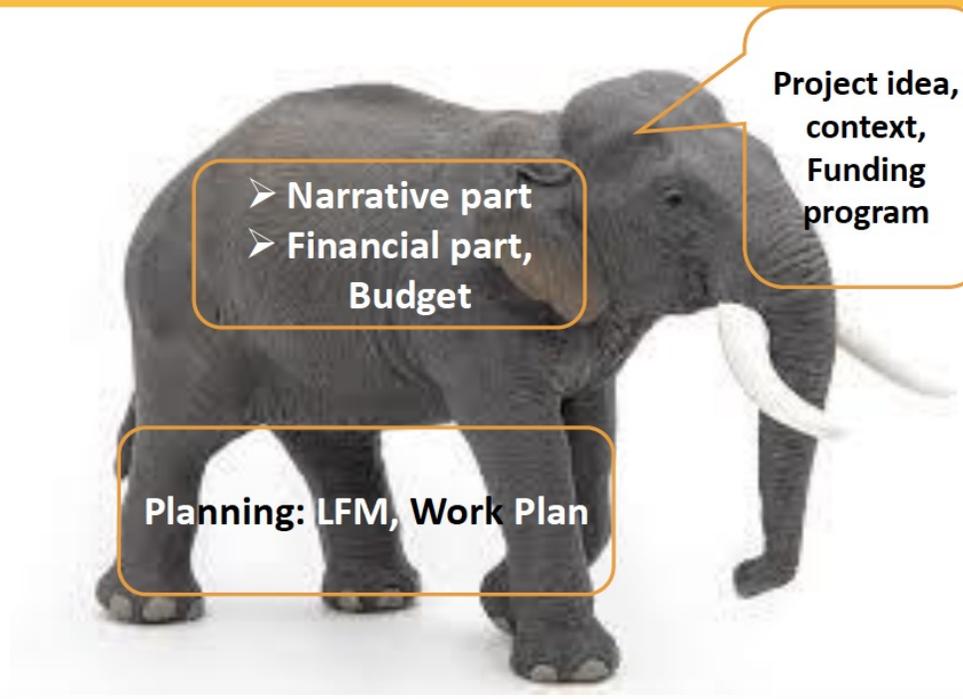


Overheads (%)

## MODULE 2 : PROJECT PROPOSAL WRITING: From Logical Framework to Work Package design

Successful application – good project proposal where the main elements are properly addressed

### Project proposal writing: one project, many parts



- express our project idea in a convincing and clear way
- project writing challenges
- Writing tips & tricks

### Tool for project planning and monitoring

- Logical Framework Matrix
- Work package design



# Project Planning Tool: Logical Framework Matrix (LFM)

<b>Logical Framework Matrix</b>			
Wider Objective:	Indicators of progress:	How indicators will be measured:	
Specific Project Objective:	Indicators of progress:	How indicators will be measured:	Assumptions & risks:
Deliverables: Outputs (tangible) & Outcomes (intangible)	Indicators of progress:	How indicators will be measured:	Assumptions & risks:
Activities:	Inputs:		Assumptions, risks & Preconditions:

## Logical Framework Matrix

### Wider Objectives:

What is the overall objective, to which the project will contribute?

### Specific Objectives:

What is the specific objectives, which the project shall achieve?  
(direct benefit to the target group)

### Outputs (tangible) and Outcomes (intangible):

Please provide the list of concrete DELIVERABLES outputs/outcomes leading to the specific objectives.

### Activities:

What are the key activities to be carried out and in what sequence in order to produce the expected results?

**General Objective:** long term, cover the whole of a project, broad goals to be achieved

**Specific Objective:** short term, limited to specific conditions, to individual goals

General objective can be broken down into a series of small and logically linked objectives to form specific objective.

### LFM: Deliverables – outcomes and outputs



#### TANGIBLE (output)

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

#### INTANGIBLE (outcomes)

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

## Logical Framework Matrix

<p>Indicators of progress for wider objectives</p> <p>Describe the project objectives in measurable terms: Quantity, quantity and timeline</p>	<p>How indicators will be measured:</p> <p>What are the sources of information on these indicators? When and by whom?</p>
<p>Indicators of progress:</p> <p>What are the quantitative and qualitative indicators showing whether and to what extent the project's specific objective are achieved?</p>	<p>How indicators will be measured?</p> <p>What are the sources of information that exist and can be collected?</p>
<p>Indicators of progress: what are the indicators to measure whether and to what extent the project achieves the envisaged results and effects?</p>	<p>How indicators will be measured:</p> <p>What are the sources of information on these indicators?</p>
<p>Inputs:</p> <p>What inputs are required to implement these activities, e.g. Staff time, equipment, mobilities, publications, etc.?</p>	

### Indicators of progress

QUANTITATIVE INDICATOR:  
Number of students enrolled in the first year



SOURCE:  
Student register at the university

QUALITATIVE INDICATOR:  
Usefulness of the training Programme



SOURCE:  
Participants' final questionnaires

### How to measure indicators

## Work Packages:

5 main types of work packages:

- Preparation
- Management
- Development (Implementation, i.e., the substance of the work planned including production, testing, etc.)
- Quality Plan (Quality Assurance and monitoring)
- Dissemination and Exploitation of results

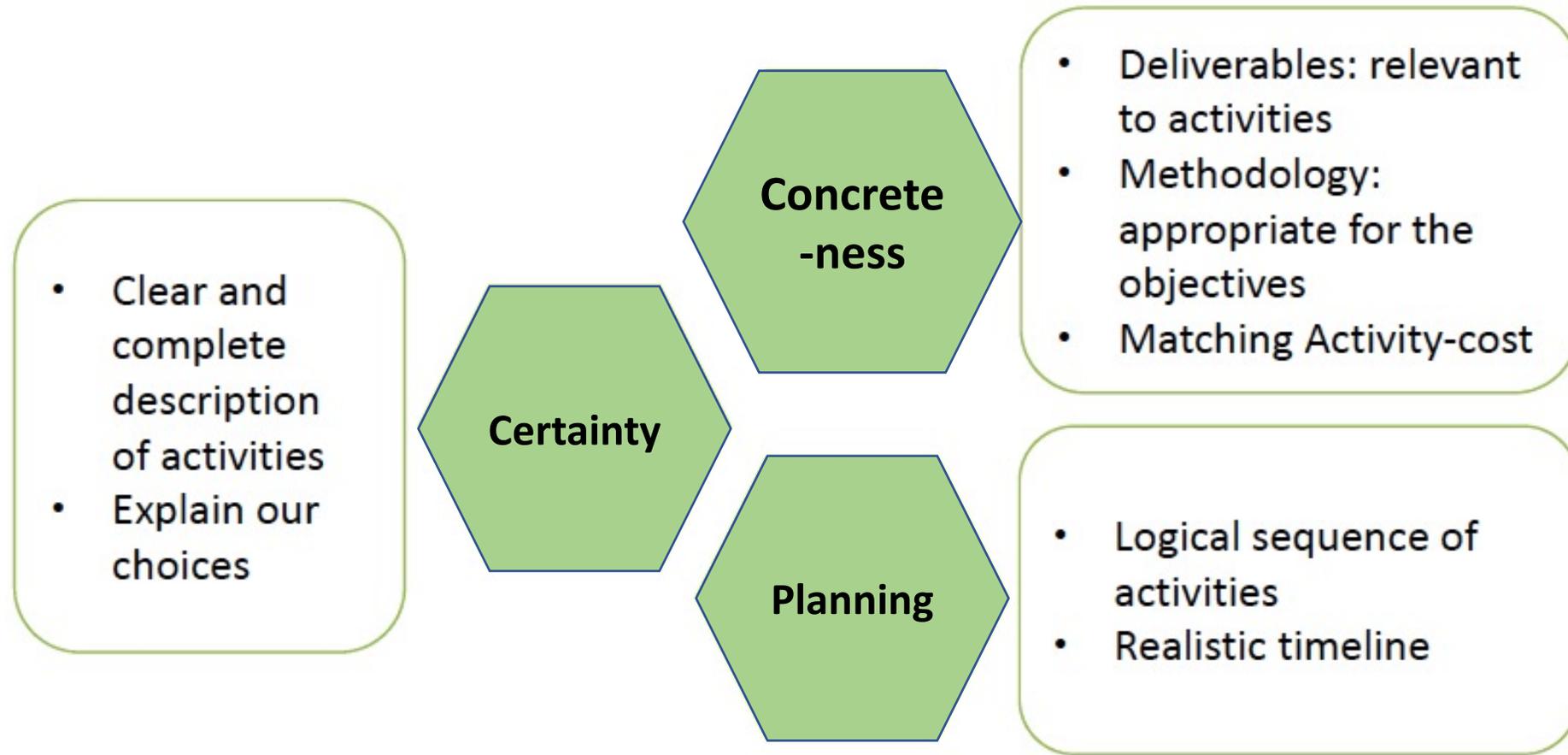
Technical WPs

- Preparation
- Development

Transversal WPs

- Management
- Quality Plan
- Dissemination and Exploitation

## Evaluation of WPs:



## MODULE 3 :

### Management challenges: approaches and best practices.

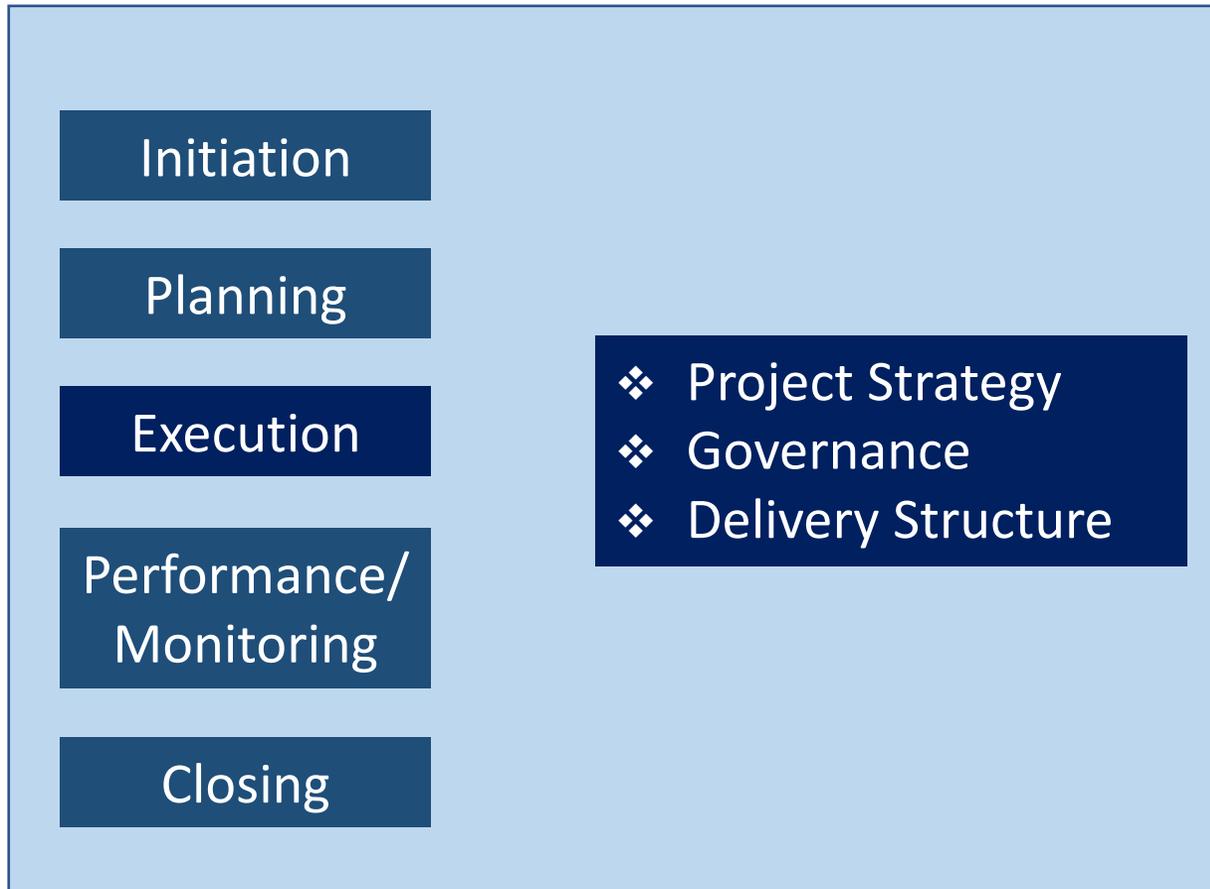
How to organize and manage resources that are necessary to complete a project



Success or failure of project depends on the people involved in the project



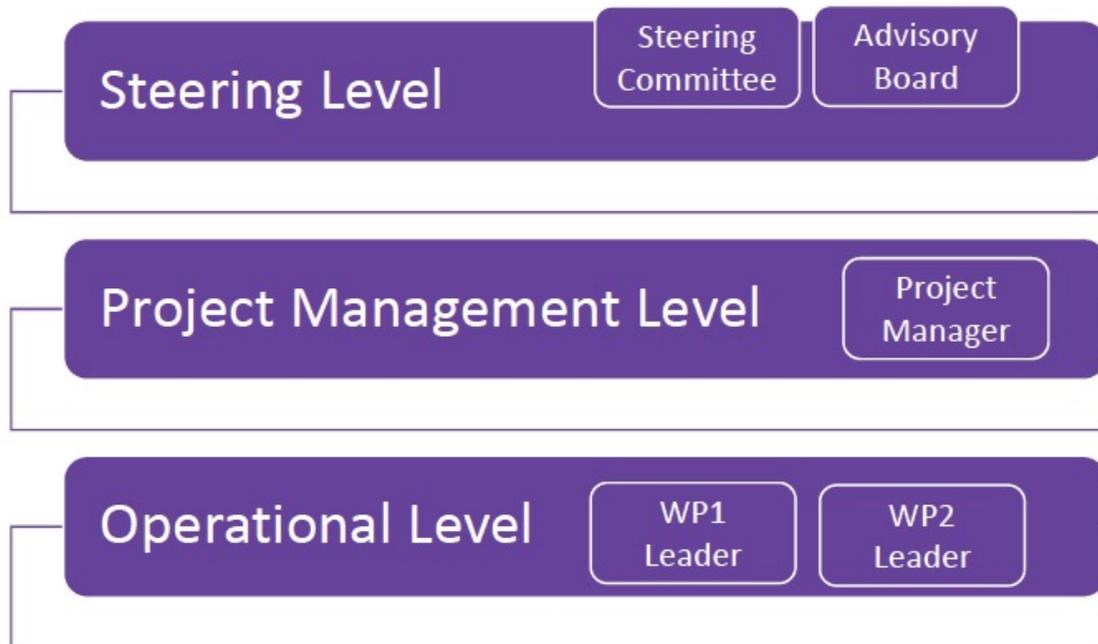
# Project Management Cycle



## 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

## Organization Structure:



## Project Structure:

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)

# CONTRACTUAL PROCEDURES



Grant  
Agreement (GA)

Partnership  
Agreement (PA)

Mandates/Letter  
of intent or  
interest/MOU

Confidentially  
Agreement  
(research)

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## RISK MANAGEMENT

### Examples



During the project life cycle one of the partners decides that their university will no be partner anymore? How do you deal with the situation?

The WP2 leader it is not able to accomplish the deliverables of the working package? As coordinator which solution will you adopt?

One partner has presented a time sheet with less days than the ones budgeted. What do you do with the transferred?



## Project Sustainability

a project is  
**sustainable**  
when a continued  
usability of its results  
can be assured  
after its completion



# Applying for projects: the role of the IRO



## Strategic Planning

- **Knowledge management:** knowing what schemes and programmes are available, who provides them, how to access detailed information and how to apply.
  - Get on mailing/news lists
  - Download publications
  - Pick up on faculty contacts

## Networking & Partnership

- **Contact management:** local offices (embassies etc) and international partners.
  - Invite staff from the donor to your university
  - Attend events
  - Meet international visitors

## Advice & Consultancy

- **Knowledge dissemination:** communication with faculty and students about opportunities.
  - Website, social media
  - IRO as information centre
  - Briefings, information sessions





WP 2 : Internationalization  
strategies

WP 3 : Project writing and  
management

WP 4 : Mobility flows  
management

**Impression: Effective WPs of Toolkit**

**Developing our international Relation Office IRO**

**Fostering the international dimension of our University**

**Raising the University profile internationally**

**Turning all our aspirations into reality**



Thank You for your attention!