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Erasmus+ Programme
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Project Design and Management



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

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What is a Project

1. To fulfill a selected objective
2. A process with an initiating and ending
3. Concerning on cost ,time and quality

Why do we look for International projects ?

1. University public spending decreasing or not adequate.
2. Therefore, need to diversify income sources
3. Needs to increase the contribution of international funding
4. By familiar with external contexts and opportunities

Type of Donors

- International Organizations
- European Union
- Bi-lateral Cooperation Agencies
- Private Donors
- Others

- 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 curriculum.
- Projects to carry out feasibility studies on specific issues.
- Projects to contribute and provide solutions to societal needs, territorial politics.

- Projects to organise events, conferences or advocacy and communication campaign.
- Projects to strengthen relation between university and societal (including knowledge transfer, incubators etc)
- Projects to organise short training for specific categories (like professionals, farmers, public servants, etc...) or for the own staff or students.

- 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.)
- Database/books/subscriptions to periodicals
- Constructions
- Furniture
-

How to Start

- The most important thing is to **read the “Project Call”** and attend information sessions.
 - **Underline the specific words, phrases, guidelines, directions, etc.**
If not “Most great proposals become good proposals at this stage”
1. **3. Learn the objectives of the call:**

https://procurement-notices.undp.org/view_notice.cfm?notice_id=84320

<https://www.adb.org/news/events/call-project-concepts-mitigating-impact-covid-19-community-interventions>

The Call

1. What is the funding agency and their objectives,
2. Why they advertise this,
3. Does this call is different from previous calls (if so why)
4. Communicate with funding agency (if you have doubts)
5. Analyse your competitive advantages

Identify the Gaps

- Use negative words to show gaps
- Objective should be clear

Objective

1. **S**pecific
2. **M**easurable
3. **A**chievable
4. **R**elevant /Reality
5. **T**imebound

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:

Project Proposal Writing

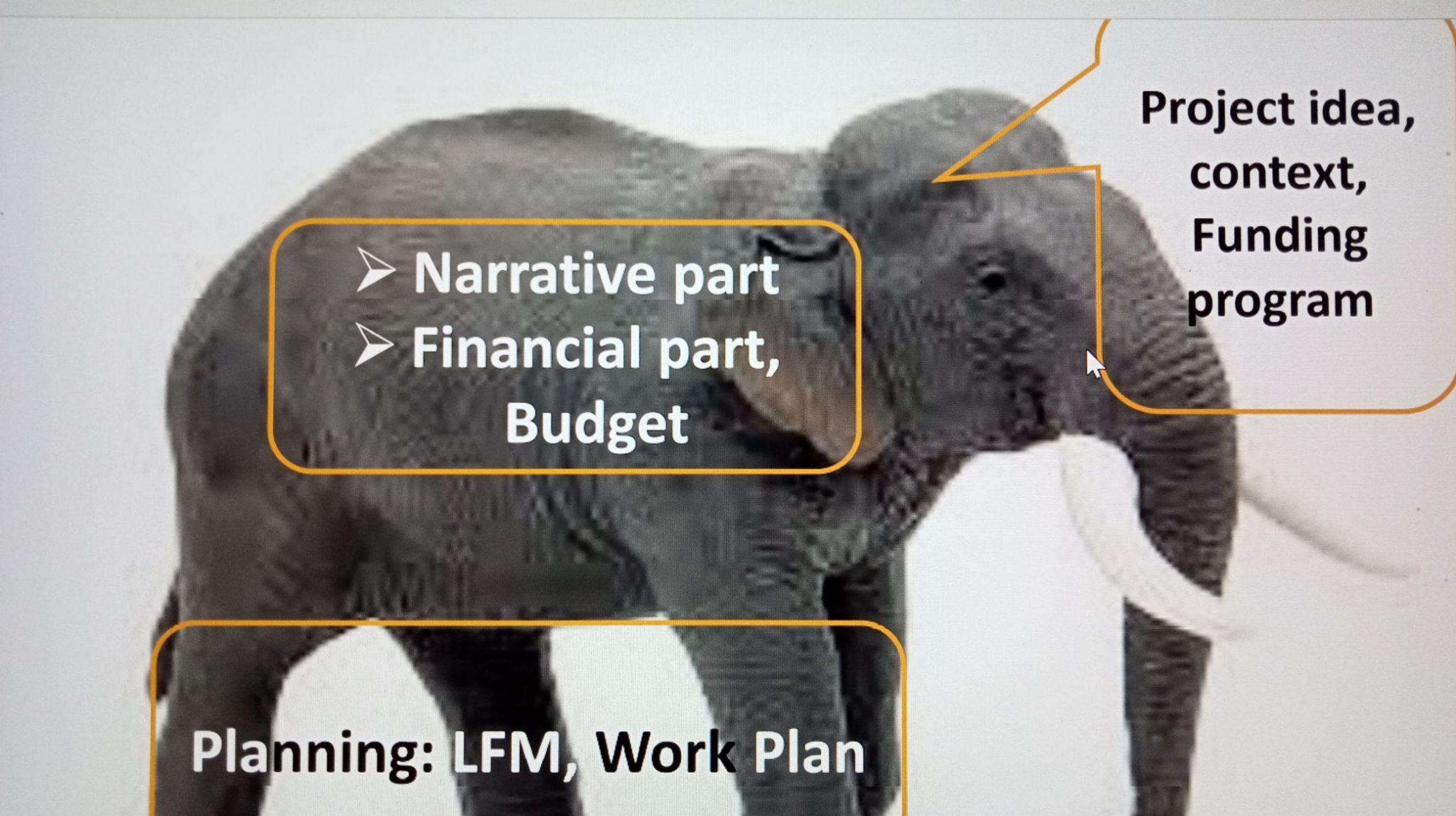
One Project - Many Parts

1. Project Idea
2. Context
3. Funding Program

Project proposal writing: one project, many parts



- **Project idea**
- **Context**
- **Funding program**

An elephant is shown in profile, facing right. Three callout boxes with orange borders and white text are overlaid on the image. The top-right box points to the elephant's head. The middle-left box points to the elephant's ear. The bottom box points to the elephant's legs.

**Project idea,
context,
Funding
program**

- **Narrative part**
- **Financial part,
Budget**

Planning: LFM, Work Plan

Logical Framework Matrix

Tool for analysis and **planning**

➤ 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

Description

Tasks

- ✓ Aims and objectives of the work package
- ✓ How the involved partners will organise their work
- ✓ Milestones and overall approaches
- ✓ Performance indicators (→ LFM)
- ✓ Relationship / linkages with other work packages and with the overall coordination of the project

Deliverables

- ✓ Type
- ✓ Target groups
- ✓ Due date

Inputs

- ✓ Human Resources
- ✓ Travels
- ✓ Equipment
- ✓ Services & supplies

How to start- identifying wider objective

WIDER/OVERALL OBJECTIVE: medium/long-term aim that the project contributes to.

- It will not be achieved by the project alone
 - It explains why the project is important in terms of long term benefits
 - It shows how the project fits into the regional or sectoral strategies/policies of the donor/promote

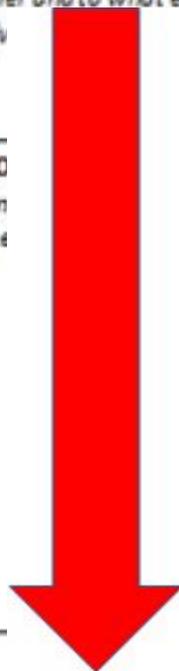
SPECIFIC OBJECTIVE

What is expected to be achieved by the end of the project.

- the purpose that the intervention/project should be able to achieve
- the positive solution to the identified problems
- the reason why the project is implemented
- SMART: Specific, Measurable, Accurate, Realistic and Time-bound

LOGICAL FRAMEWORK MATRIX – LFM

<p>Wider Objective: What is the overall broader objective, to which the project will contribute?</p> <ul style="list-style-type: none"> • [REDACTED] 	<p>Indicators of progress: What are the key indicators related to the wider objective?</p> <ul style="list-style-type: none"> • [REDACTED] 	<p>How indicators will be measured: What are the sources of information on these indicators?</p> <ul style="list-style-type: none"> • [REDACTED] 	
<p>Specific Project Objective/s: What are the specific objectives, which the project shall achieve?</p> <ul style="list-style-type: none"> • [REDACTED] 	<p>Indicators of progress: What are the quantitative and qualitative indicators showing whether and to what extent the project's specific objective/s are achieved?</p> <ul style="list-style-type: none"> • [REDACTED] 	<p>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?</p> <ul style="list-style-type: none"> • [REDACTED] 	<p>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?</p> <ul style="list-style-type: none"> • [REDACTED]
<p>Outputs (tangible) and Outcomes (intangible): Please provide the list of concrete DELIVERABLES - outputs/outcomes (<u>grouped in Workpackages</u>), leading to the specific objective/s.:</p> <ul style="list-style-type: none"> • [REDACTED] 	<p>Indicators of progress: What are the quantitative and qualitative indicators showing whether and to what extent the envisaged results are achieved?</p> <ul style="list-style-type: none"> • [REDACTED] 	<p>How indicators will be measured: What are the sources of information on these indicators?</p> <ul style="list-style-type: none"> • [REDACTED] 	<p>Assumptions & risks: What external factors and conditions must be realised to obtain the expected outcomes and results on schedule?</p> <ul style="list-style-type: none"> • [REDACTED]
<p>Activities: What are the key activities to be carried out (<u>grouped in Workpackages</u>) and in what sequence in order to produce the expected results?</p> <ul style="list-style-type: none"> • [REDACTED] 	<p>Inputs: What inputs are required to implement these activities, e.g. staff time, equipment, mobilities, publications etc.?</p> <ul style="list-style-type: none"> • [REDACTED] 		<p>Assumptions, risks and 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?</p> <ul style="list-style-type: none"> • [REDACTED]



Wider Objective:

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

To contribute to modernization in digital learning environment in Sri Lankan universities.

Indicators of progress:

What are the key indicators related to the wider objective?

Universities in Sri Lanka who have taken a policy decision to transfer their delivery of education into online mode.

How indicators will be measured:

What are the sources of information on these indicators?

Annual Reports of universities and University Grants Commission report in Sri Lanka

To contribute to the modernization agenda of the Sri Lanka higher education through the digitalization and innovation of the learning environment in 3 Sri Lanka HEIs

Universities who have Reached the targets set by the Ministry of Education within Agenda 2030 for modernization of Sri Lanka HE system

Ministry reports within periodic assessment of universities

Specific Project Objective/s: <i>What are the specific objectives, which the project shall achieve?</i>	Indicators of progress: <i>What are the quantitative and qualitative indicators showing whether and to what extent the project's specific objectives are achieved?</i>	How indicators will be measured: <i>What are the sources of information that exist and can be collected? What are the methods required to get this information?</i>
To improve capacity of academic staff in digital teaching and assessment.	Teachers dedicate more hours to online teaching	Teachers personal time tables and progress reports
To increase new opportunities for students through online education supported by technology.	Number of hours Teachers are covering in online teaching and assesment. More students enrol for online modules	University records on student enrollment, progress reports of students, reports of online platforms/LMS on using online facilities
To widen the academic offer of innovative digital modules of high quality in the piloting fields of study	Number of students enrolled for distance education and hours covered during online lectures and assignments.	

Do the time tables currently record the number of teaching hours done face-to-face AND the ones done online? If not, this source is not reliable unless you do not change its functioning, however, this might require additional activities to be considered within the project or change the indicator.

To introduce a quality assurance policy to organize and assess digital teaching and learning

By the end of the project each partner has introduced in the academic offer at least XXX new modules offered online OR has transformed YYY traditional modules into YYY innovative modules offered online

Students appreciation of the module increased of XX%

SOURCES:
 Official academic offer and syllabus published by the universities
 Reports of students' assessments survey results

LFM: useful terms

	has/have to be expressed in terms of
Wider objective	in terms of "to contribute to..."
Specific objectives	in terms of benefit to the target group being "increased/ improved"
Deliverables	in terms of a tangible on intangible results "delivered/produced/conducted"
Activities	in the present tense starting with an active verb such as "prepare, design, develop, research"

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

Project Management in Simple Words



Project Management in Simple Words

Project Management is how organize and manage resources that are necessary to complete a project. A project is a piece of work which is not a process or an operation. It has a start, an end, and goals.

The project success or failure is based on the people involved in the project.

Project Management Cycle

Initiation

Planning

Execution

Performance/
Monitoring

Closing

- ❖ Project Strategy
- ❖ Governance
- ❖ Delivery Structure

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



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)

Project Organization Structure



Risk Management

- During the project life cycle one of the partners decides that their university will not 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?

Management Tips

- Don't forget the human element. You're not alone. **TEAMWORK.**
- Communication is **IMPORTANT.**
- Always ask questions, never assume.
- Understand that there's conflict on every **project.**
- Be the participant observer.

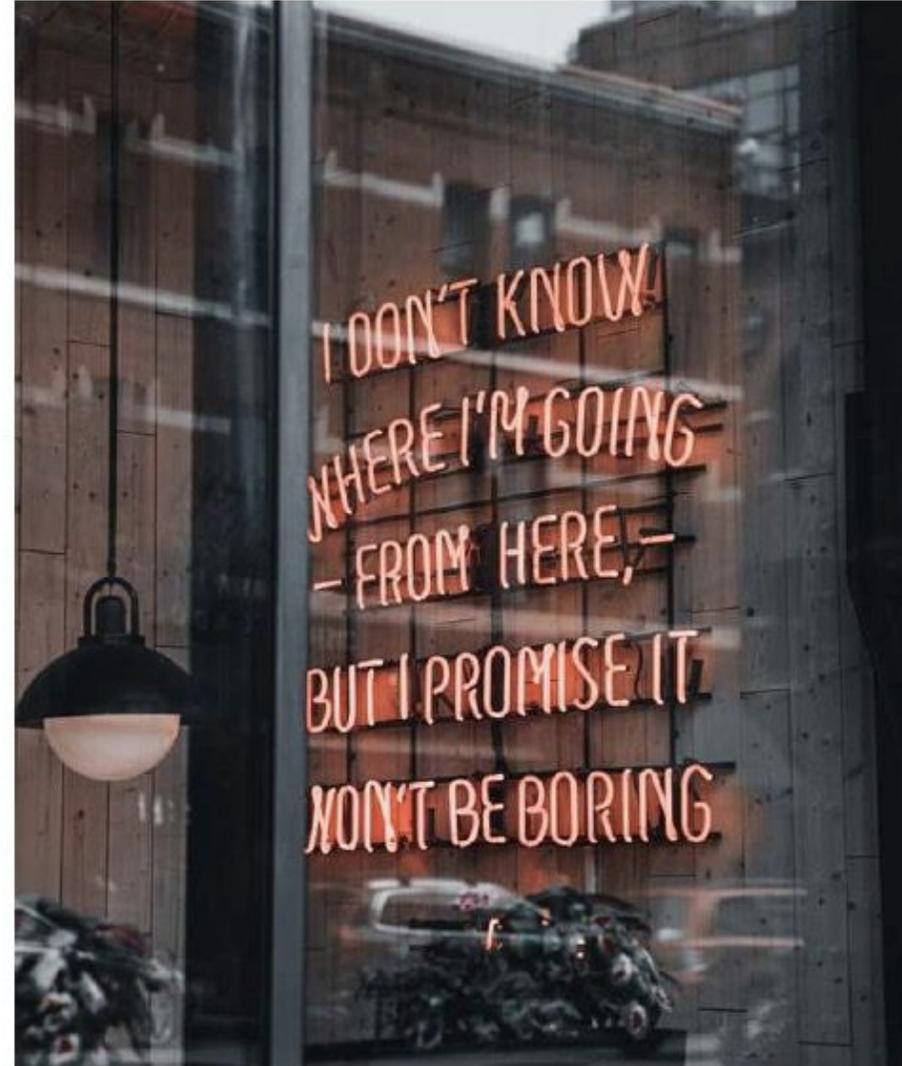


how to

make a
sustainable project

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



thank
YOU:-)
