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TOOLKIT Internal Cascade Training

International Relations Office
University of Peradeniya



Project Design and Management

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Outline

- Basics of Project Management
- Writing a Winning Proposal
- Managing of Projects
- Risk Management
- Useful Tools



“A dream written down with a date becomes a goal. A goal broken down into steps becomes a plan. A plan backed by action makes your dreams come true.”

Greg Reid

“Trying to manage a project without project management is like trying to play a football game without a game plan.”

Karen Tate



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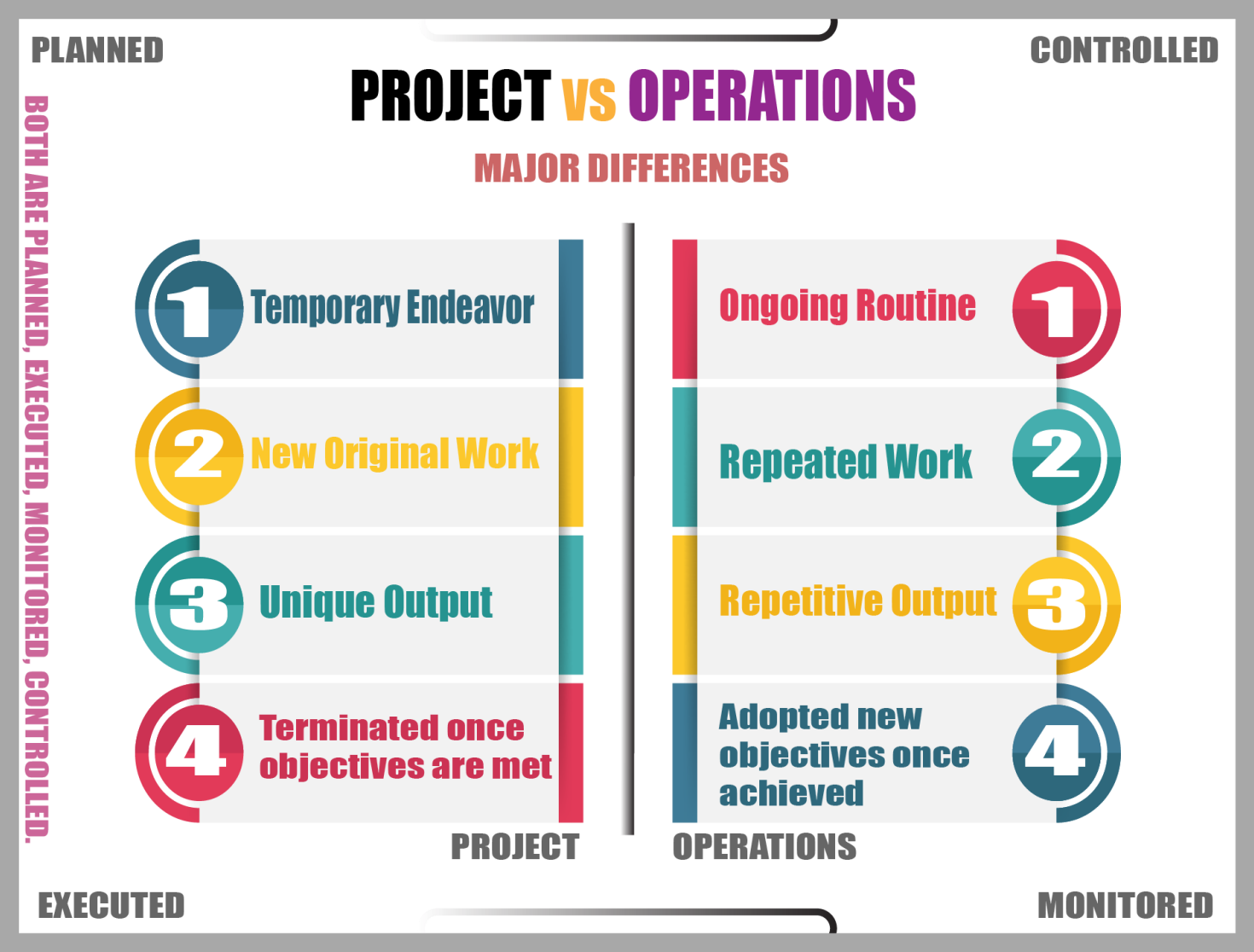
What is Project Management?

- Every project has a beginning and an end. While the start can be fuzzy as ideas evolve gradually into projects, the end of a project should be clearly defined.
- Every project produces a unique outcome. Note that this outcome can be both tangible (e.g. a piece of software) or intangible (e.g. a new set of guidelines).
- Projects are unique and temporary, similar to innovation.
- Project Management itself consists of methods, theories and techniques to manage the complexity of project work.



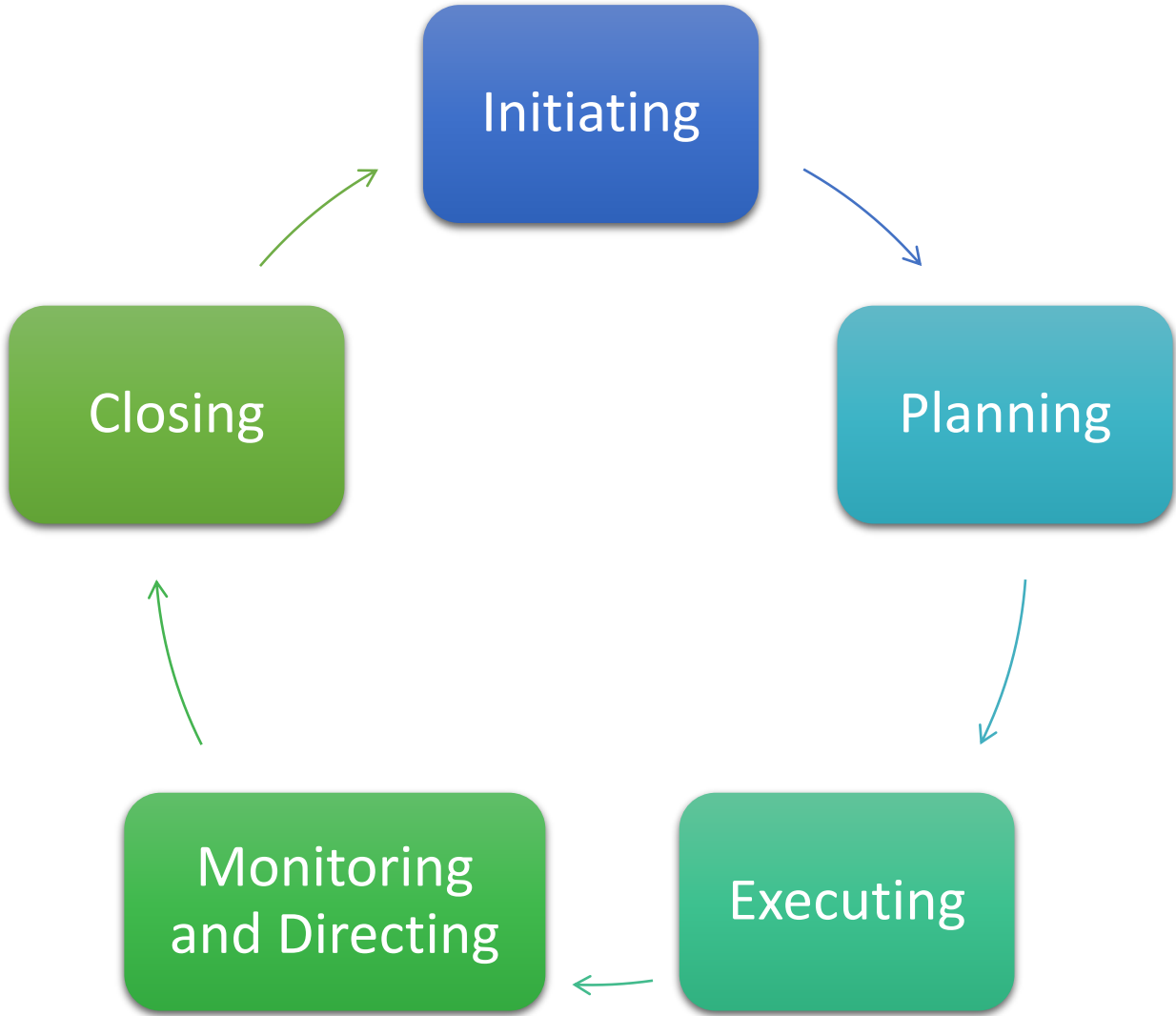
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Project vs ongoing operations



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Project life cycle



Role of a Project Manager

- Project Manager is responsible for the project for an organization while ensuring these projects are on time, on budget, and within scope.
- Project Managers are required to have a specific set of skills.





Secrets of writing a Winning Proposal



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Getting a Grant

Welcome onboard!

- Only a few scholars write competitive research grant proposals in Sri Lanka.
- Sri Lanka is ranked 101th place in Innovation Index, 2020

“Nation that has no innovation will not arise” - *Kumaratunga Munidasa*

Bitter Truth: No real recognition/benefit for the researchers. So we do this for the fun of it and for the self satisfaction of success despite all constraints.

Fun Part: You have a good chance of getting a competitive grant due to less competition.

Good Proposals are not Enough

Types of Choices

- Research
- Capacity Building
- Industry Collaborations
- Student/Staff Exchange

Ways of winning

- Individual (Self Management)
- Consortium (Group Management)



Before you start

1. The most important things is to **read the “Project Call”** and attend information sessions.
2. **Underline the specific words, phrases, guidelines, directions, etc.**
If not “Most great proposals become good proposals at this stage”
3. **Learn the objectives of 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**
6. Have a sense about the **“probability of getting a fund”** under a particular call before you start.



More than 15% of proposals miss important parts of instructions, guidelines, etc. (NSF, USA proposals)

Plan well ahead

Select a team

- **Individual:** From whom you can get support and instructions.
- **Group:** Collaboration, corporation and punctuality are more important than “Smart Brains”.

*Brainstorming: describe their **exigence** (why they are personally interested in the topic) and **kairos** (why this is a relevant and timely topic for others), Write down their current understanding of each topic and enthusiasm*

Preliminary data

- Collect sets of information/data for your next proposal well in advance (For CB projects: interviews, surveys, etc.)
- Assign some preliminary work to your group members.

Thorough Literature Search

- Need to identify gaps.

Satisfying People

Reviewers

- You need to convert complex ideas into simple linear text, figures, tables, etc.
- They know (at least act) better than you: if you convince that is not enough, they have to be convinced and convincing them is tough.
- They may look for weak points in your proposal (since all proposals are good).
- They also look for evidence.
- **Writers and Readers see text/graphs/etc. differently.**

Funding Agency

- Address all requirements mentioned in the “grant call”

Collaborators

- Distribute appropriate workload and budget for them



Identify the Gaps

If you cannot show gap(s), you will not get funds

Use negative words to show gaps

- Nobody, none, no information, etc.
- What was not done
- No wishy-washy approach

Don't use

- To the best of our knowledge, Most of the previous research, Only few of the researchers

Objective should be clear

- Don't use: to study, to investigate. Use: "to determine", "to develop", "to solve".



Pinpoint the Gap!

Tips to Write a Winning Proposal

✓ Follow the instructions and Answer the queries

D.1 Why does the consortium undertake this project?

- – Which problem(s) will the project address in the participating Partner Countries? Why are these problems pressing?
- – Please explain the result of the need analysis carried out for each Partner Country and for each Partner institution and provide qualitative and quantitative evidence for your results. Please refer also to studies carried out and feasibility analyses undertaken. In particular explain for each institution, why the support from the CBHE action is required. (limit 10.000 characters)

[Please delete the instructions below before submitting your full application]

INSTRUCTIONS FOR DRAFTING THE FULL APPLICATION

2.1.1. Description (max 13 pages)

Provide a description of the proposed action and its relevance, including all the information requested below, referring to the overall objective and specific objective(s), as well as to the expected results (i.e. impact, outcome(s), possible intermediary outcomes and outputs:

- Briefly outline the relevance of the action to the objectives/sectors/themes/specific priorities of the call for proposals and to the particular needs and constraints of the target country/countries, region(s) (including synergy with other development initiatives and avoidance of duplication)
- Define and describe the target groups and final beneficiaries, their needs and constraints and state how the action will address these needs and improve their situation. Describe the key stakeholder groups, their attitudes towards the action and any consultations held. Describe the technical and management capacities of target groups and/or any local co-applicants and affiliated entities.
- Present the intervention logic, explaining how the activities will lead to the outputs, then the outputs to the outcome(s) and finally the outcome(s) to the expected impact, making explicit the main assumptions and risks along this chain of results.
- State how the action will improve the situation of the target groups and final beneficiaries and the technical and management capacities of target groups and/or any local co-applicants and affiliated entity(ies).

- Use the required paper size and recommended fonts;
- Keep the exact number of pages as required;
- Keep the required order;



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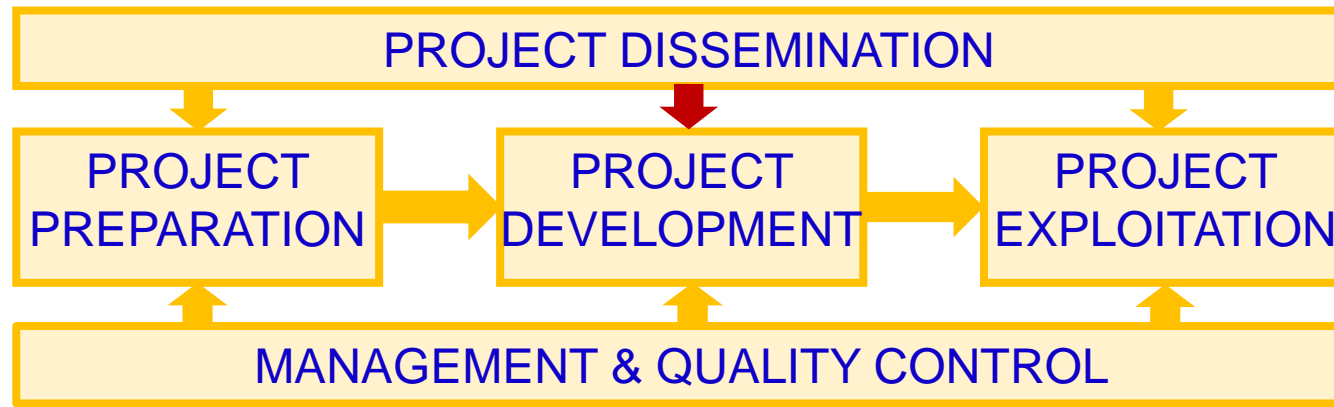
PROJECT STRUCTURE: Work packages (WP) Format



The entire project is generally divided according to **5 different stages** which cooperate to achieve the final result.

Each stage can be composed by one or more **Work Packages** with specific aims which help to better frame and organize the workflow.

Each Work Package is composed several practical **Activities**.



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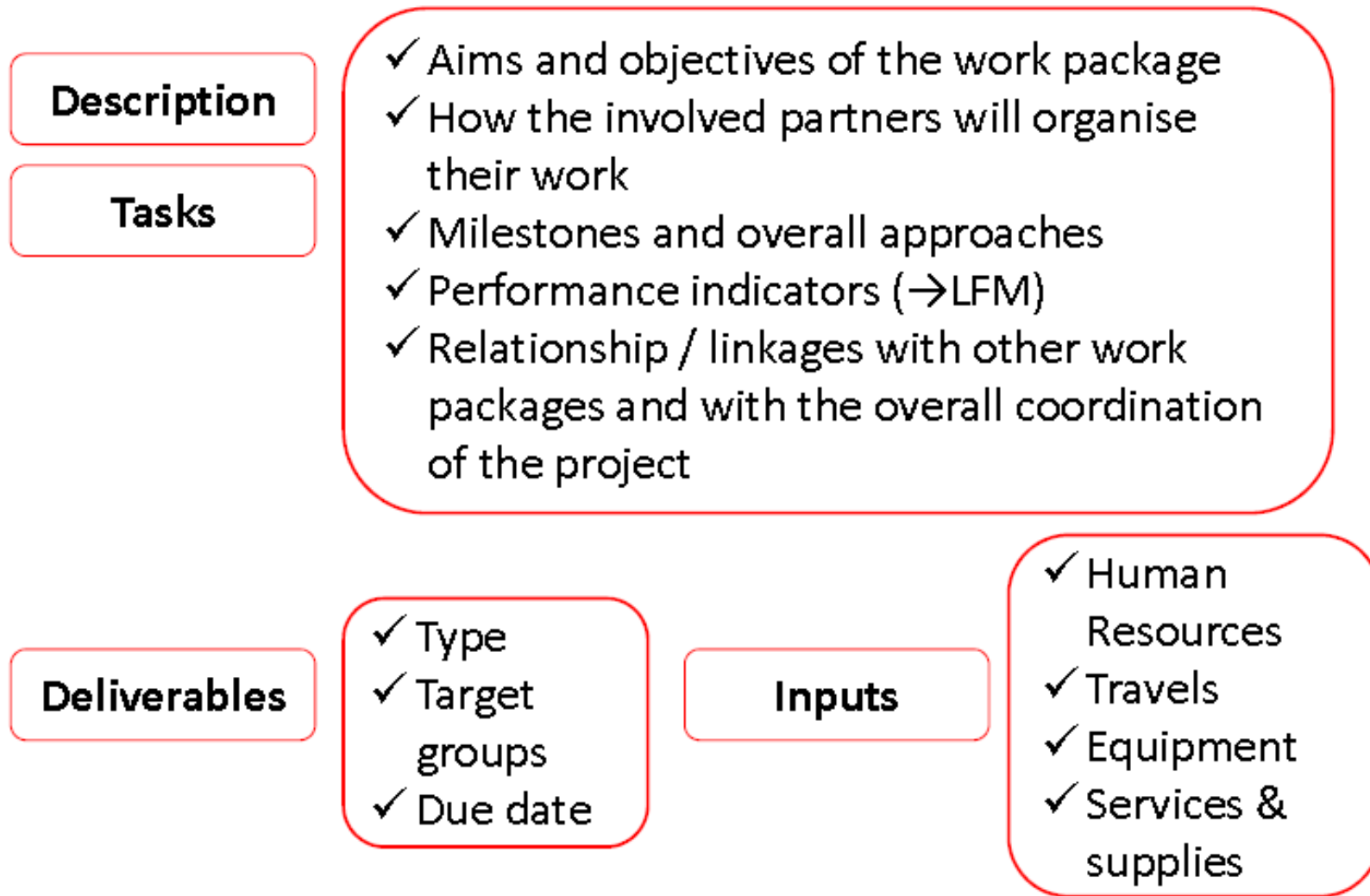
Logical Framework Matrix (LFM) Basics

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 objectives 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 indicators to measure whether and to what extent the project achieves the envisaged results and effects?</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]



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Logical Framework Matrix (LFM) Basics



Managing a Project

Time management

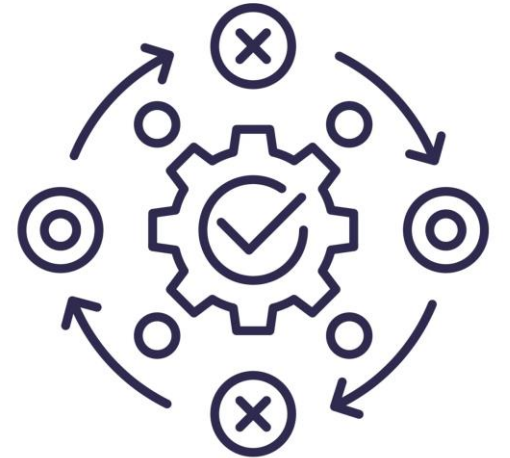
- Think: Could you can allocate a significant time to develop a proposal?

Scope

- Clear cut boundaries of the project (No more, No less)

Budget

- Don't be greedy (Ensure good value for the money)
- Don't try to buy too many instruments, add money only for the people who are needed to accomplish the tasks, all activities should be covered, allocate enough money for co-investigators/collaborators.



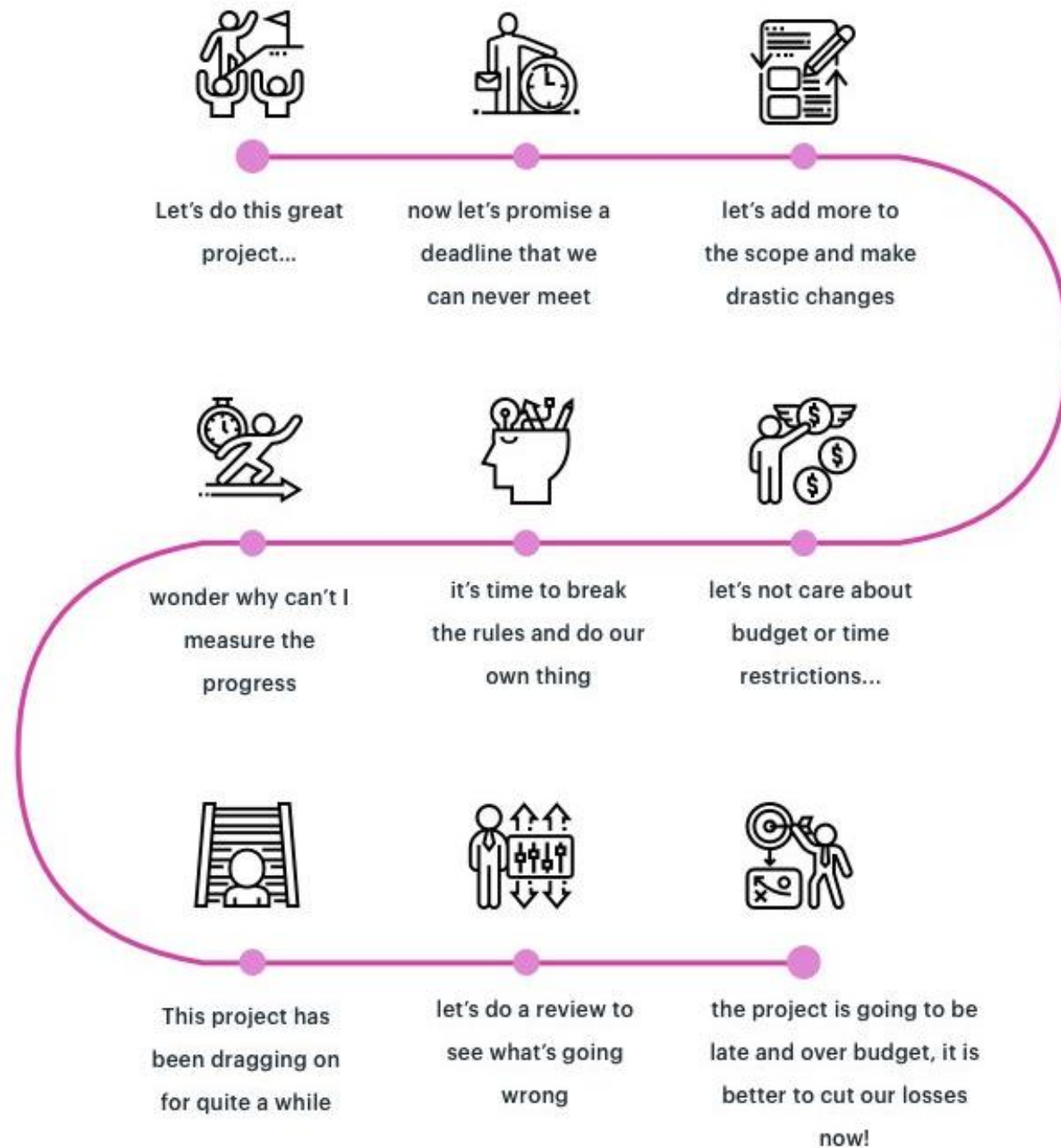
Coordinating a Project

Coordinating a project is a complex task which arises different issues and calls for specific expertise



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Why Projects Fail?



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Risk Management in Project Implementation

1. Make it happen! try to keep projects going on despite obstacles
2. Communicate: most of projects fail due to poor communication
3. Be creative, there is more than plan A
4. Keep believing in yourself
5. The show must go on...solutions are round the corner. Have a look!



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Project Management Tips

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

1. Division of work (Work Packages and Tasks)

2. Division of work during the project
(Months, Work plan, Timetable)

3. Division of responsibilities between partner

4. Division of products (List of Deliverables)

Useful Tools

Confluence

- Confluence is a collaboration wiki tool used to help teams to collaborate and share knowledge efficiently.
- Features
 - No Limit-Can create n number of spaces for different departments or projects
 - Space contains n number of pages in a tree structure
 - Share anything using confluence like images, videos, documents, charts, to do list etc.
 - Permissions-control permissions of each space for people and groups

[IncEdu - Developing Inclusive Education for Students with Disabilities in Sri Lankan Universities](#)



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Role of the IRO in International Projects

- Identification of funding programs and relevant calls
- Organization of promotional events for the academic community
- Organization of sessions on proposal writing/filing applications
- Support for obtaining necessary approvals to initiate projects (Ministerial level approvals, ERD, NPD etc.)



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Knowledge is NOT power.
Knowledge is only POTENTIAL power.
Action is power.

Tony Robbins



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Good Luck!



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