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TOOLKIT

BEST PRACTICES IN THE MANAGEMENT OF INTERNATIONAL PROJECT

UNIVERSITY of BOLOGNA

April 28th 2021

AGENDA



- PROJECT MANAGEMENT DEFINITION
- PROJECT MANAGEMENT CYCLE
- MANAGEMENT PHASES
- HOW TO IDENTIFY RISKS?
- EXAMPLES OF RISKS MANAGEMENT



PROJECT MANAGEMENT IN SIMPLE WORDS



Teamwork

Communication

Problem solving

Risks

PROJECT
MANAGEMENT

Budget

Deadlines

Goals

Planning

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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?



EXECUTION

- Project Strategy
- Governance
- Delivery structure

- 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 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)



Please enter the different project activities you intend to carry out in your project. Make sure that the information in this section is consistent with the project Logical Framework Matrix.

H.1. Description of work packages, outcomes and activities

Work package type and ref.nr	PREPARATION	1
Title	Baseline study on International Strategies in Asia and its practices	
Related assumptions and risks	Asian partner Universities are able to establish an effective collaboration with other national Universities starting from this WP. The questionnaires developed are easily accessible and understandable for their target groups.	
	<p>GENERAL AIMS</p> <p>The overarching aim of WP1 is to consolidate a clear and detailed picture regarding the state of the art of current internationalization strategies, IRO structure (personal, budget, organisational charts), tools and actions pursued in the three Asian countries, so to identify their main needs and priorities in such field. The</p>	

1. Division of work (Work Packages and Tasks)

Description	<p>The vast majority of the universities located in Myanmar, Laos, and Sri Lanka, in fact, are currently committed to enhance and expand their international profiles, even though they often lack the expertise and know-how to frame efficient and coherent approaches. Accordingly, the exploration will start from the analysis of these limitations in several different fields, encompassing the key shortcomings in the already existing strategies and projects, in the mobility flows that currently link these universities with the global academic community, and also in terms of the most recurring needs expressed by the target groups (students and academics) on the further steps towards a more effective internationalization process.</p>
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PROJECT STRUCTURE



3. Division of responsibilities between partner

	- Identification of the key issues and problems currently affecting the internationalization policies and tools drafted by local institutions, so to better tailor the training activities of the following WPs.		
Estimated Start Date (dd-mm-yyyy)	15/11/2018	Estimated End Date (dd-mm-yyyy)	15/05/2019
Lead Organisation	P1, P4		
Participating Organisation	All partners		

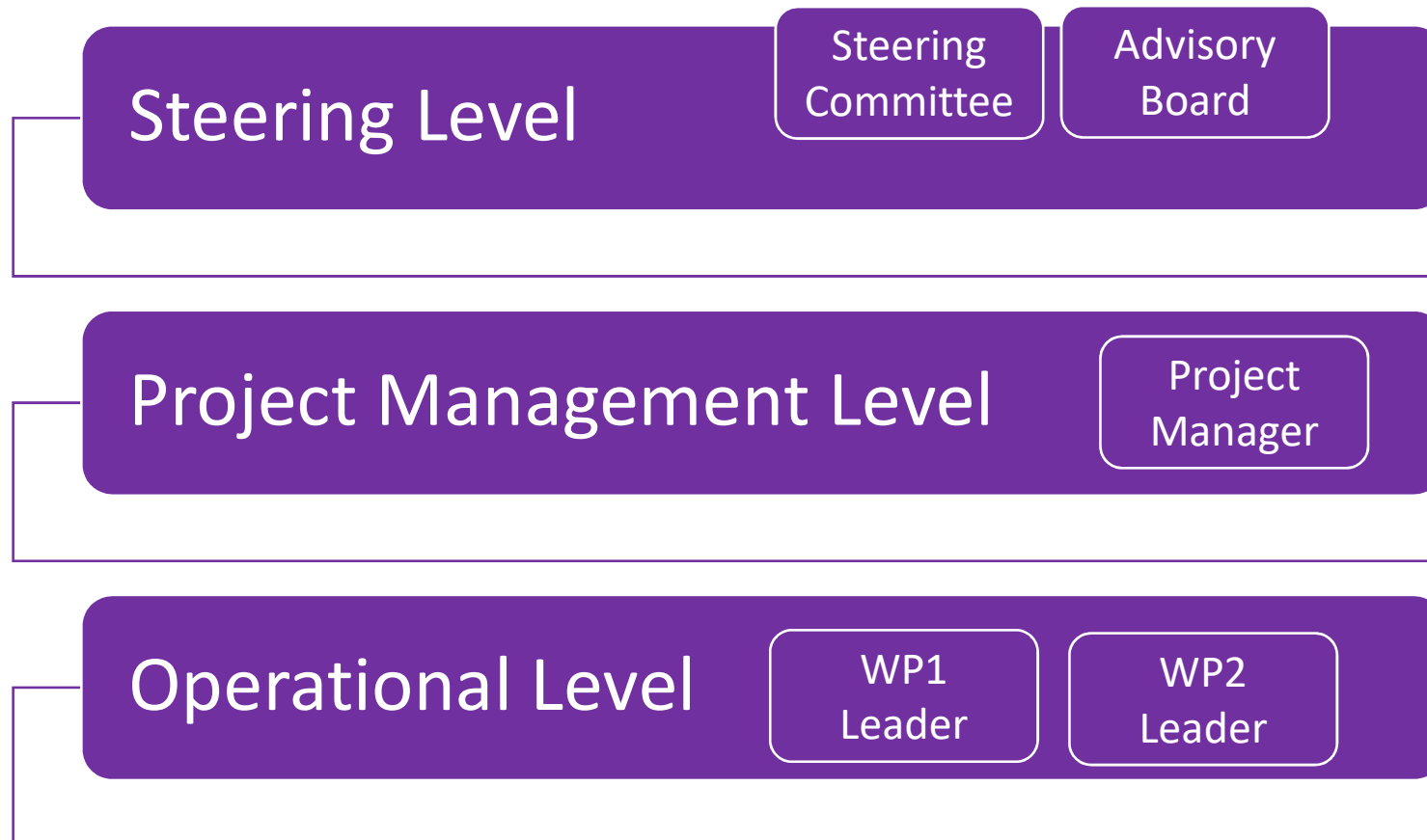


4. Division of products (List of deliverables)

Deliverables/results/outcomes

Expected Deliverable/Results/ Outcomes	Work Package and Outcome ref.nr	1.1.	
	Title	Analysis of the existing policies, strategies and IRO status	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	<u>AIMS</u> The aims is to consolidate an accurate knowledge surrounding the internationalization policies and strategies	

PROJECT ORGANISATION STRUCTURE



CONTRACTUAL PROCEDURES



Grant
Agreement (GA)

Partnership
Agreement (PA)

Mandates/Letter
of intent or
interest/MOU

Confidentially
Agreement
(research)



FINANCIAL MANAGEMENT



Centralised

Decentralised

Mixed of both

- Which one is better?

Advantages and disadvantages



FINANCIAL MANAGEMENT



STAFF COSTS:

- 50% of the estimated STAFF COSTS Erasmus+ grant contribution at the time of signature of this Agreement;
- 40% of the estimated STAFF COSTS Erasmus+ grant contribution within 60 days after the receiving of the second pre-financing from the EACEA provided that the necessary proofs of expenditure/activity have been already made and correctly reported covering at least 70% of the previous pre-financing instalment paid.
- the balance of the actual expensed will be transferred within 60 days after the receiving of the EACEA's approval of the final financial report and the final instalment has been transferred from EACEA to the Coordinator.

TRAVEL COSTS AND COSTS OF STAY

According to Annex III, TRAVEL COSTS and COSTS OF STAY will be managed by the Coordinator and specific partners only. Therefore, these budget line will be not included in the calculation of the Erasmus + grant contribution to disburse.

FINANCIAL MANAGEMENT



EQUIPMENT

Erasmus+ grant contribution for EQUIPMENT COSTS will be transferred from the coordinator to the beneficiary according to the following procedure:

- the beneficiary sends to the coordinator the quotation for the list of the needed equipment and/or services. In case of a call for tender, the beneficiary shall send to the coordinator 3 quotations;
- the coordinator approves the quotation and authorizes the expense;
- the beneficiary receives the Erasmus+ grant contribution from the coordinator and proceeds to the purchase of the equipment / services.

The beneficiary is responsible to keep all financial documents as evidence for the correct use of the grant, to provide proof that the equipment is recorded in the inventory of the University and labelled with the Erasmus+ stickers.

SUBCONTRACTING COSTS

Erasmus+ grant contribution for SUBCONTRACTING COSTS will be transferred from the beneficiary according to the needs of the beneficiaries, which will be discussed and approved during the General Assembly project meetings following the procedure described below:

the beneficiary submits to the coordinator the request for the grant contribution for subcontracting costs

MANAGEMENT ... to recap



- Monitoring objectives and deliverables
- Partnership management (synergy with partners)
- Outcomes project and monitoring time
- Dissemination and exploitation
- Financial management
- Subcontracting/Equipment



MANAGEMENT TIPS



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



MANAGEMENT TIPS



SECOND PART

EXAMPLES OF RISKS MANAGEMENT



RISK MANAGEMENT



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?





THANK YOU VERY MUCH!

ROMINA KNIAZ

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