UNIVERSIDADE DE ÉVORA

UNIVERSITY OF ÉVORA

Training on Project Design and Management

WP3. Capacity building on project design and management

Preparation of a CBHE project proposal

Part B – technical description

Quality of the project design and implementation (III)

Paulo Resende da Silva, University of Évora
Anabela Elias, University of Évora

Alba Spa Hotel, 9th and 10th December 2024

Phu Xuan University

Co-funded by the European Union

STRIVE
Strengthening Internationalization of Vietnamese Emerging Universities

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1. Project staff

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1. Project staff

This section should describe the project teams and staff and how the they will work together to implement the project.

List the staff included in the project budget (budget category A) by function/profile (e.g. **project manager**, **senior expert/advisor/researcher**, **junior expert/advisor/researcher**, **trainers/teachers**, **technical personnel**, **administrative personnel** etc. and describe shortly their role/tasks.

In the next slide, we'll give an example of the framework and tasks of each of the members of the University of Évora team in the STRIVE project.

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1. Project staff

Example of the University of Évora project staff

Name and function	Organisation	Role/tasks	Professional profile and expertise
Paulo Resende da Silva (Manager)	UÉvora	Participation to the steering committee meetings, coordination of the institution's working group, approval of the WP1 quality reports	Paulo Resende da Silva, PhD in Management, focus on University Organisational Model and the Informational University Model, master's in "Management, Strategy, and Organisational Development", and bachelor's in Management. Between 2008-2018 it was actively involved in the university management and governance, participate the creation of the new organisational model of the University of Évora, was vice- head of the Social Science School and head of the Management Department. It was internal coordinator of Erasmus + projects, ENROL (internationalisation of the Libyan Universities – 2015/2017), HR4ASIA (strategic human resource management for southeast Asian Univerties – Cambodia, Laos, Thailand and Vietnam – 2017/2019), and INSPIRE (practical governance for higher education in Iraq – 2019-2022). It also participates in another projects, as the impact of the universities in the region (a Interreg Project in 2005-2007) and Conecta Pymes (the digital transformation for the SME´s (a Interreg Project in 2020-2022). Supervisor several theses on the university management, health management, knowledge management, and information and organisational management. Areas research: information management, knowledge management, university management and governance, change management and digital transformation.
Jaime Serra (Researcher)	UEvora	Contribution to WP3.2 Erasmus+ KA2 CBHE project proposal, contribution to WP5.1.1 preparation of dissemination plan contents, support to WP6 deliverables finalization	Holds a PhD in Tourism from the Faculty of Economics - University of Algarve, Portugal (2014). He concludes his master degree in Management (specialization in Marketing) by the University of Évora, Portugal (2006) and the Degree in Tourism Management and Strategy at the Polytechnic Institute of Beja, Portugal (2000). He is Assistant Professor of the School of Social Sciences at the University of Évora in the field of Tourism Studies (Bachelor and Master degrees). He is also researcher at the Interdisciplinary Centre for History, Culture and Societies (CIDEHUS: G1 - Societal Changes research group) – University of Évora. Coordinator of the CREATIVE TOURISM LAB at CIDEHUS. [2017-...] Research member team of the CREATOUR project – Creative Tourism Destination Development in Small Cities and Rural Areas, funding by FCT – Portuguese Foundation for Science and Technology | COMPETE 2020 | PO Lisbon and PO Algarve. PI of PISTA project (Sharing Information on Sustainability of Tourism in Alentejo), funding by EU/FEDER PO Alentejo. Co-founder and member of the Scientific committee of ASTO – Alentejo Sustainable Tourism Observatory. His research interests are in the field of tourism demand trends; sustainable smart destinations, tourist behaviour; applied quantitative methods.

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Part B – technical description

Quality of the project design and implementation (III)

2. Quality assurance

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2. Quality assurance

The main goal of Quality Assurance is:

- Ensure that all phases of the project, from design to implementation and final evaluation, meet the **quality standards** required by the Erasmus+ program;
- Ensure the efficiency and **transparency** of all project activities.
- **Planning and Monitoring**: Clear processes, measurable objectives, and a well-defined timeline;
- **Continuous Evaluation**: Regular monitoring of results with adjustments made when necessary;
- **Stakeholder Involvement**: Inclusion of all relevant parties (universities, local authorities, businesses, etc.) in the monitoring and feedback process.

WP3. Capacity building on project design and management

2. Quality assurance

Quality assurance in the STRIVE project:

- **Designation of quality committee members**: at the start of the project, each partner appointed a member of staff to integrate the quality committee in charge of the elaboration of the quality plan and the draft of the quality control reports;
- **Quality plan**: the quality plan, prepared by the quality committee members, set the quality standards, the practices, the responsibilities and the sequences of activities needed to achieve project deliverables under each work package;
- **Quality control reports**: the three reports, released at month 9, 18 and 27, based on the feedbacks received by partners on project implementation and on the quality and quantity of supporting documents received, aims at monitoring the progress of project implementation ensuring the highest quality of project deliverables.

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Part B – technical description

Quality of the project design and implementation (III)

3. Risk management

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3. Risk management

Risk Management Identify **potential and critical risks** and develop **mitigation strategies** or difficulties related to the implementation of the project, and measures/strategy for addressing them.

Risks could include delays, budget issues, legal challenges, partner disengagement, or external factors (e.g., pandemic situation, military conflicts, or natural disasters).

Risks may also include **financial management** (e.g. only eligible expenditure must be associated, any changes must be authorised in advance) and **compliance rules** (e.g. conflicts of interest).

Risk assessment should be carried out through an evaluation of the probability and impact of each risk and also prioritize risks based on their potential effect on project objectives (time, cost, quality). [**INSPIRE PROJECT**]

Risk Mitigation Strategies: Develop preventive measures and actions to reduce the likelihood or impact of risks or contingency plans

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3. Risk management

As for the STRIVE project, 9 possible risks were identified during the application phase, where risk mitigation measures have been proposed:

1. Change in the governance of the universities;
2. Limited staff turnover throughout project lifecycle;
3. Ensuring a smooth workflow of staff involved, management and quality control;
4. Commitment of the university staff (professors, career office staff and administrative staff) to take part to the trainings/workshops given their interest and daily workload;
5. Low commitment of the university students and staff to share their mobility experiences;
6. Interest of students and staff to take part to the awareness raising seminars on Erasmus+ programme opportunities;
7. Decreasing interest of stakeholders in planned dissemination activities;
8. Low willingness of Vietnamese universities to share the indicators of performance in internationalization;
9. Willingness of stakeholders to join the internationalization virtual center in Vietnam.

WP3. Capacity building on project design and management

3. Risk management

INsPIRE

Innovative Governance Practices in the Higher Education Institutions in Iraq

WP3. Capacity building on project design and management

3. Risk management

LOGICAL FRAMEWORK MATRIX – LFM			
Wider Objective: *What is the overall broader objective, to which the project will contribute?* • The project aims at supporting, through the cooperation of European institutions, the rebuilding, modernisation, and internationalisation of higher education institutions (HEIs) in Iraq	***Indicators of progress:*** *What are the key indicators related to the wider objective?* • Improved HEIs governance and developed institutional management systems in Iraq	***How indicators will be measured:*** *What are the sources of information on these indicators?* • Self and external institutional assessment before and after project implementation • Good governance guidelines handbook • Number of changes, modifications occurred in the management structure, policies, procedures as a response for the recommendations of experts at each Iraq partner university	
Specific Project Objective/s: *What are the specific objectives, which the project shall achieve?* • Enhance good governance, management and accountability practices in the HEIs • Establish a clear governance framework, including well-defined and clear mission and goals through the definition and implementation of action plans • Strengthen the development of HEIs specific strategy • Strengthen the international relations management within the HEIs • Improve the participation in strategic planning and development activities of non-university actors and non-state actors	**Indicators of progress:** *What are the quantitative and qualitative indicators showing whether and to what extent the project's specific objectives are achieved?* • Increased awareness of university leadership toward university good governance practices • Number and quality of documented, approved and developed procedures, policies and manuals explaining the decision making process among the institutions thanks to the institutional plans • Number of university staff involved in training activities for international relations development • Number of university staff has enhanced its capacities and competences on strategic planning et governance • Institutional values, policies, procedures to insure the commitment	**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?* • List of participants in several activities and workshops organized during the project, especially those from higher administrative positions. • Events questionnaires to assess the impact of capacity building and dissemination impact • Number of documents received from Iraq partner institutions, reviewed and well approved by the EU experts representing the positive changes and enhancement occurred at these institutions • Training material, training agenda for the training activities of WP2 and WP4 • Summing up the number of institutional decisions taken as a response to improve the governance	**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?* • Political stability in the Iraqi region • Capacity to cooperate between partners • Parteners participate activley in this project because they believe how important it is and the great impact which will be gained at the end of the project. • The willing of university management to support the project and to participate with all development activities. •

WP3. Capacity building on project design and management

3. Risk management

	to values and policies are well prepared, approved, shared and published on the websites of institutions. • A positive change in governance practices which is measured by the diagnostic tools after implementing the institutional plans • Increased stakeholders satisfaction especially with aspect related to university governance.	framework at each partner institution	
Outputs (tangible) and Outcomes (intangible): • *Please provide the list of concrete DELIVERABLES - outputs/outcomes (grouped in Workpackages), leading to the specific objective/s.:* WP1 Update of Need Analysis 1.1 Key stakeholders map 1.2 Three field visit in Iraq universities (Mosul, Baghdad & Bassora) 1.3 Diagnostic tool 1.4 Final report if the update needs analysis (included desk research e self-evaluation) WP2 Training and capacity building activities for internal staff in quality assurance and strategic planning 2.1 Online training platform 2.2 Report on the training study visits at EU universities 2.3 Report on the 3 trainings in Iraq HEIs 2.4 Report on the local ToTs in Iraq (programme, list of participants, training content...) WP3 Implementation of changes and	**Indicators of progress:** *What are the indicators to measure whether and to what extent the project achieves the envisaged results and effects?* • At least 4 different governance models at the four EU universities were reviewed in order to build a collective and comprehinsive understanding about EU governance practicies • At least 8 research papers/ case studies have been reviewed in order to design the diagnostic tool • All Iraq partners have participated in the gap analysis process provided all needed information and evidences to correctly assess their needs and dra a reliable institutional plan. • Institutional plans are prepared and validated • Reports, documents were developed and submitted according to time plan • Project quality, dissemination, management teams (three teams) are formed before the end of 3rd month	**How indicators will be measured:** *What are the sources of information on these indicators?* • Reports are ready and submitted on time, gap analysis tool is ready for sharing and publishing as schedualed • Annual management reports are prepared and submitted on time • Activities, workshops, meetings, handbooks, publications and media works are all published on their dates on the project website • Percentage of participation by project partners in all training sessions. • their feedback and evaluation for the training is also required to measure the impact and effectiveness of the training • Annual (internal and external) evaluation reports • Stakeholders satisfaction questionnaire • Statistics about website visitors.	**Assumptions & risks:** *What external factors and conditions must be realised to obtain the expected outcomes and results on schedule?* • The process of need analysis will be reliable and credible and will result a noticeable improvement at the Iraqi HEIs. • The implementation of action plans, consultative centre will have a great impact in the Iraqi HEIs. • Project partners will consider the project one of their priority and will provide adeguate time and resourses. • EU expertise will be available. • The internal coordination will be assured by the participation of at least one member for each partners during all the running of the project. • Partners project develop a dynamic and responsive use of the web site/social media

WP3. Capacity building on project design and management

3. Risk management

7.5 Exploitation and Sustainability Plan 7.6 Report of the Final conference WP8 Management 8.1 Administrative Project Management 8.2 Interim Financial Report 8.3 Final Financial Report			
Activities: *What are the key activities to be carried out (grouped in Workpackages) and in what sequence in order to produce the expected results?* • WP1 Update of Need Analysis • T1.1 Preliminary desk research, collection of relevant data • T1. 2 Identification of stakeholders • T1 .3 Identification of existing governance frameworks and best practices • T1.4 Design and preparation of a diagnostic tool • T1. 5 Conducting self-evaluation for a final assessment study • WP2 Training and capacity building activities for internal staff in quality assurance and strategic planning • T2.1 Designing of training content and programme • T2.2 Development of training methodology and didactic material • T2. 3 Selection of training participants • T2. 4 Implementation of online	***Inputs:*** *What inputs are required to implement these activities, e.g. staff time, equipment, mobilities, publications etc.?* • • Staff/days WP1 Preparation: 533 days • Staff/days Development (WP2, WP3, WP4, WP5): 1966 days • WP6 Quality: 444 days • WP7 Dissemination : 456 days • WP8 Management: 940 days • • Support of EU partners is needed to provide expertise and training resources as well as showing their own experience in the university governance (this is the most important contribution of the EU partners • Sub-contracting: • Designing and setting up the project website, hosting and maintenance • External Quality Assurance • Handbook translation in Arabic • External financial Audit		**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?* • WP1: Accessibilty to previous research and literature; finding the proper expertise, researchers, and contributers. it is assuemed that partners have the capacity to provide such resources. • WP2: Interest of universities' management and teams to attend/support online training, study visit and field visit. • WP3: The need analysis assessment describes in a realistic way the current governance situation and leadership and teams from the partner institutions in Iraq are keen to start the change.

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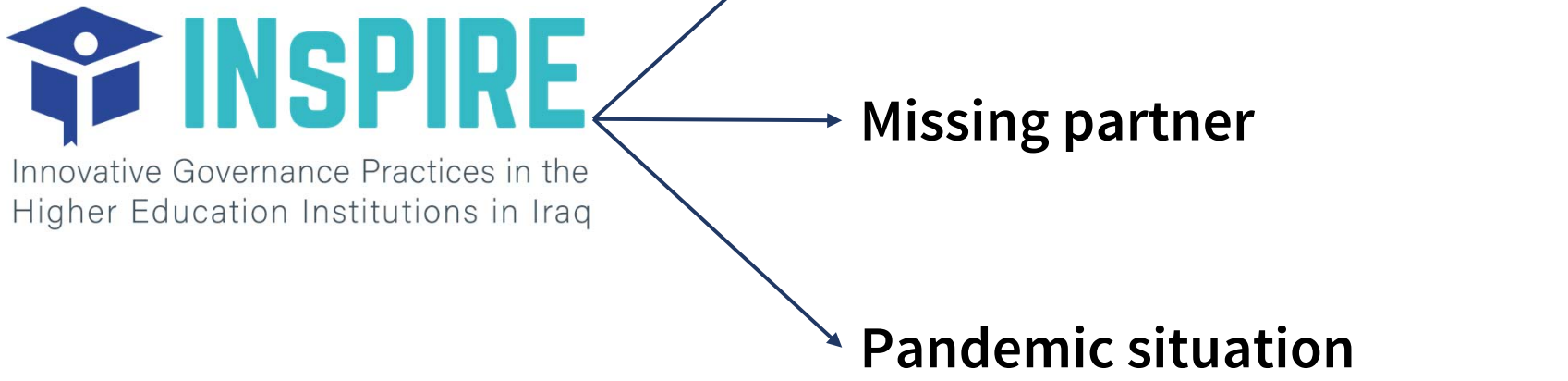
3. Risk management



WP3. Capacity building on project design and management

3. Risk management

Political/Governmental risk

INsPIRE

Innovative Governance Practices in the Higher Education Institutions in Iraq

Higher Education and Science Minister change

WP3. Capacity building on project design and management

3. Risk management

INsPIRE
Innovative Governance Practices in the Higher Education Institutions in Iraq

Missing partner

One partners disappear and not answer

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3. Risk management

INSPIRE
Innovative Governance Practices in the Higher Education Institutions in Iraq

Change all training program

Pandemic situation

Hue, 9th and 10th December 2024

Phu Xuan University

THANK YOU FOR YOUR ATTENTION !

VISIT US AT ÉVORA OR

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