Workshop co-facilitator: Ray Kirtley
R.Kirtley@hull.ac.uk

International Resource Centre for Schools and Colleges, University of Hull, UK
(part of the Faculty of Education)

Workshop objectives:

- A focus on project management in a LLL project
- Critical issues that arise in most projects
- Project management tools
The second Survival Kit

Ten years after the first Survival Kit, it was time ...

...for a new one ...
The Survival Kit partnership and team of authors

- Ray Kirtley
- Holger Bienzle
- Silvia Wiesinger
- Eija Wilen
- Calin Rus
- Eerika Hedman
- Vesa Purokuro
Multilateral Projects are **product-oriented** pilot projects. They typically develop or transfer innovative concepts or educational products, test and disseminate them in the educational community concerned and ensure they are used by the envisaged target groups.

These projects are performed by **temporary partnerships** of institutions and/or organisations.

A Multilateral Project partnership consists of partner institutions from different countries participating in the Lifelong Learning Programme. The number of partners and countries varies between different actions.
Characteristics of Multilateral Projects in the LLP

- One partner, the beneficiary or contractor, has the lead role in this centralised project concept. This institution acts on behalf of the whole partnership and concludes the Grant Agreement (often referred to as the contract) with the Executive Agency. The contractor is accountable for the achievement of the envisaged project results and for ensuring that the budget is spent according to the financial regulations.

- The project co-ordinator, who is normally, but not necessarily, a member of staff of the contracting institution, is in charge of the implementation of the project by the multilateral partnership.

- The level of funding of Multilateral Projects may vary according to the action and year but is fixed for all the projects selected under the same call.

- The project duration is normally between one and three years.
What are the main challenges in Multilateral Projects?
What are the challenges arising in Multilateral Projects?

- The coordination & leadership challenge
- The planning challenge
- The administrative challenge
- The co-operation and teamwork challenge

Projects management challenges:

- The intercultural challenge
- The virtual challenge
- The quality challenge
- The impact challenge
The co-ordinator of a Multilateral Project has to fulfil two roles:

- To be an efficient project manager
- To display the personal qualities of an inspiring and assertive project leader

There are different approaches to choose from for both of these fundamental roles.

What sort of leader will you be?
The planning challenge

- Multilateral Projects are complex undertakings which require considerable planning efforts.

- It is challenging to prepare a detailed project proposal with a diverse consortium of partners with different institutional backgrounds, from different education sectors and in different countries.

- Planning is not restricted to the application stage, but necessary throughout the project’s life cycle (including the exploitation phase).

Can you access planning tools appropriate to the project?
The administrative challenge

- The administrative requirements and regulations of the funding programme are rigid.

- Expect a relatively high administrative work load with regard to documenting and reporting of the project’s activities and costs.

- The regulations sometimes clash with the dynamics of a diverse and cross-cultural project team.

Does every member of your project consortium understand their administrative obligations?
The co-operation and teamwork challenge

Education products are jointly developed by professionals from different institutions with:

- Diverse interests
- Diverse organisational cultures, and from
- Diverse cultural backgrounds.

Cooperation between such diverse players is not an easy venture, nor is it the way things are normally done.

Transnational cooperation requires a specific set of values and the development of new working processes!

**Do you know the strengths (and weaknesses!) of each member of your project team?**
The intercultural challenge

- Often underestimated: co-operating with colleagues from other European countries entails an intercultural challenge.

- Different values, norms, and cultural habits, as well as different work cultures in participating countries often lead to misunderstandings or delays.

- Education systems in Europe vary considerably a time-consuming process of approaching and understanding each other’s work realities and contexts and developing a joint working terminology is necessary, and rewarding.

How might cultural diversity affect your partnership?
## Perhaps in terms of language!

<table>
<thead>
<tr>
<th>What the British say</th>
<th>What they mean</th>
<th>What others understand</th>
</tr>
</thead>
<tbody>
<tr>
<td>You must come for dinner</td>
<td>It’s not an invitation, I’m just being polite</td>
<td>I will get an invitation soon</td>
</tr>
<tr>
<td>Very interesting</td>
<td>That is clearly nonsense</td>
<td>They are impressed</td>
</tr>
<tr>
<td>That is a very brave proposal</td>
<td>You are insane</td>
<td>He thinks I have courage</td>
</tr>
<tr>
<td>That’s not bad</td>
<td>That’s good</td>
<td>That’s poor</td>
</tr>
<tr>
<td>With the greatest respect</td>
<td>I think you are an idiot</td>
<td>He is listening to me</td>
</tr>
<tr>
<td>I hear what you say</td>
<td>I disagree and do not want to discuss it further</td>
<td>He accepts my point of view</td>
</tr>
<tr>
<td>Oh, by the way</td>
<td>The primary purpose of our discussion is…</td>
<td>That is not very important</td>
</tr>
</tbody>
</table>
The virtual challenge

- Geographically spread project team
- Only few face-to-face meetings
- Much of the collaborative work must be organised virtually, with support of internet-based communication and collaboration tools
- Good user skills in information and communication technologies are critical

How will you assess and develop the necessary IT skills and competences in your partnership?
The quality challenge

- High quality expectations of the funding programme

- Expected contribution to improving the quality of education in Europe by developing and spreading high quality products or providing a systematic overview what is going on in a thematic field at European level

- Level of funding does not always correspond with these high expectations

What Quality Assurance measures will you put in place?
The impact challenge

- Multilateral Projects are expected to have an impact not only on the project consortium and its immediate environment, but on the educational sector concerned.

- Neither the EU funding programme nor national authorities offer very much support to project actors to reach their target groups and have an impact.

How will you ensure impact?

- Do you have an Exploitation Plan as well a Dissemination Plan?
People in the project

Shared ownership
Common aims
Agreement
Collaboration
Reflection
Learning process

You cannot always choose your partners
Only few meetings
Extra work?
Cultural diversity
Intensive, meetings

Different working cultures
Different definitions
Different situations
Different organisations
Different systems of management

Different cultures
Different needs & expectations
Different personalities
Different languages
Different nationalities

AN EFFECTIVE LLL PROJECT
So what does the Survival Kit offer?

The Survival Kit offers several different types of information:

- **Theoretical inputs** from project management and related disciplines
- **Recommendations** based on the European project work of the authors
- **Best practice** collected in many conversations with other project actors, programme managers and evaluators
- A range of **practical tools**: templates, resources and examples

Available separately for download on the Survival Kit website: [www.european-project-management.eu](http://www.european-project-management.eu).

NOTE: The Survival Kit must not to be confused with the Project Handbook: (Guidelines for Administrative and Financial Management and Reporting.)
What's new in the new Survival Kit?

Substantially expanded and updated chapters:
- Planning a Multilateral Project
- Project Administration
- Effective Collaboration
- Quality and Evaluation

Added or completely re-organised chapters:
- Multilateral Projects in the Lifelong Learning Programme
- Project Co-ordination: Management and Leadership
- Getting the Project Started
- Intercultural Elements in European Project Management
- ICT Tools for European Project Work
- Dissemination and Exploitation of Results
- Links and References
- Glossary of Terms
What else?

Survival Kit website:
www.european-project-management.eu

With downloads:

- Publication in EN, DE, FR, IT and RO
- Project management tools:
  - Templates
  - Examples
  - Resources
e.g. partner agreements, planning forms, staff cost sheets, evaluation tools…
How should the Survival Kit be used?

Not intended to be read from the first to the last page. Different parts may be useful at different stages of a project:
Other tools supporting European cooperation

Guidance publication and tools for networking and network management

www.networks-in-education.eu
Other tools supporting European co-operation

Guidance publication and Virtual Team Tools for the intercultural aspects of European project management

http://www.intercultural.ro/intertool

Council of Europe: Autobiography of Intercultural Encounters
http://www.coe.int/t/dg4/autobiography/autobiographyTool_en.asp
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