



DIGITAL TRANSFORMATION
OF ASIAN HIGHER EDUCATION

R 1.1.1 PROJECT MANAGEMENT PLAN

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RESULT OVERVIEW

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Abstract:	This document outlines the project management framework for the DIGITAsia project, ensuring the seamless execution of planned activities.
Key words:	project management, budget management, communication

EXECUTIVE SUMMARY

The DIGITAsia Project Management Plan (PMP) is designed to establish a clear and efficient project workflow for all partners. It outlines both the strategic and operational aspects of project management, as well as the guiding principles that partners will adhere to. Serving as a practical resource for the coordinator and project partners, the plan aims to ensure the project's timely execution, appropriate communication etiquette, high-quality outcomes, and adherence to budget requirements. The PM is intended to be a dynamic and user-friendly document, allowing for updates to newer versions as needed. Any proposed changes will be discussed in advance with project partners and shared with them once the document is revised.

TABLE OF CONTENTS

1. INTRODUCTION.....	3
1.1. MAIN OBJECTIVE.....	3
1.2. SPECIFIC OBJECTIVES (SOs).....	3
1.3. WORK PACKAGES (WPs).....	3
1.4. PROJECT METHODOLOGY.....	4
2. PROJECT MANAGEMENT STRUCTURE.....	4
3. COMMUNICATION.....	6
3.1. COMMUNICATION FLOW.....	6
3.2. DECISION MAKING PROCESS.....	6
3.3. COMMUNICATION OUTLETS.....	7
3.3.1. DOCUMENT REPOSITORY AND DATA MANAGEMENT.....	7
3.3.2. ONLINE MEETINGS.....	7
3.3.3. FACE-TO-FACE (F2F) MEETINGS.....	8
4. PROJECT TIMELINE AND RESPONSIBILITIES.....	8
4.1. PROJECT GANTT CHART AND PILOTING SCHEDULE.....	8
4.2. ROLES AND RESPONSIBILITIES.....	9
4.3. PROJECT RESULTS PREPARATION PROCESS.....	11
5. REPORTING.....	11
6. QUALITY MANAGEMENT.....	12
7. FINANCIAL MANAGEMENT.....	12
8. GREEN PRACTICES.....	14

1. INTRODUCTION

The first section of this document will outline the main and specific objectives of the project, providing a clear understanding of its intended outcomes. Additionally, this section will detail the work packages designed to structure and manage the project's activities effectively. Finally, the project methodology will be presented, highlighting the approaches and frameworks that will guide the successful execution of DIGITAsia.

1.1. MAIN OBJECTIVE

The main objective of the DIGITAsia project is to empower HE institutions in highly geographically dispersed countries to engage with their digital transformation by boosting the skills of educators to be able to apply Education 5.0 through hybrid learning design principles driven by learning analytics and student characteristics in order to develop effective, inclusive, accessible, and quality courses.

1.2. SPECIFIC OBJECTIVES (SOs)

- SO1. To upskill teachers with needed skills for Education 5.0 to create learner centered active hybrid courses integrating learning analytics and other emerging technologies that enable individualization and personalization of learning experience as well as provide a valuable understanding of Industry 5.0 and its implementation in education
- SO2 To provide teachers with guided support to successfully transform their teaching practices according to Education 5.0 pedagogies.
- SO3 To foster teaching transformation by piloting courses at different levels of education to ensure integration of the new methodologies, teachers' skills and courses developed according to the Education 5.0 pedagogies.
- SO4. To create the digital teaching transformation framework with the toolkit for implementation involving an evidence-based quality assurance process for online learning that will ensure a sustainable process of digital transformation.
- SO5.To foster peer-to-peer collaboration and learning in the region between institutions.

1.3. WORK PACKAGES (WPs)

- WP1 – Project Management
- WP2 – Skilling-up for Education 5.0
- WP3 – Setting-up the Pilots
- WP4 – Piloting Education 5.0 Pedagogies
- WP5 – Transforming Digital Teaching
- WP6 – Dissemination and Impact

1.4. PROJECT METHODOLOGY

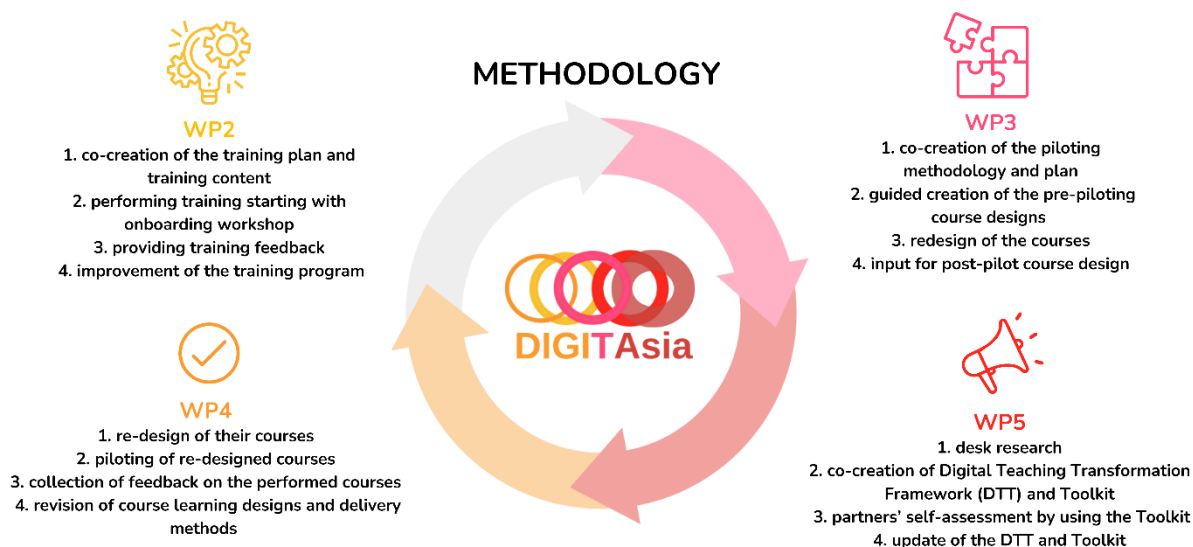


Figure 1. DIGITAsia Methodology

2. PROJECT MANAGEMENT STRUCTURE

The consortium management structure consists of the following roles and their responsibilities:

- **Project Steering Committee (PSC)** led by Project Coordinator: the top decision body consisting of one member from each partner. PSC will be responsible for planning, coordination, decision making, quality assurance, approval of reports and deliverables and monitoring of project progress, that is for successful achievement of project objectives. PSC will also be responsible for revising and approval of management documents. PSC meets at least half-yearly to receive reports on progress and budget and to confirm the detailed work plan for the upcoming period.

STEERING COMMITTEE MEMBERS								
Institution	Main contact				Substitute			
	Name (s)	Surname (s)	Email	Gender (F,M)	Name (s)	Surname (s)	Email	Gender (F,M)
FOI	Igor	Balaban	ibalaban@foi.unizg.hr	M	Josipa	Bađari	jobadjari@foi.unizg.hr	F
UOC	Marcelo Fabián	Maina	mmaina@uoc.edu	M	Nati	Cabrera Lanzo	ncabrera@uoc.edu	F
SLTC	Deepika Priyadarshani	W.M.	deepikap@sltc.ac.lk	F	Amila Vayangani	S.P	amilav@sltc.ac.lk	F
UoP	Sakunthala Sagarika Kumari	Yatigamma Ekanayake	sakuyatigamma@arts.	F	Nalin	Harishchandra	nalinn@eng.pdn.ac.lk	M

			pdn.ac.l k					
MNU	Ali Fawaz	Shareef	a.f.share ef@mnu .edu.mv	M	Roza	Ibrahim	roza.ibrahim@ mnu.edu.mv	F
IUM	Aishath	Waheeda	aishath. waheed a@ium.e du.mv	F	Aishath	Shifa	aishath.shifa @ium.edu.mv	F
VCM	Mohamed	Adil	adil@vill acollege .edu.mv	M	Moosa	Mohamed Manik	moosa.moha med@villacoll ege.edu.mv	M
UKM	Helmi	Norman	helmi.no rman@u km.edu. my	M	Nor Hafizah	Adnan	norhafizah@u km.edu.my	F
UTM	Mahani	Mokhtar	p-maha ni@utm. my	F	Nurbiha	Abd Shukor	nurbiha@utm. mv	F

- **Project Coordinator (FOI):** does communication with the Funder (e.g. interim reports, final report). He/she initiates project meetings, oversees all aspects of quality assurance, risk assessment, equality assessment, financial reporting including audit, and services the PSC. Monitors full participation of partners and associates in quick and efficient decision making, avoiding delays and resolving conflicts.
 - Igor Balaban, igor.balaban@foi.hr
- **Dissemination Manager (UTM):** will be in charge of project branding and communication with active participation of all partners, especially partners from Asia
 - Mahani Mokhtar, p-mahani@utm.my
- **The project office (FOI)** led by **Project Manager** from FOI: Financial and time management of the project will be professionally performed and monitored.
 - Igor Balaban - Project Manager, igor.balaban@foi.hr
 - Laura Strupar – Administrator, lstrupar@foi.hr
- **Quality and risk manager (MNU):** responsible for creation and monitoring of project quality management procedures; supervises the quality of deliverables; involved in WP 1 tasks, closely working with WP leaders.
 - Aminath Shiyama, aminath.shiyama@mnu.edu.mv
- **Impact Manager (UOC):** is responsible to ensure that the collaborations and frameworks developed have a lasting impact, not just during the project's duration but well beyond it.
 - Marcelo Fabian Maina, mmaina@uoc.edu
- **Innovation and Sustainability Manager (UKM):** responsible for creation and monitoring of the project innovation approaches, advises development of Sustainability Plan.
 - Helmi Norman, helmi.norman@ukm.edu.my
- **Work Package Leaders** in charge of delivering quality and timely WP results.
 - WP1 - Igor Balaban (igor.balaban@foi.hr),
 - WP2 - Saku Yatigammana Ekanayake (sakuyatigammana@arts.pdn.ac.lk),
 - WP3 - Mohamed Adil (adil@villacollege.edu.mv),
 - WP4 - Ali Fawaz Shareef (a.f.shareef@mnu.edu.mv),
 - WP5 - Marcelo Fabián Maina (mmaina@uoc.edu),
 - WP6 - Mahani Mokhtar (p-mahani@utm.my)
- **Task leaders** in charge of delivering quality and timely results with the delivery teams. WP leaders nominate task leaders and work closely with Task teams.



Figure 2. DIGITAsia organization

3. COMMUNICATION

The project team will promote open communication and efficient information sharing among all project partners. This includes clearly defining team roles, responsibilities, expectations, and deadlines; providing timely updates on project activities; and establishing suitable communication channels. An Internal Communication Plan will also be developed to support these efforts.

3.1. COMMUNICATION FLOW

The cooperation will be based on the principles of Transparency, Effectiveness, Networking and Equality.

Emails subject convention: [DIGITAsia] WPx – subject

Use a short but very descriptive subject.

Mailing lists: use the contact list on Drive and send e-mails to all listed people:

<https://docs.google.com/spreadsheets/d/1JUtMM19fZjPBSi3M1U2T-KJQUHHkfZsug0aj8XIRJKU/edit?gid=0#gid=0>

3.2. DECISION MAKING PROCESS

Decisions will be made by the responsible team members and organizational bodies in alignment with the following:

- **Grant Agreement**
- **Partnership Agreement**
- **Strategic Documents** (e.g., Dissemination and Communication Plan, Project Management Plan, Risk Mitigation Plan, Quality Assurance Plan)
- **Individual Work Package or Task Plans**

In cases of conflicting positions, a two-thirds majority approval will be deemed sufficient. However, if the resulting decision is unacceptable to any partners, the conflict will be resolved through an established escalation procedure:

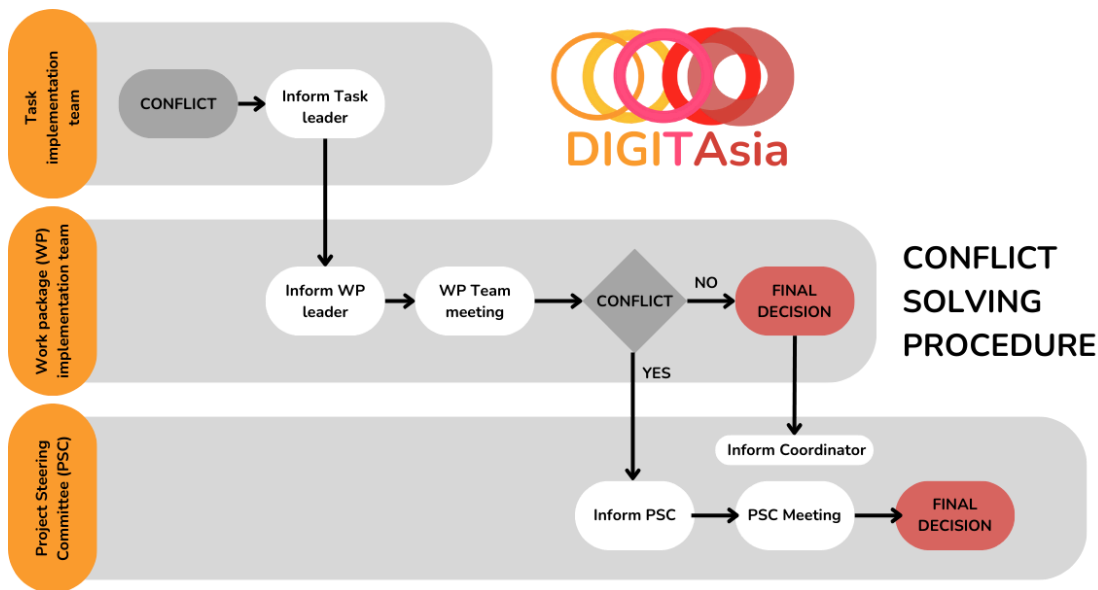


Figure 3. DIGITAsia Conflict solving procedure

3.3. COMMUNICATION OUTLETS

Clear and effective communication is essential for the success of the DIGITAsia project. This chapter introduces the key ways team members stay connected and share information. The project uses a document repository to organize and access important materials. Team members collaborate through online meetings for real-time discussions and face-to-face meetings for building stronger connections and solving complex issues.

3.3.1. DOCUMENT REPOSITORY AND DATA MANAGEMENT

All partners will have access to a shared GD folder, which will serve as a central repository for project documentation and be regularly updated.

3.3.2. ONLINE MEETINGS

Project partners will hold regular online meetings to coordinate project activities and discuss specific work packages (WPs). These meetings will be conducted via collaboration tools, ensuring effective collaboration while minimizing travel costs. This approach will facilitate timely communication, promote efficient decision-making, and ensure that all partners remain aligned throughout the project. It is important that each partner has at least one representative present at the online meeting. The chair institution of the meeting will prepare Meeting Minutes and distribute it to all project partners. Online meetings include:

- **TEAM MEETINGS** – Monthly team meetings will be organized by the Project Coordinator and will focus on reviewing ongoing activities and planning for the upcoming month. These meetings will involve all team members, making it essential for everyone to participate – if possible.
- **PSC MEETINGS** –the meetings will take place f2f within planned f2f project activities and online when/how often necessary

- **WP MEETINGS** – The WP meetings will be organized by the WP leader and will focus on current and upcoming tasks related to the specific work package.

3.3.3. FACE-TO-FACE (F2F) MEETINGS

A total of four F2F meetings are planned. The first will be a **Kick-off Meeting** in Sri Lanka, followed by two **Consortium Meetings** during the implementation phase—one in the Maldives and the other in Spain. The **Final Meeting** will be the project closure meeting and conference, held in Malaysia.

4. PROJECT TIMELINE AND RESPONSIBILITIES

The project will be implemented over a period of 36 months, from November 1, 2024, to October 31, 2027.

4.1. PROJECT GANTT CHART AND PILOTING SCHEDULE

The project timeline is outlined in the Gantt chart and Piloting schedule below.

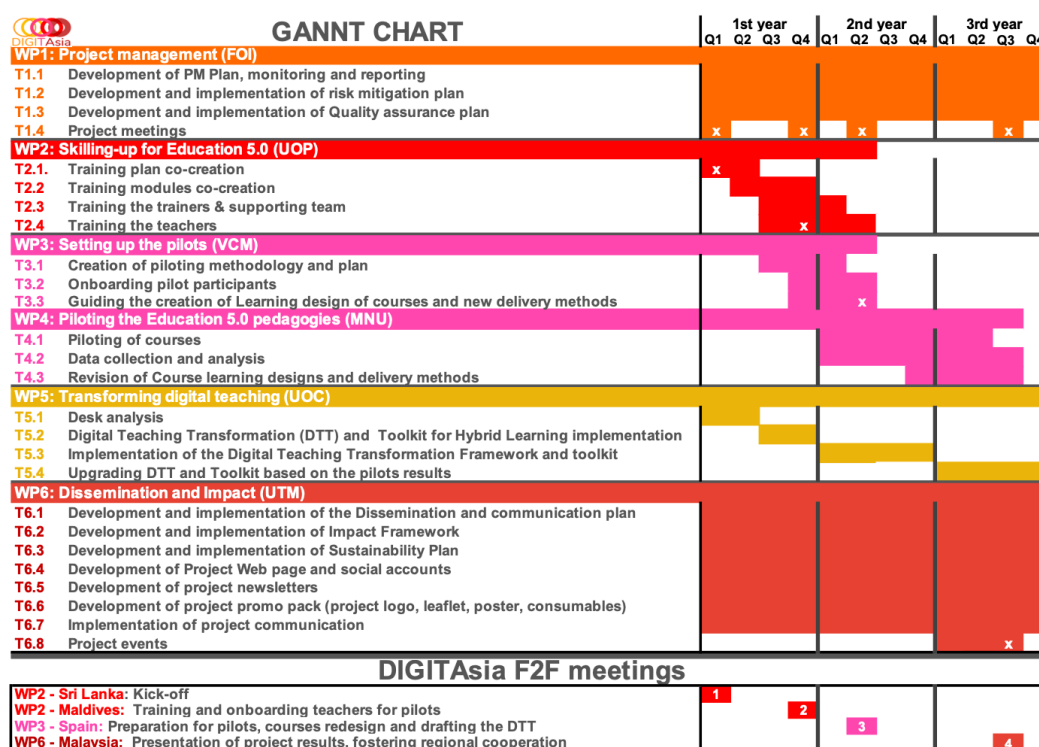


Figure 4: DIGITAsia Gantt Chart

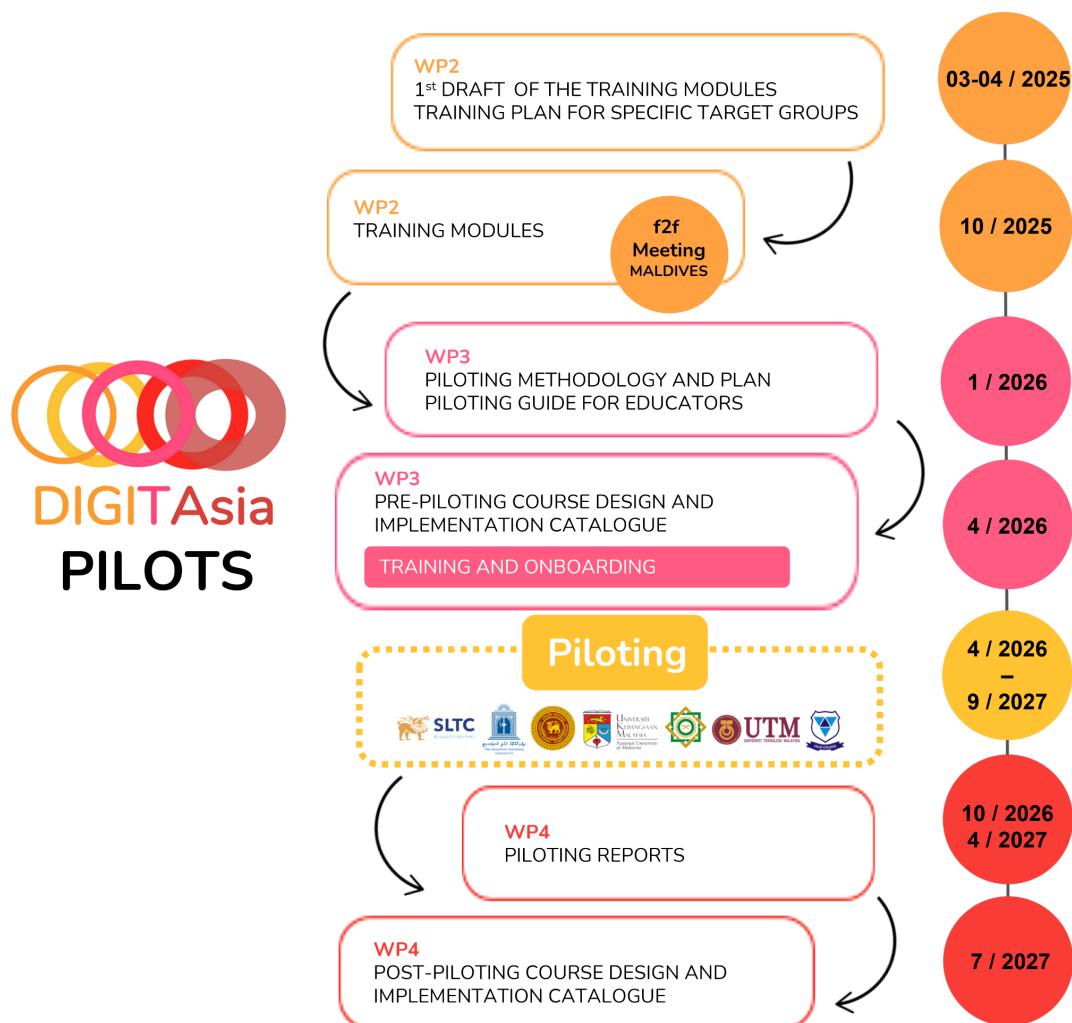


Figure 5. DIGITAsia Pilots

4.2. ROLES AND RESPONSIBILITIES

Partner's milestones and deliverables for the entirety of the project have been assigned as follows:

WP	Deliverable	Responsible Partner	Final deadline
WP6	Press releases	UKM	30/11/2024, 30/4/2026, 31/10/2027
WP2	Kick-off Meeting	SLTC, UoP	1-3/2025
WP6	Dissemination and Communication Plan	UTM	28/2/2025
WP6	Project web page and Social Accounts (maintained)	UTM	28/2/2025
WP1	Project Management Plan	FOI	31/3/2025
WP1	Risk Mitigation Plan	FOI	31/3/2025
WP1	Quality Assurance Plan	MNU	31/3/2025
WP2	First draft of the training modules	UoP	31/3/2025
WP2	Training plan for specific target groups	SLTC	30/4/2025
WP6	Project promo pack (project logo, leaflet, poster, consumables)	UTM	30/4/2025

WP6	Project Dissemination Plan	UTM	30/4/2025
WP6	Project Impact Framework	FOI	30/4/2025
WP6	Project newsletters	UKM	30/4/2025, 31/10/2025, 30/4/2026, 31/10/2026, 30/4/2027, 31/10/2027
WP2	Training modules	UoP	31/10/2025
WP5	DTT – first version	UOC	31/10/2025
WP6	Sustainability Plan (Draft and Final version)	UKM	31/10/2025,31/10/2026
WP1	Quality Assurance Reports	MNU	31/10/2025, 31/10/2026, 31/10/2027
WP6	Dissemination Reports	UTM	31/10/2025, 31/10/2026, 31/10/2027
WP2	2nd Project Meeting	MNU, IUM, VCM	10-12/2025
WP5	Toolkit - first version	UOC	31/1/2026
WP3	Piloting methodology and plan	IUM	31/1/2026
WP3	Piloting guide for educators	VCM	31/1/2026
WP1	Progress report	FOI	30/4/2026
WP2	Training Report	SLTC	30/4/2026
WP3	Pre-piloting course design and implementation catalogue	VCM	30/4/2026
WP3	Onboarding workshops report	VCM	30/4/2026
WP3	3rd Project Meeting	UOC	4-6/2026
WP4	1st draft of the piloting report	MNU	31/10/2026
WP4	Student profiles report – 1st draft	IUM	31/10/2026
WP6	Sustainability Plan (Draft and Final version)	UKM	31/10/2026
WP6	Research papers	FOI, UOC, SLTC, UoP, MNU, IUM, VCM, UKM, UTM	31/10/2026, 31/10/2027
WP4	Piloting report	MNU	30/4/2027
WP4	Student profiles report	IUM	30/6/2027
WP4	Post-piloting course design and implementation catalogue	MNU	31/7/2027
WP5	Framework for the Digital Teaching Transformation	UOC	31/8/2027
WP5	Toolkit and implementation Guide	UOC	31/8/2027
WP5	Upgrading DTT based on the pilots results	UTM	31/10/2027
WP6	Project Event - Reports	SLTC, MNU, UKM, UTM	30/9/2027
WP6	Final Conference report	UKM, UTM	31/10/2027

WP1	Risk Mitigation Report	FOI	31/10/2027
WP1	Project Meetings Report	FOI	31/10/2027
WP6	Sustainability Report	UKM	31/10/2027
WP6	Project Impact Report	FOI	31/10/2027
WP6	Final Meeting and Conference	UKM, UTM	31/10/2027

4.3. PROJECT RESULTS PREPARATION PROCESS

The graph illustrating the project results preparation process highlights the sequential steps required to ensure a successful preparation of planned deliverables.



Figure 6. DIGITAsia Project results preparation process

5. REPORTING

The DIGITAsia project incorporates multiple types of reporting to ensure thorough documentation, transparency, and accountability throughout its duration:

TYPE OF REPORT	RESPONSIBLE PARTNER/ROLE	DESCRIPTION	DEADLINE
Progress report	Project coordinator - FOI	Prepared in English using the Agency's template, progress reports are developed in collaboration with all partners and submitted by the agreed deadlines to the Agency. They provide a comprehensive overview of the project's progress and achievements.	30/4/2026
Activity report	Project coordinator - FOI	The Project Coordinator (FOI) will ensure the communication of risks to the project teams and develop project staff awareness of risk management. Risks and risk mitigation strategy plans will be continuously reported in the Periodic Activity Reports to the consortium.	Periodic – every 12 months

Risk Mitigation report	Project coordinator - FOI	The report will include the overview of the activities implemented and mitigated during the project lifetime.	31/10/2027
Quality Assurance report	Quality Assurance Manager - MNU	Prepared by the Quality Assurance Manager, these reports review activities as outlined in the Quality Assurance Plan. They also recommend corrective actions when necessary to maintain project standards and objectives.	31/10/2025, 31/10/2026, 31/10/2027
Project Meeting report	Project coordinator - FOI	Following each meeting, reports summarizing discussions, decisions, and outcomes are prepared and verified by all partners, ensuring alignment and shared understanding.	31/10/2027

6. QUALITY MANAGEMENT

The **Quality Assurance Manager** oversees quality management following the **Quality Assurance Plan**, based on the EFQM Excellence Model™. The plan, developed at the project's start and regularly updated, includes Key Performance indicators, internal reviews, and quality checks for each work package. It outlines goals, evaluation criteria, and data collection methods to assess project performance. Deliverables will undergo internal peer reviews, improvements, and approvals per procedures and deadlines. Finalized deliverables and supporting documents (e.g., surveys, attendance lists) will be stored in the project repository and on the official webpage.

7. FINANCIAL MANAGEMENT

Effective financial management is vital for DIGITAsia's success and profitability. Robust practices enable clear expectations, scope control, progress tracking, margin maintenance, and data generation for future projects. The project follows three key steps:

- **Cost Estimation & Planning:** During the proposal design phase, partners discussed tasks, responsibilities, and resource needs. Using top-down and bottom-up approaches, realistic budgets were set, drawing on past experiences. This included determining necessary personnel, skills, and materials for subtasks.
- **Budgeting:** After estimation, costs were allocated to tasks, forming a comprehensive budget as a financial guide. Staff costs were balanced among partners, with adjustments for IUM, a newcomer requiring more equipment funds. Travel was planned for essential collaboration and learning, while cost-effectiveness was ensured by emphasizing online meetings and reusing prior EU project results. Four face-to-face consortium meetings are planned, paired with key deliverable discussions for efficiency.
- **Control:** Active cost monitoring begins with the project's start. Expenditures will be tracked against the budget, and variances analysed. A budget tracker may be used. Significant deviations will be communicated with the EC for adjustments or cost-saving measures.

ACTIVITY COST	REQUIRED DOCUMENTATION
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Staff costs (work on project management and project results)	<ul style="list-style-type: none"> - timesheets (signed) (TEMPLATE AVAILABLE) - proof of nature of the connection of the person with institution (employment contract) - results - reports from WPs and results uploaded to the project GDrive and EC portal
Project meetings and (training) events- onsite	<ul style="list-style-type: none"> - agenda (TEMPLATE AVAILABLE) and supporting working documents - signature list of participants (TEMPLATE AVAILABLE) - certification of attendance (TEMPLATE AVAILABLE) - Meeting Minutes (TEMPLATE AVAILABLE) - photos/videos of the activity - travel tickets and receipts for additional travel costs - deliverables - reports from WPs and results uploaded to the project GDrive and EC portal
Project meetings and (training) events - online	<ul style="list-style-type: none"> - photos/videos of the activity - certificates of attendance, if applicable (TEMPLATE AVAILABLE) - agenda (TEMPLATE AVAILABLE) - Meeting Minutes (TEMPLATE AVAILABLE) and supporting working documents - deliverables - reports from WPs and results uploaded to the project GDrive and EC portal
Communication/promotion and dissemination	<ul style="list-style-type: none"> - receipts for used services - photos/videos of the activity - links to the published web articles and social posts - link to the project webpage - deliverables - reports from WPs and results uploaded to the project GDrive and EC portal
Travel costs (Meetings and workshops)	<ul style="list-style-type: none"> - agenda (TEMPLATE AVAILABLE) and supporting working documents - signature list of participants (TEMPLATE AVAILABLE) - certification of attendance (TEMPLATE AVAILABLE)

	<p>AVAILABLE)</p> <ul style="list-style-type: none"> - photos/videos of the activity - travel tickets and receipts for additional travel costs - additional (organizational) receipts - deliverables - reports from WPs and results uploaded to the project GDrive EC portal
Equipment	<ul style="list-style-type: none"> - receipts for bought equipment - institutional/public procurement documentation - photo of the labelled equipment <p>(TEMPLATE AVAILABLE)</p>

Templates are available to project partners in the project GDrive folder:

<https://drive.google.com/drive/folders/1mUvqer07-ehOrd3JH8q3n1HTbqt9sTC?usp=sharing>

According to the Partnership Agreement (PA), The Coordinator (FOI) commits himself by carrying out payments according to the achievement of the tasks and according to the following schedule:

- **Initial pre financing:** 70% of the Partner's allocation, up to 60 days after the receipt of the funds to the bank account of the University of Zagreb Faculty of Organization and Informatics
- **Final payment:** up to 30% of the remaining Partner's allocation, 30 days after the receipt of the funds to the bank account of the University of Zagreb Faculty of Organization and Informatics, in accordance with the approved eligible costs.

Detailed description of the rules regarding distribution of funds is available in the Partnership Agreement:

<https://docs.google.com/document/d/1rfY8vm56ULneoAMDnpYZoYY24bwMD-aK/edit?usp=sharing&oid=109610954482456728265&rtpof=true&sd=true>

Detailed financial structure per partner is available in Annex 2 of the Grant Agreement document:

https://drive.google.com/file/d/1eF5KC_pSfTOyvUimY7wmo4TT41p_zozm/view?usp=sharing

8. GREEN PRACTICES

DIGITAsia is committed to implementing Green practices through actions that will collectively demonstrate environmental responsibility:

- Using digital materials for dissemination where possible: Replacing printed materials with digital formats to reduce paper waste and minimize environmental impact.
- Storing documents on Google Drive instead of printing: Digital storage will eliminate the need for physical copies, reduce paper usage and associated waste.
- Online meetings and training instead of F2F sessions: Virtual events will minimize the need for travel, and lower carbon emissions.
- Combining F2F meetings with workshops or similar activities: By bundling events, travel frequency will be reduced, decreasing the project's overall environmental footprint.
- Green travel – using public transport or carpooling: Encouraging environmentally friendly travel methods will reduce emissions compared to individual car use.

- Reducing digital footprint – conserving electricity, minimizing email attachments, and sharing links via Google Drive instead: Energy conservation and efficient data sharing will help reduce the environmental impact of digital activities.
- Using online surveys and work materials instead of printed ones (e.g., Google Forms, Doodle): Digital tools will replace the need for paper-based materials, further contributing to sustainability.
- Utilizing local and seasonal resources – e.g., catering with seasonal foods and using plates and cups from recycled materials: Supporting local and seasonal resources will reduce transportation emissions and promote sustainable consumption.