



Co-funded by the  
Erasmus+ Programme  
of the European Union



F R I E N D S

## ERASMUS+ PROGRAMME, KEY ACTION 2

### CAPACITY BUILDING IN HIGHER EDUCATION

#### Furthering International Relations Capacities and Intercultural Engagement to Nurture Campus Diversity and to Support Internationalisation at Home (FRIENDS)

#### MILESTONE ACHIEVEMENT REPORT

##### Work Package 1: IaH State Play

**WP objective:** To outline Partner Country Higher Education Institutions' (PC HEIs') internationalisation landscapes and to identify levels of integration of international and intercultural dimensions into PC HEIs' formal and informal curriculum.

**Planned milestones:** 12 published Institutional IaH Infographic Reports.

**Planned completion date:** 14.04.2019

**Actual completion date\*:** 14.05.2019

*\* If different from the planned date, please provide a short explanation why*

Following a prolonged process of initial PIC validation that 6 out of the 16 partner institutions had to undergo prior to the Grant Agreement signing in mid-December 2018, the actual start of the project activities was delayed by about a month. As a result, WP1 activities were completed in mid-May 2020, approx. 1 month later than originally planned. This fact had no repercussions whatsoever on the project progress and upcoming activities in WP2.

#### **Short description of the activities, which had led to the achievement of the milestone**

**1. Development of the IaH Self-Evaluation Tool:** the tool was designed by Programme Country (PrC) HEIs based on the IAU 5<sup>th</sup> Global Survey on Internationalisation of Higher Education.

**2. Data collection:** the tool was used by the 12 Partner Country (PC) HEIs for the purposes of data collection on IaH at institutional level.

**3. Publication of the 12 institutional IaH Infographic Reports:** the data on IaH collected by the 12 PC HEIs was collated and converted into infographic reports summarizing the most important conclusions made on the IaH implementation status quo at project initial stage. The 12 Institutional Infographic Reports are published on the project website.

**List and evidence of deliverables/ outputs/outcomes produced (according to the Logical Framework Matrix)**

- 1.1. IaH Self-Evaluation Tool (<https://erasmusplusfriends.eu/wp-content/uploads/2020/04/FRIENDS-IaH-Self-Assessment-Tool.pdf>)
- 1.2. Project Task Force Action Plans (<https://erasmusplusfriends.eu/wp-content/uploads/2020/02/WP2-Task-Force-Action-Plan.pdf>); <https://erasmusplusfriends.eu/wp-content/uploads/2020/04/WP3-Task-Force-Action-Plan.pdf>; <https://erasmusplusfriends.eu/wp-content/uploads/2020/02/WP4-Task-Force-Action-Plan.pdf>
- 1.3. Institutional IaH Infographic Reports (<https://erasmusplusfriends.eu/iah-infographic-reports/>)

**Impact on the project progress**

The 12 Infographic Reports provide a clear picture of the situation across the 12 FRIENDS Asian HEIs about the level of IaH advancement and integration into their internationalisation agenda. The 12 Reports enable a comprehensive overview of the ongoing IaH activities across the 12 HEIs thus serving as a stepping stone for project work in WPs 2, 3, and 4.

**Suggested adjustments, e.g. changes introduced (if applicable)**

N/A

**Deviations in the achieved results in comparison to the initial plan (if applicable)**

N/A

**Unexpected obstacles and threats (if applicable)**

N/A

**Inputs (staff time, equipment, mobilities, publications, etc.)**

32 staff mob. flows carried out in WP1  
Staff costs claimed for work completed in WP1.



Co-funded by the  
Erasmus+ Programme  
of the European Union



F R I E N D S

## ERASMUS+ PROGRAMME, KEY ACTION 2

### CAPACITY BUILDING IN HIGHER EDUCATION

#### Furthering International Relations Capacities and Intercultural Engagement to Nurture Campus Diversity and to Support Internationalisation at Home (FRIENDS)

#### MILESTONE ACHIEVEMENT REPORT

#### Work Package 2: From Awareness to Action

**WP objective:** To improve PC HEIs' capabilities for internationalisation through staff trainings and by translating general awareness of the IaH concept into streamlined institutional policies and actions embedded in IaH Action Plans.

**Planned milestones:** Improved global skills and knowledge about IaH of the 12 PC HEIs staff members through capacity building training activities; 12 Institutional IaH Action Plans drafted and endorsed.

**Planned completion date:** 14.11.2019

**Actual completion date\*:** 05.02.2020

*\* If different from the planned date, please provide a short explanation why*

WP2 activities were completed in slightly later than originally planned. This fact had no repercussions whatsoever on the project progress and upcoming activities in WP3 and WP4.

#### **Short description of the activities, which had led to the achievement of the milestone**

**1. Design and development of training materials and agendas:** PrC HEIs acting as knowledge transmitters mutually agreed upon training methodologies and training topics, and prepared subsequently training materials and presentations for delivery of scheduled face-to-face and online staff capacity building trainings.

**2. Organisation and conduct of a 2-day staff European Higher Education in the World training:** the event took place during the 2<sup>nd</sup> partner meeting. Project experts from the 4 PrC HEIs acted as trainers and delivered various sessions on key aspects of higher education internationalisation. Apart from an introduction to the political background, policies and programmes supporting higher education internationalisation in European context, the 27 PC

HEIs' trainees got acquainted with case studies and good practices in running successful IROs and competitive internationalised universities.

**3. Conduct of webinars on key IaH related topics:** 4 capacity building webinars with an approx. duration of 1 hour were held on 4 different topics, namely internationalisation of formal curriculum, virtual mobility, students' global skills development at the university as well as campus diversity and intercultural engagement.

**4. Organisation and facilitation of 12 Round Tables on IaH:** each of the 12 PC HEIs organised a round table entitled Campus & Curriculum: InterRationalise This! with the aim to streamline the university-wide conversation on how to stimulate and enhance the processes of IaH at institutional level for the benefit of all students.

**5. Drafting and endorsement of IaH Action Plans:** each of the 12 PC HEIs developed and approved an IaH Action Plan with the aim to identify their main IaH related goals, measures and activities to be conducted at institutional level.

**List and evidence of deliverables/ outputs/outcomes produced (according to the Logical Framework Matrix)**

2.1. Workshop Higher Education in the World (<https://erasmusplusfriends.eu/event/european-he-in-the-world-workshop/>)

2.2. IaH Capacity Building Webinars (<https://erasmusplusfriends.eu/event/iah-capacity-building-webinars/>)

2.3. Round Tables Campus & Curriculum: InterRationalise This! (<https://erasmusplusfriends.eu/iah-action-plans/>)

2.4. Institutional IaH Action Plans (<https://erasmusplusfriends.eu/iah-action-plans/>)

**Impact on the project progress**

The 12 institutional IaH Action Plans map out the activities that PC HEIs intend to conduct on institutional level as to ensure that general awareness of the IaH concept evolves into streamlined actions. The documents have become an integral part of the Asian HEIs internationalisation and strategic development strategies and pave the way for the project implementation activities linked to the integration of intercultural dimensions into both formal and informal curriculum as envisaged in WPs 3 and 4 as well as the promotion of virtual mobility and campus diversity as specified in WP6. PC HEIs staff members trained through the capacity building activities in WP2 will be in charge of project implementation in WPs 2, 3 and 4.

**Suggested adjustments, e.g. changes introduced (if applicable)**

N/A

**Deviations in the achieved results in comparison to the initial plan (if applicable)**

N/A

**Unexpected obstacles and threats (if applicable)**

N/A

**Inputs (staff time, equipment, mobilities, publications, etc.)**

33 staff mob. flows carried out in WP2

Staff costs claimed for work completed in WP2

Subcontracting costs to purchase 2-month long access to a video conferencing platform for the purposes of the 4 webinars



Co-funded by the  
Erasmus+ Programme  
of the European Union



F R I E N D S

## ERASMUS+ PROGRAMME, KEY ACTION 2

### CAPACITY BUILDING IN HIGHER EDUCATION

#### Furthering International Relations Capacities and Intercultural Engagement to Nurture Campus Diversity and to Support Internationalisation at Home (FRIENDS)

#### MILESTONE ACHIEVEMENT REPORT

#### Work Package 3: Intercultural Certificate: Design and Prototyping

**WP objective:** To build students' intercultural knowledge and sensitivity to cultural diversity through the introduction of the Intercultural Passport virtual module into PC HEIs' formal curriculum.

**Planned milestones:** Intercultural Awareness and Cultural Diversity MOOC (IACD MOOC) developed and published on project website; PC HEIs students' improved intercultural competence and global skills through digital storytelling activities and the completion of IACD MOOC validated through the Intercultural Passport award.

**Planned completion date:** 14.07.2020

**Actual completion date\*:** 04.08.2020

*\* If different from the planned date, please provide a short explanation why*

WP3 activities were completed in on time despite the COVID-19 pandemic outbreak in the spring of 2020.

#### **Short description of the activities, which had led to the achievement of the milestone**

**1. IACD MOOC workshop:** FRIENDS partners engaged in a co-creating workshop aimed at brainstorming about IACD MOOC target audience's needs and ideating virtual module's potential content and assessment methodologies as well as promotional strategies.

**2. IACD MOOC development and publication:** experts from the 4 PrC HEIs jointly agreed upon the IACD MOOC syllabus and the allocation of the topics each of them would cover; subsequently they designed and produced the 18 units' content fed into the IACD MOOC published via FRIENDS website in the beginning of April 2020.

**3. IACD MOOC piloting:** In the course of its initial run, over 8000 MOOC learners registered and over 4800 among them competed it successfully which accounts for 59% success rate compared to the 15% originally planned.

**4. Digital Storytelling contest conduct:** in total, 230 digital stories were produced by students from the 12 PC HEIs in the course of the Intercultural Passport virtual module's piloting run by benefitting from the Digital Storytelling Manual developed by PC HEIs experts. Each of 12 PC HEIs selected the 3 best digital stories submitted at institutional level (in case of the 3 Philippine HEIs 4 student winners were selected). The authors of the 39 winning digital stories were awarded with access to international mobility to VUM, Bulgaria and received the opportunity to join the Student Boot Camp (del. 4.1.).

**5. Intercultural Passport (IP) award:** successful completion of the Intercultural Passport virtual module is subject to completion of the IACD MOOC and the recognition of prior informal learning in the field of cross-cultural communication and studies supported through student's relevant digital story. In total, 230 students have obtained the Intercultural Passport certificate during the its piloting run.

**List and evidence of deliverables/ outputs/outcomes produced (according to the Logical Framework Matrix**

3.1. Workshop Intercultural Passport Design (<https://erasmusplusfriends.eu/event/ip-workshop-and-3rd-partner-meeting/>)

3.2. Digital Storytelling: A How-to (<https://erasmusplusfriends.eu/digital-storytelling-manual/>)

3.3. IACD MOOC components (<https://erasmusplusfriends.eu/blog/iacd-mooc-syllabus/>)

3.4. Intercultural Passport Award Guidelines (<https://erasmusplusfriends.eu/intercultural-passport-guidelines/>)

3.5. Digital Storytelling Contests (detailed information provided on project's website under Stories of Friendship Section)

3.6. IACD MOOC: (<https://erasmusplusfriends.eu/courses/iacd-mooc/>)

3.7. Intercultural Passport Award

**Impact on the project progress**

The timely completion of WP3 activities contributed to the smooth continuation of FRIENDS project activities despite all COVID-19 pandemic's challenges. In fact, piloting of the Intercultural Passport virtual module in 2020 coincided with the pandemic outbreak and the subsequent social distancing measures world-wide thus providing PC HEIs students with an immediate solution for distance learning in the field of cross-cultural studies and communication. Successful and timely completion of WP3 is a prerequisite for Intercultural Passport exploitation in WP4 as part of the established FRIENDS Teahouses and WP6 in the framework of the FRIENDS Caravans.

**Suggested adjustments, e.g. changes introduced (if applicable)**

N/A

**Deviations in the achieved results in comparison to the initial plan (if applicable)**

Initially, 230 PC HEIs students completed the Intercultural Passport virtual module compared to the 180 Intercultural Passports originally planned to be awarded at module's piloting stage. Level of overall satisfaction with WP3 project activities among target users was above the 75% originally planned.

**Unexpected obstacles and threats (if applicable)**

N/A

**Inputs (staff time, equipment, mobilities, publications, etc.)**

34 staff mob. flows carried out in WP3

Staff costs claimed for work completed in WP3

Subcontracting costs for setting up and running the MOOC on a platform integrated on the project website.



Co-funded by the  
Erasmus+ Programme  
of the European Union



F R I E N D S

## ERASMUS+ PROGRAMME, KEY ACTION 2

### CAPACITY BUILDING IN HIGHER EDUCATION

#### Furthering International Relations Capacities and Intercultural Engagement to Nurture Campus Diversity and to Support Internationalisation at Home (FRIENDS)

#### MILESTONE ACHIEVEMENT REPORT

#### Work Package 4: FRIENDS Teahouses: Setup and Piloting

**WP objective:** To transform PC HEIs' International Relations Offices (IROs) into vibrant multicultural focal points through the establishment of FRIENDS Teahouses and the induction of Home away from Home Programme for integrated international student care.

**Planned milestones:** PC HEIs students' improved skills through the Student Boot Camp; design and endorsement of the Home Away from Home programme; establishment of 12 FRIENDS Teahouses and official launch of their activities through the International and Intercultural Festivals.

**Planned completion date:** 14.02.2021

**Actual completion date\*:** 18.09.2021

*\* If different from the planned date, please provide a short explanation why*

WP4 activities start coincided with the COVID-19 pandemic's initial stage thus leading to some delays with FRIENDS Teahouses' formal setup and piloting. Furthermore, the Student Boot Camp related physical student mobilities were possible to complete only during the summer of 2022 after international travel had been resumed.

#### **Short description of the activities, which had led to the achievement of the milestone**

**1. Student Boot Camp organisation and facilitation:** in light of the COVID-19 pandemic outbreak in the spring of 2020, project partners had to postpone the physical student mobilities for a later period of time when international traveling resumes. To mitigate the pandemic's immediate repercussions, in the course of October 2020, an online introduction to the Student Boot Camp was facilitated by experts from the 4 European HEIs. The physical student mobilities to VUM, the project coordinating institution in Bulgaria took place in June 2022.

**2. Home Away from Home Retreat:** FRIENDS experts and team members conducted a hybrid event in April 2022 engaging in a team building and design thinking activities revolving around the FRIENDS Teahouses and the Intercultural Passport exploitation and sustainability.

**3. Co-creation, endorsement and publication of the Home Away from Home programme:** document was designed to meet the needs of international students and students with diverse cultural background studying at the 12 PC HEIs. The document was jointly ideated during the Home Away from Home Virtual Tea Party in October 2020.

**4. FRIENDS Teahouses establishment:** physical spaces' setup and formal embedding of the new structural units into the 12 PC HEIs' organisational chart.

**5. FRIENDS Teahouses piloting:** design and validation the FRIENDS Teahouses' Codes of Conduct across the 12 PC HEIs; drafting and publication the FRIENDS Teahouses' Calendars.

**6. International and Intercultural Festivals:** to mark the formal launch of their FRIENDS Teahouses, each of the 12 PC HEIs organised and held a large-scale event celebrating campus diversity, spreading the word about the FRIENDS project's achievements, and advocating for such FRIENDS values as tolerance, mutual understanding, and multiculturalism.

#### **List and evidence of deliverables/ outputs/outcomes produced (according to the Logical Framework Matrix**

4.1. Student Boot Camp (<https://erasmusplusfriends.eu/event/student-boot-camp-in-bulgaria/>)

4.2. Home Away from Home Staff Retreat (<https://erasmusplusfriends.eu/event/4th-partner-meeting-and-home-away-from-home-retreat/>)

4.3. Home Away from Home Programme (<https://erasmusplusfriends.eu/blog/friends-partners-endorse-the-home-away-from-home-programme/>)

4.4. FRIENDS Teahouses Code of Conduct and Calendar (published in each PC HEI's space set up on the project website under the FRIENDS Teahouses section)

4.5. International and Intercultural Festivals (evidence published in each PC HEI's space set up on the project website under the FRIENDS Teahouses section)

#### **Impact on the project progress**

Delays with WP4 activities due to the COVID-19 pandemic and in particular, the inability to kick-start properly and wholly the FRIENDS Teahouses operations and to facilitate the Student Boon Camp training in 2020 as originally planned, have influenced the overall project progress thus prompting the project consortium to apply for a prior authorisation to extend project eligibility period by 12 months until 14 November 2022.

#### **Suggested adjustments, e.g. changes introduced (if applicable)**

With regards to the Student Boot Camp's possible conduct in the summer of 2022, the project consortium applied for prior authorisation to reduce the duration of the originally planned 8-week long Student Boot Camp to be conducted face-to-face at VUM in Bulgaria to 4 weeks. The main reasoning behind was the fact that the project partners had already completed in late 2020 a 4-week long online student training introduction to del. 4.1. that aimed to help partners avoid significant delays with WP4 implementation as a result of the COVID-19 pandemic outbreak from early 2020. In view of the project funding allocated to del. 4.1., the number of student participants per Asian HEI was increased to 4 and even 5 in case of available savings generated in headings Travel costs and Costs of Stay due to the project mobilities canceled because of the pandemic.

#### **Deviations in the achieved results in comparison to the initial plan (if applicable)**

Level of overall satisfaction with WP4 project activities among target users was above the 75% originally planned.

**Unexpected obstacles and threats (if applicable)**

The outbreak of COVID-19 pandemic presented a major drawback for the FRIENDS Teahouses' activities across the 12 PC HEIs. Although many FRIENDS Teahouses' events were conducted online or in a hybrid modality, the main role of the FRIENDS Teahouses to transform International Offices into vibrant multicultural social hubs remained to be fulfilled only after the COVID-19 restrictions began to ease.

**Inputs (staff time, equipment, mobilities, publications, etc.)**

20 staff mob. flows carried out in WP4

49 student mob. flows completed in WP4

Staff costs claimed for work completed in WP4

Equipment costs for the purposes of the FRIENDS Teahouses' setup and operation as student social spaces.



Co-funded by the  
Erasmus+ Programme  
of the European Union



F R I E N D S

## ERASMUS+ PROGRAMME, KEY ACTION 2

### CAPACITY BUILDING IN HIGHER EDUCATION

#### Furthering International Relations Capacities and Intercultural Engagement to Nurture Campus Diversity and to Support Internationalisation at Home (FRIENDS)

#### MILESTONE ACHIEVEMENT REPORT

#### Work Package 6 and 7: Friends beyond FRIENDS, Project Dissemination

**WP objective:** To promote virtual mobility and campus diversity across the 5 PC as key tools for students' global competence development.

**Planned milestones:** project results' dissemination and exploitation through a variety of project activities targeted at external stakeholders and secondary target groups members, incl. students, International Relations Offices staff, and faculty members of HEIs outside the FRIENDS consortium in Asia, higher education practitioners across the 5 PCs, employers, and local community members.

**Planned completion date:** 14.09.2021

**Actual completion date\*:** 01.11.2022

*\* If different from the planned date, please provide a short explanation why*

WP6 activities were delayed due to the COVID-19 pandemic's continuing negative effects on the PC HEIs' day-to-day operations and management, preventing Asian HEIs from progressing with project dissemination activities and project key results' exploitation as originally planned.

#### Short description of the activities, which had led to the achievement of the milestone

**1. Organisation of the FRIENDS Caravans campaigns:** to promote the Intercultural Passport virtual module to students outside the consortium, the 12 PC HEIs united efforts and conducted the so-called FRIENDS Caravan campaigns (1 per PC). In the framework of 43 FRIENDS Caravan events (2 in BT, 10 in KH, 10 in MY, 11 in PH, and 10 in TH), FRIENDS project teams in the 5 PCs met face-to-face and/or held online meetings in line with the COVID-19 pandemic restrictions in place with a total of 3297 students from 77 Asian HEIs.

**2. FRIENDS National Conferences on IaH:** to raise awareness on the concept of IaH and its enhanced relevance in particular in light of the COVID-19 pandemic, and to foster the promotion and exploitation of project results to faculty members, academic leaders and IRO administrators

from PC HEIs outside the FRIENDS consortium, and to higher education practitioners and policy makers in the 5 PCs, 5 National IaH Conferences were held. In total, nearly 2900 participants attended the 5 national-level FRIENDS events.

**3. Career Fairs Local Markets for Global Talents:** to promote exploitation of PC HEIs students and graduates' improved global skills and intercultural competence, the 12 PC HEIs organised 1-day Career Fairs entitled Local Markets for Global Talents. In total, 2 online and 9 face-to-face events were conducted across the 5 PCs with a total number of PC HEIs student participants amounting to 4662. 451 employers representing local, national or multinational companies across the 5 PCs engaged with this project activity.

**4. Community Development Plans:** to promote FRIENDS achievements across society at large and to stimulate intercultural dialogue and social inclusion in local settings and on campus, each of the 12 PC HEIs chose to adopt a local community. To streamline efforts and ensure efficiency of the community development initiatives, the 12 PC HEIs not only visited and interacted with their adopted communities but also designed and validated Community Development Plans coordinated under the 12 FRIENDS Teahouses

**5. Higher Education Globalisation: Final International Conference:** FRIENDS Final International Conference organised and conducted in a hybrid modality in the course of 2 days. In total, 69 representatives attended the Conference face-to-face at P5 and 50 joined it online. Opening keynote speeches focused on the processes of higher education modernisation in Bhutan, the Erasmus+ programme's support in Region Asia, and the IaH concept's new developments and challenges. Furthermore, conference agenda include FRIENDS partners' contributions and a series of networking and brokerage sessions between FRIENDS partners from Europe and ASEAN and Bhutanese HEIs.

#### **List and evidence of deliverables/ outputs/outcomes produced (according to the Logical Framework Matrix**

6.1. FRIENDS Caravans (<https://erasmusplusfriends.eu/event/friends-caravans-in-bhutan/>  
<https://erasmusplusfriends.eu/event/friends-caravans-in-cambodia/>  
<https://erasmusplusfriends.eu/event/friends-caravans-in-malaysia/>  
<https://erasmusplusfriends.eu/event/friends-caravans-in-the-philippines/>  
<https://erasmusplusfriends.eu/event/friends-caravans-in-thailand/>)

6.2. FRIENDS National Conferences on IaH (<https://erasmusplusfriends.eu/event/iah-national-conference-in-bhutan>  
<https://erasmusplusfriends.eu/event/iah-national-conference-in-cambodia/>  
<https://erasmusplusfriends.eu/event/iah-national-conference-in-malaysia/>  
<https://erasmusplusfriends.eu/event/iah-national-conference-in-the-philippines/>  
<https://erasmusplusfriends.eu/event/iah-national-conference-in-thailand/>)

6.3. Career Fairs Local Markets for Global Talents (<https://erasmusplusfriends.eu/event/career-fairs-local-markets-for-global-talents-bhutan/>  
<https://erasmusplusfriends.eu/event/career-fairs-local-markets-for-global-talents-in-cambodia/>  
<https://erasmusplusfriends.eu/event/career-fairs-local-markets-for-global-talents-in-malaysia/>  
<https://erasmusplusfriends.eu/event/career-fairs-local-markets-for-global-talents-in-the-philippines/>  
<https://erasmusplusfriends.eu/event/career-fairs-local-markets-for-global-talents-in-thailand/>)

6.4. Community Development Plans (<https://erasmusplusfriends.eu/community-development-plans/>)

7.7. Higher Education Globalisation Final International Conference (<https://erasmusplusfriends.eu/event/higher-education-globalisation-final-international-conference/>)

**Impact on the project progress**

Delays with WP6 and WP7 activities due to the COVID-19 pandemic and in particular, the challenges of online event management and the inability to hold face-to-face events have influenced the overall project progress thus prompting the project consortium to apply for a prior authorisation to extend project eligibility period by 12 months until 14 November 2022.

**Suggested adjustments, e.g. changes introduced (if applicable)**

All WP6 project activities were completed with a delay but successfully and within the extended project eligibility period.

**Deviations in the achieved results in comparison to the initial plan (if applicable)**

With many WP6 activities and events having been conducted online or in a hybrid modality due to the pandemic, the number of external stakeholders involved exceeded many times the originally planned indicators. Furthermore, level of overall satisfaction with WP6 and WP7 project events among target users was above the 75% originally planned.

**Unexpected obstacles and threats (if applicable)**

The outbreak of COVID-19 pandemic challenged PC HEIs throughout the all WP6 activities.

**Inputs (staff time, equipment, mobilities, publications, etc.)**

Staff costs claimed for work completed in WP6 and WP7.