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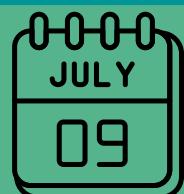
Unify Communication by International Projects  
in Cambodia and Philippines



Co-funded by  
the European Union

# MODULE 1:

## HOW TO BUILD AN INCLUSIVE PROJECT



Natacha Moniz  
Técnico Lisboa, ULisboa



<http://unication.eu/>



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# Training Guidelines



your Zoom ID includes your name and university



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Your cooperation is greatly appreciated and will contribute to the success of our training session.

Do

Do & Don't  
RULES

# MODULE 1:

## HOW TO BUILD AN INCLUSIVE PROJECT

9 JULY

### **INCLUSION AND ITS SCOPE**

by Natacha Moniz

10 JULY

### **BARRIERS MEASURES TO ADDRESS INCLUSION**

by Natacha Moniz

12 JULY

### **APPLYING INCLUSIVE PROJECT MANAGEMENT TECHNIQUES**

by Susana Santana

# Inclusion and its scope



## Course Overview:

This short-term course is designed to provide participants with a comprehensive understanding of inclusive practices in international projects. Participants will learn essential concepts, strategies, and tools for promoting inclusivity and diversity within project teams and stakeholder engagement processes.



## Course Objectives:

- Understand the importance of inclusivity in international projects.
- Learn practical approaches for designing inclusive project plans.
- Develop skills for identifying and engaging diverse stakeholders effectively.
- Explore strategies for promoting cultural sensitivity and intercultural communication in project settings.
- Apply inclusive project management techniques to real-world scenarios.

# Course Structure

## Module 1

Duration= 15H  
(1h Masterclass+6h training by zoom + 8h presential training)

- Synchronous classes + Asynchronous work

Synchronous classes:

July 2024:

- Online General Workshop (1h)
- Online Modules (6 hours): 3 days (2h each day) 9, 10 and 12th July between 10h-12h CET

November 2024: 8h

-Presential session In-person: Day 1 (2h) + Day 2 (3h) + Day 3 (3h)

Asynchronous work :

- Homework (case study)



# Agenda

- 15 min Understanding Diversity and Inclusion  
(Terminology, Concepts)
- 10 min Human rights model
- 10 min Strategies Intervention Model
- 15 min Importance of inclusivity in project management
- 15 min Benefits of diversity in project teams
- 40 min Emotional intelligence principles and  
inclusivity strategies (exercises)





# Understanding Diversity and Inclusion

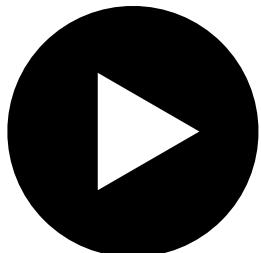
# Understanding Diversity and Inclusion

“

We can all be included, and that's what makes this education system strong.”

by Malala Yousafzai (Nobel Peace Prize laureate and education activist)

Vídeo introduction



# Understanding Diversity and Inclusion



## Cultural Sensitivity

Definition: Being aware of and respecting the differences in cultures and being open to learning about them.



## Diversity

Definition: The presence of differences that include race, gender, religion, sexual orientation, ethnicity, nationality, socioeconomic status, language, (dis)ability, age, religious commitment, or political perspective.



## Inclusion

Definition: The practice of ensuring that people feel a sense of belonging and support within an organization or community.



## Equity

Definition: The fair treatment, access, opportunity, and advancement for all people, while striving to identify and eliminate barriers that have prevented the full participation of some groups.



# Case studies- examples

Case Study	Context	Key Actions	Outcome
Improving Gender Equity in STEM Education	A project aimed at increasing female participation in STEM fields at a university.	<ul style="list-style-type: none"> <li>- Conducting workshops to raise awareness</li> <li>- Creating mentorship programs</li> <li>- Providing scholarships</li> </ul>	<ul style="list-style-type: none"> <li>- Increased enrollment and retention rates of female students in STEM programs</li> </ul>
Enhancing Cultural Competence in Healthcare Projects	A healthcare initiative designed to serve multi-ethnic communities in urban areas.	<ul style="list-style-type: none"> <li>- Training healthcare workers on cultural sensitivity</li> <li>- Incorporating translators</li> <li>- Customizing healthcare services</li> </ul>	<ul style="list-style-type: none"> <li>- Improved patient satisfaction and health outcomes across diverse ethnic groups</li> </ul>
Promoting Inclusive Learning Environments	A university project to support students with disabilities.	<ul style="list-style-type: none"> <li>- Implementing accessible technologies</li> <li>- Training staff on inclusivity practices</li> <li>- Revising curricula to be more inclusive</li> </ul>	<ul style="list-style-type: none"> <li>- Higher engagement and academic success among students with disabilities</li> </ul>



# Human rights model

# Human rights model

01

## Project planning:

Human Rights Lens: Consider diverse needs during project design (e.g., accessibility, language barriers) to ensure everyone has equal opportunity to participate (Human Rights Model).

02

## Communication:

Clarity: Use clear and inclusive language, avoiding jargon or cultural references, to ensure everyone understands the project goals (Right to Information).

Channels: Utilize multiple communication channels (e.g., email, online platforms, translated materials) to respect different communication preferences (Right to Access to Information).

03

## Learning environment:

Respect: Foster a respectful and open atmosphere where everyone feels comfortable sharing ideas, valuing diverse perspectives (Right to Freedom of Expression).

Learning from Each Other: Provide opportunities for participants to learn from each other's cultures and perspectives, celebrating diversity (Right to Education and Cultural Exchange).

## Core Principles of the Human Rights Model

**Universality:** Rights apply to all people, everywhere.

**Equality and Non-Discrimination:** Everyone is entitled to the same rights without discrimination.

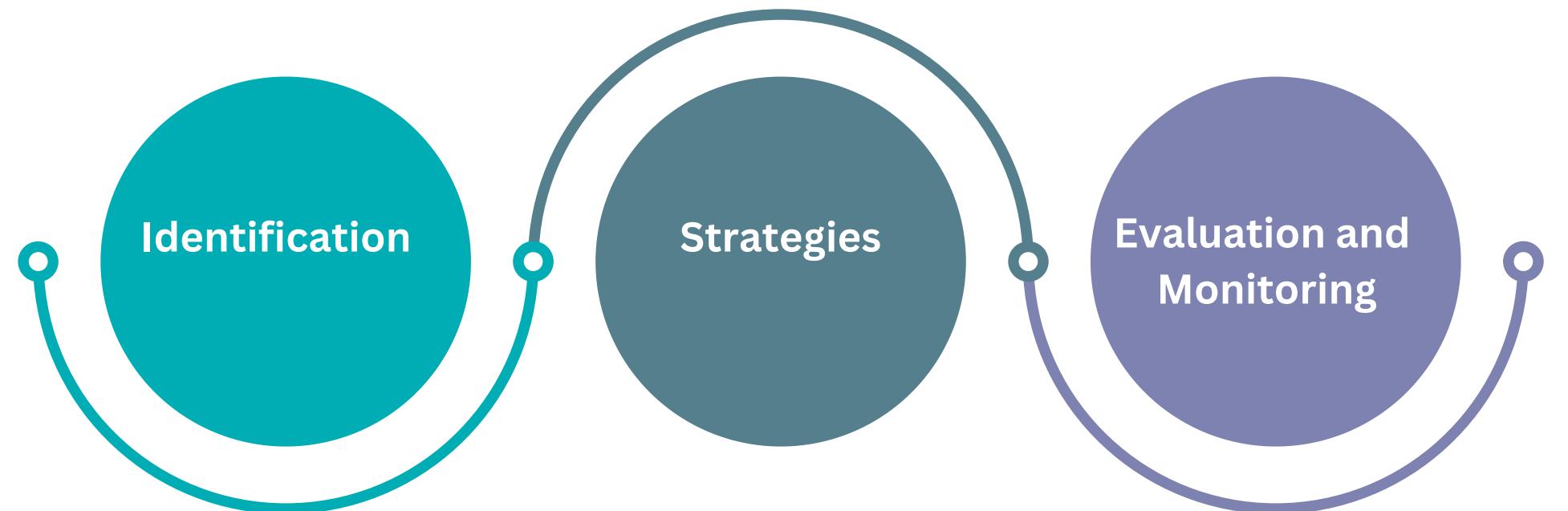
**Participation and Inclusion:** Everyone has the right to participate in decisions that affect their lives.

**Accountability and Rule of Law:** Governments and other duty-bearers must be accountable to rights-holders.





# Strategies Intervention Model



Identify **barriers** to participation through various methods (surveys, focus groups, observations).

**Examples** of barriers: accessibility issues, language barriers, cultural differences, lack of awareness.

**Policy and Procedures:**  
Review and modify project policies to be more inclusive.  
Information and

**Communication:**  
Ensure clear and accessible communication across cultures and languages.

**Training and Development:**  
Provide training on cultural sensitivity and inclusive practices to project participants.

**Physical Environment:**  
Make the project environment physically accessible and welcoming to all.

**Support Services:**  
Provide support services to address specific needs of participants.

**Evaluation and Monitoring**

Regularly monitor and evaluate the **effectiveness** of implemented strategies.

Adapt and refine strategies based on the **results** to continuously improve inclusion.



# Putting It All Together: Building Inclusive Projects

Barrier	Strategy Category	Example Strategy
Accessibility Issues	Physical Environment	<ul style="list-style-type: none"> <li>- Partner with local disability rights organization for accessible venues and transportation.</li> <li>- Provide funding or support for participants with additional accessibility needs.</li> </ul>
Language Barriers	Information and Communication	<ul style="list-style-type: none"> <li>- Offer pre-conference language workshops or online translation tools.</li> <li>- Use visuals and simple language in presentations and materials.</li> <li>- Allocate time for group discussions with peer translation.</li> </ul>
Cultural Differences	Training and Development	<ul style="list-style-type: none"> <li>- Conduct a pre-project training session on cultural sensitivity and communication styles.</li> <li>- Utilize icebreakers and team-building activities that foster understanding and collaboration across cultures.</li> </ul>
Lack of Awareness about Inclusion	Policy and Procedures	<ul style="list-style-type: none"> <li>- Revise application process and outreach materials to be more inclusive.</li> <li>- Develop a clear policy on anti-discrimination and promoting diversity within the program.</li> </ul>
Limited Resources for Support Services	Support Services	<ul style="list-style-type: none"> <li>- Partner with a local organization to offer support services (housing assistance, cultural orientation workshops).</li> <li>- Seek funding opportunities to provide financial support for participants with financial need.</li> </ul>



# Importance of inclusivity in project management

## Diversity of Thought:

A team with varied backgrounds and experiences brings a richer tapestry of ideas to the table, fostering innovation and problem-solving



## Enhanced Decision-Making

By considering diverse perspectives, teams can make more informed choices and avoid blind spots



## Stronger Team Dynamics

Inclusion fosters a sense of belonging and collaboration, leading to better communication and trust among team members





# Enhanced Project Quality

**potential oversights or biases can be identified early on, resulting in higher quality deliverables**

# Innovation Unleashed

This leads to more innovative solutions and impactful project outcomes





## People Feel Understood

Inclusive teams can better understand and cater to diverse persons needs

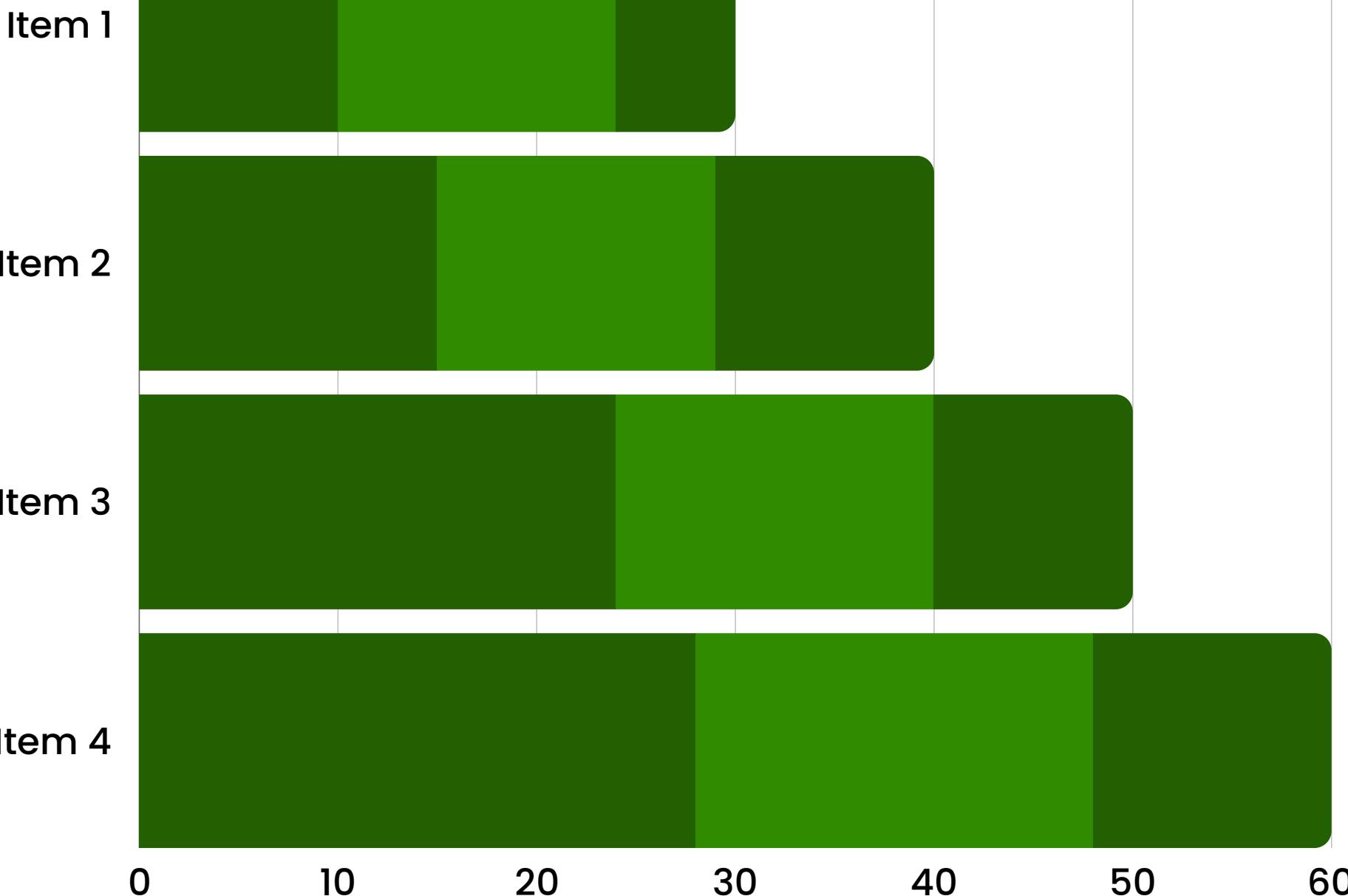


## Proactive Risk Management

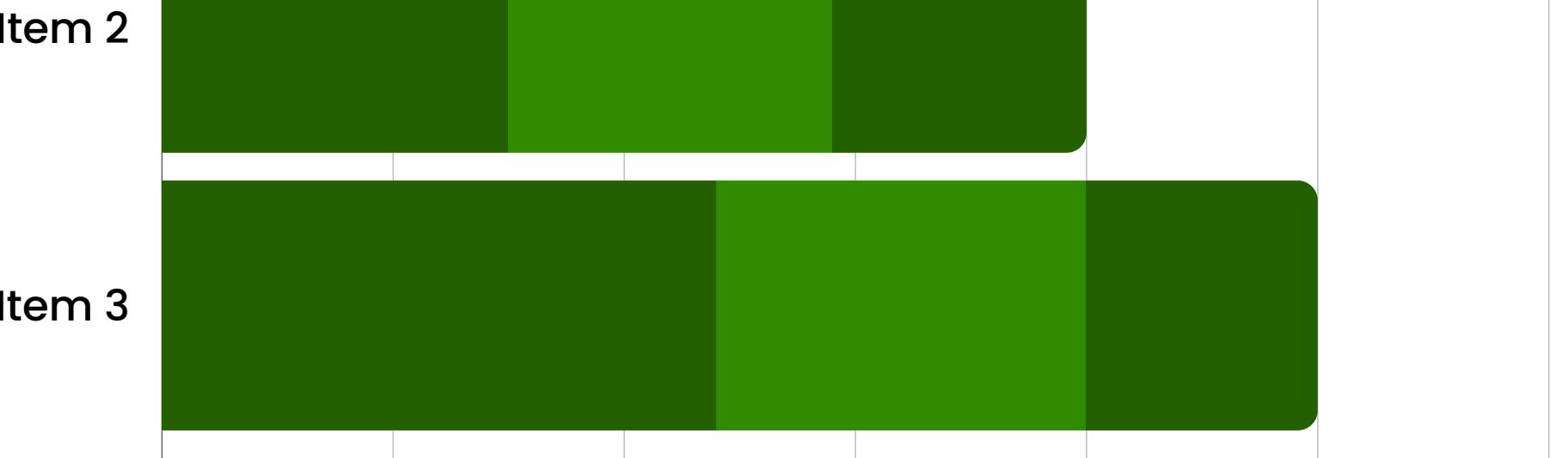
A broader range of viewpoints helps identify potential risks from various angles

# Building a Team for Success: Practical Steps for Inclusion

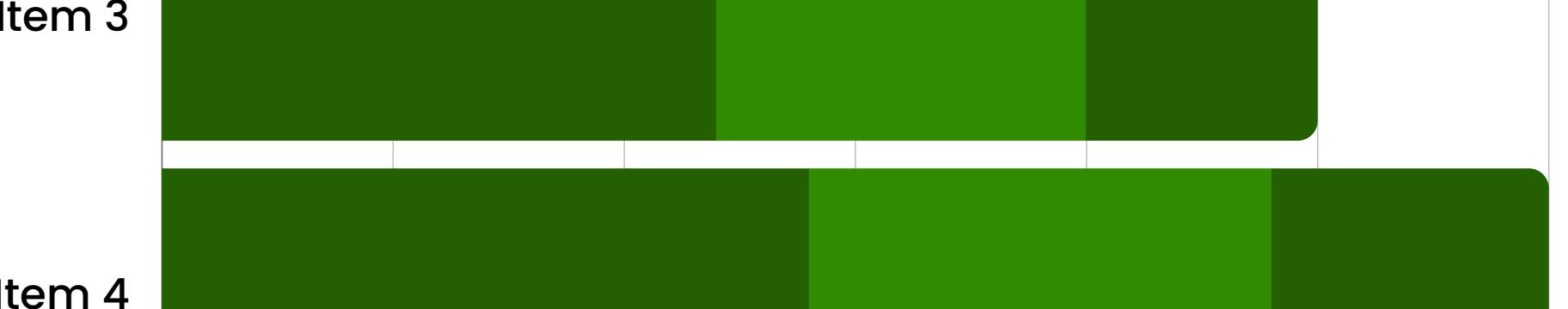
## Targeted Recruitment



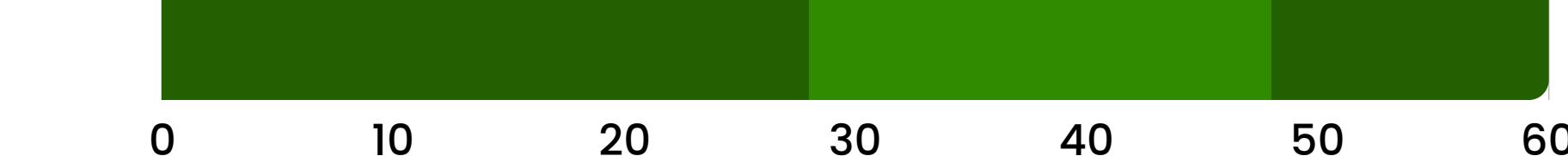
## Inclusive Culture



## Equal Opportunities



## Embrace Working Styles



Invest in ongoing training on diversity, equity, and inclusion to keep the team informed and aware



### Regular Training



### Lead by Example

Project leaders should model inclusive behavior and set the tone for the team



# Practical Tips for Project Leaders



### Use Inclusive Language

Ensure that all communication is inclusive and respectful of all team members.



### Create Safe Spaces

Foster an environment where all team members feel comfortable sharing their ideas and concerns



# Benefits of diversity in project teams

# Benefits

## Enhanced Innovation:

Diverse perspectives lead to more creative solutions.

Encourages out-of-the-box thinking and problem-solving.

## Sustainable Development:

Inclusive projects are more likely to meet long-term goals.

Ensures that projects are adaptable and resilient.

## Social Cohesion:

Promotes peace and understanding among diverse groups.

Fosters a sense of community and collaboration.

## Compliance with Global Standards:

Aligns with international human rights agreements.

Meets the expectations of global stakeholders and funders.





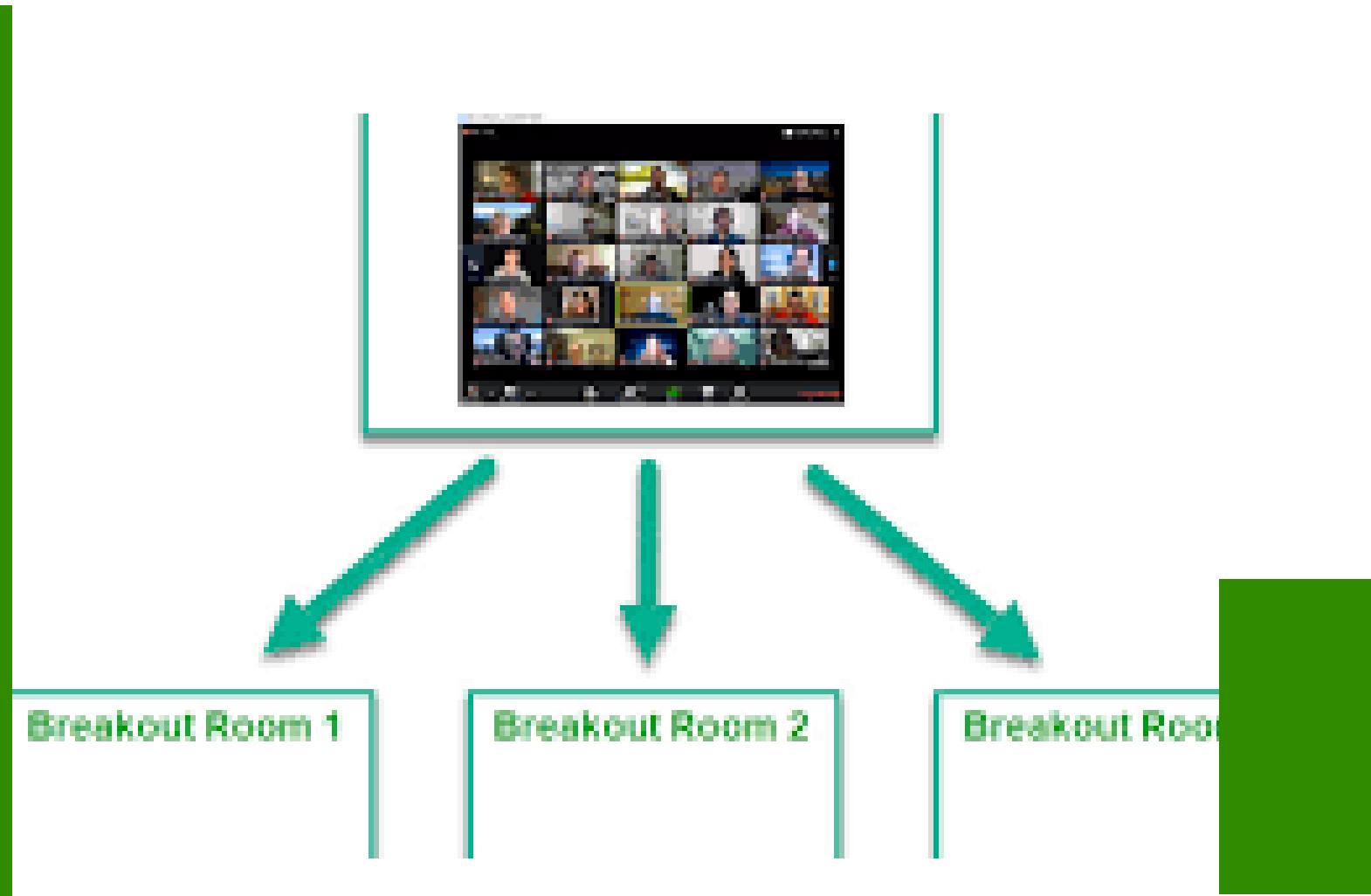
# **Emotional intelligence principles and inclusivity strategies Exercise**



## **Exercise 1: Diversity and Stakeholder Mapping**

- Exercise to identify and map diverse stakeholders involved in international projects
- Statements on strategies for engaging diverse stakeholders effectively

**Link**



## Exercise 2: Zoom Breakout Rooms\*

- Click "Join" when prompted.
- Keep track of the time and be mindful of the duration allocated for the exercise.
- Return promptly (return to the main session) when you received a prompt message.
- The host will send a notice when there are a few minutes left before returning to the main session.

When the breakout rooms are closing, a 30-second countdown will appear. Use this time to conclude your exercise and prepare to return to the main session.

You can either wait for the breakout room to close automatically or click "Leave Breakout Room" to return to the main session immediately.

- *Zoom Breakout Rooms: small meeting room or a separate part of an internet meeting where a small group can discuss a particular issue before returning to the main meeting*

## Exercise 2: Role-Playing Activity Promoting Equitable Participation

### Scenario:

- A university in the Philippines is launching a project to improve waste management on campus.
- Aim: Reduce environmental impact and promote sustainability.

### Stakeholder Groups:

1. Group 1: University Administration
2. Group 2: Student Environmental Clubs
3. Group 3: Local Waste Management Services
4. Group 4: Engineering Department
5. Group 5: Student Government

### Task (15 minutes):

- Discuss stakeholder interests and concerns.
- Develop communication strategies.

### Group Sharing:

- Return to main room.
- Each group shares for 2-3 minutes.

### Task in Breakout Rooms (15 minutes):

1. Discuss the assigned stakeholder group:
  - What are their potential interests or concerns related to the project?
  - How can the project team effectively communicate with them, considering their specific needs and perspectives?
2. Group Sharing & Discussion:
  - Return to the main Zoom room.
  - Each group will have 2-3 minutes to share their stakeholder analysis and communication strategies with the larger audience.



## Exercise 2: Role-Playing Activity Promoting Equitable Participation

- Group 1: University Administration (budget, logistics)
- Group 2: Student Environmental Clubs (awareness campaigns, volunteer efforts)
- Group 3: Local Waste Management Services (collaboration, infrastructure)
- Group 4: Engineering Department (technical solutions)
- Group 5: Student Government (policy changes, advocacy)

Gr1: What logistical challenges might the university administration face?

Gr2: How can student environmental clubs effectively raise awareness?  
Environmental clubs can lead awareness campaigns and mobilize volunteers.

Student government can advocate for policy changes and ensure student involvement.

Gr3: What collaboration opportunities exist with local waste management services?

Gr4: Engineering students can develop technical solutions for waste reduction and recycling.

Gr5: Student government can advocate for policy changes and ensure student involvement.



## Exercise 2: Role-Playing Activity Promoting Equitable Participation

### Group 1: University Administration

Potential Interests or Concerns:  
 Budget constraints and allocation  
 Logistics of implementing waste management systems  
 Ensuring compliance with university policies and regulations  
 Effective Communication Strategies:  
 Present clear budget plans and cost-benefit analyses  
 Highlight long-term savings and environmental benefits  
 Regular updates and meetings to discuss progress and challenges

### Group 2: Student Environmental Clubs

Potential Interests or Concerns:  
 Effectiveness of awareness campaigns  
 Volunteer recruitment and management  
 Measuring the impact of their efforts  
 Effective Communication Strategies:  
 Use social media and campus platforms to spread awareness  
 Organize events and workshops to engage students  
 Provide clear roles and responsibilities for volunteers

### Group 3: Local Waste Management Services

Potential Interests or Concerns:  
 Collaboration on waste collection and recycling efforts  
 Infrastructure requirements and support  
 Compliance with local regulations and standards  
 Effective Communication Strategies:  
 Establish formal partnerships and agreements  
 Regular coordination meetings to align efforts  
 Share data and reports on waste management progress



### Group 4: Engineering Department

Potential Interests or Concerns:  
 Technical feasibility of waste reduction solutions  
 Research and development opportunities  
 Integration of waste management systems with existing infrastructure  
 Effective Communication Strategies:  
 Present technical data and feasibility studies  
 Involve engineering students in hands-on projects  
 Facilitate cross-departmental collaborations and workshops

### Group 5: Student Government

Potential Interests or Concerns:  
 Policy development and advocacy  
 Ensuring student representation and involvement  
 Balancing various student interests and concerns  
 Effective Communication Strategies:  
 Draft policy proposals and resolutions  
 Engage with student representatives and hold forums  
 Address concerns through transparent and inclusive dialogue

# Reference Bibliography

- Equality, Diversity, and Inclusiveness in the Field of Project Management (2022) by Paul Gardiner and Rami Alkhudary. [PMI white paper](#)
- Building Inclusive Project Teams: Strategies for Leaders (2019) by Jeanne Meister and Christine Karolak. [Harvard Business Review](#)
- The Impact of Cultural Diversity on Project Team Performance: A Meta-Analysis (2014) by Gu Zhì-Xiang, Farh Joo-Lee, and Kwan Hoi-Kwan. [Research paper](#)
- Managing Diversity in Project Teams (2008) by Giovanni Project Management Institute. [PMI white paper](#)
- Diversity Wins: How Inclusion Matters (2017) by McKinsey & Company. [McKinsey report](#)
- Diversity and Inclusion in Higher Education: A Review of the Literature (2013) by Sylvia Hurtado, Marisa Chang, Gloria E. Minor, and Winston A. Vargas. [Literature review](#)
- Fostering Diversity and Inclusion in University Research Teams (2019) by National Academies of Sciences, Engineering, and Medicine. [Report](#)
- The Challenges and Opportunities of International Collaboration in Higher Education (2018) by Sarah A. Marsick and Karen E. Watson. [Journal article](#)
- Promoting Diversity and Inclusion in Engineering Education (2018) by National Academies of Sciences, Engineering, and Medicine. [Report](#)
- Diversity and Inclusion in Project Management Education (2021) by Project Management Institute. [PMI white paper](#)
- Project Management Institute (PMI) - Talent Triangle: (<https://www.pmi.org/learning/training-development/talent-triangle>) This framework highlights the importance of leadership skills, technical skills, and strategic and business management skills for project managers. Building a diverse team ensures a broader range of expertise across these areas.
- Support & Advanced Learning and Training Opportunities within the Erasmus+: Youth in Action programme (2014) by SALTO-YOUTH - Inclusion A to Z: <https://www.salto-youth.net/downloads/4-17-4278/InclusionAtoZ2014.pdf>
- United Nations Sustainable Development Goals (SDGs) - <https://unsdg.un.org/2030-agenda/universal-values/human-rights-based-approach>

# Vídeos

## Suggestions:

- <https://www.youtube.com/watch?v=kGd8seSSQH8>
- <https://www.youtube.com/watch?v=OoLVo3snNA0>
- <https://www.youtube.com/watch?v=VjxFhEbCLmM>
- <https://www.youtube.com/watch?v=kEyjlqixq9c>
- <https://www.youtube.com/watch?v=AyiUxQWtwBc>



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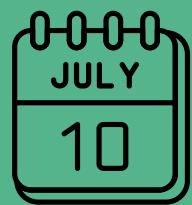
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by Susana Santana

# Barriers measures to address Inclusion

## Learning Objectives:



Recognize common barriers to inclusion in international project settings, including attitudinal, social, and environmental factors.

Generate creative solutions and adoptive measures to address barriers and promote inclusivity within project teams.

Understand the significance of stakeholder mapping in identifying key actors and power dynamics in international projects.

Reflect on the role of power dynamics and representation in shaping project outcomes and fostering inclusive decision-making processes.

# Agenda

20 min

**Attitudinal, Social, Environmental barriers**

20 min

**Adoptive measures for addressing the barriers in Asia**

30 min

**Quiz on AI Tools for Addressing Inclusive Barriers**

40 min

**Building Inclusive Practices for International Students in Asia**





# **Attitudinal, Social, Environmental barriers**

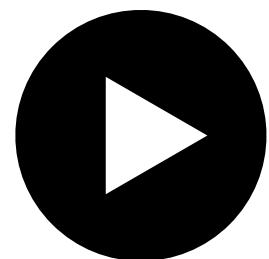
# Understanding Diversity and Inclusion

“

Inclusion isn't about making everyone the same. It's about creating a space where everyone can be different.”

by Jo Ichinose (Japanese-American author, speaker, and consultant on diversity and inclusion)

Vídeo introduction



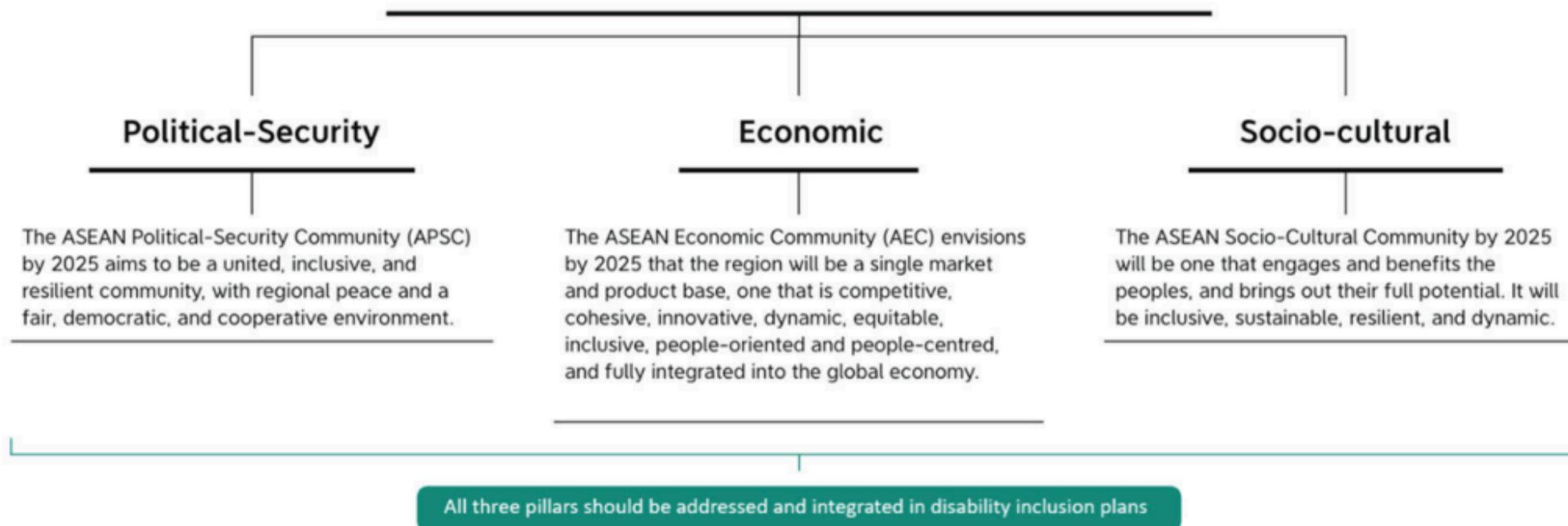
# Inclusive Education:

## Overcoming Barriers for Students with Disability in ASEAN

The ASEAN Community Vision 2025 has three pillars (Figure 1).

Disability inclusion measures intersect all of them. The integrated approach of the three pillars will ensure the coordination of efforts between sectors, organs, and bodies. All three pillars are interdependent and should incorporate disability inclusion.

**Figure 1: Three Pillars of the ASEAN Community**

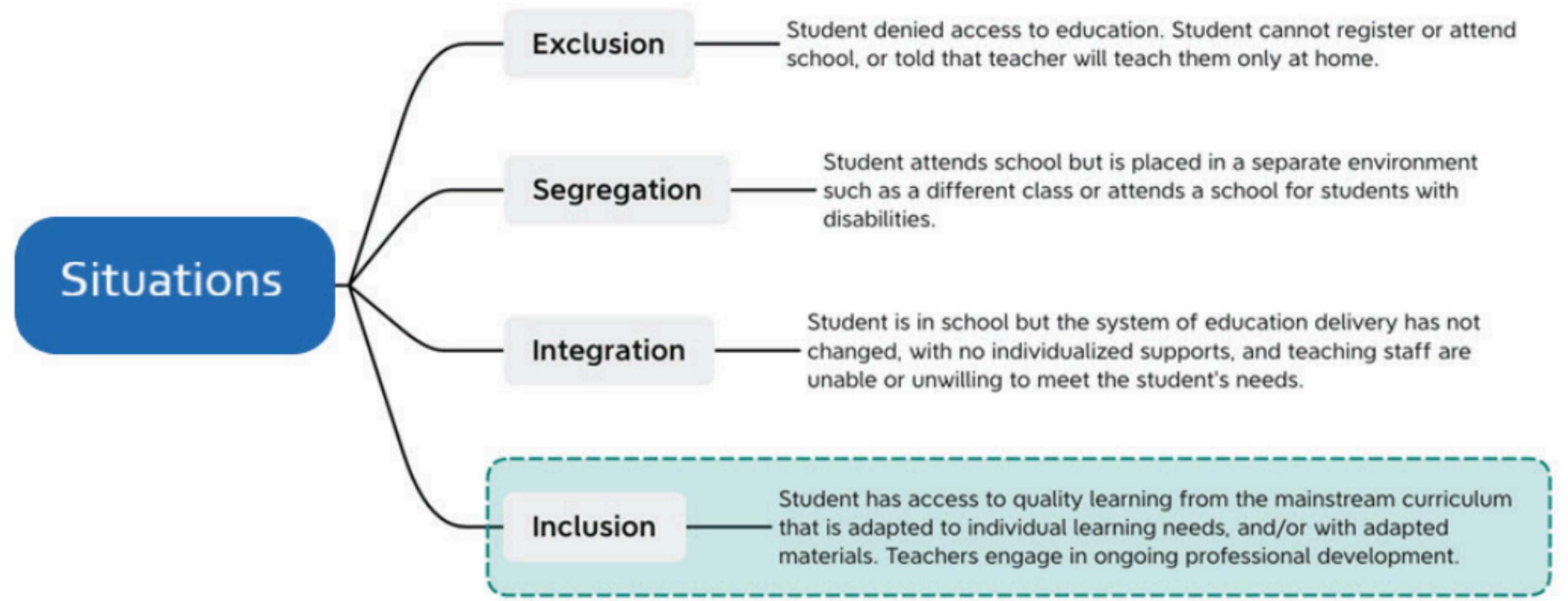


ASEAN = Association of Southeast Asian Nations.

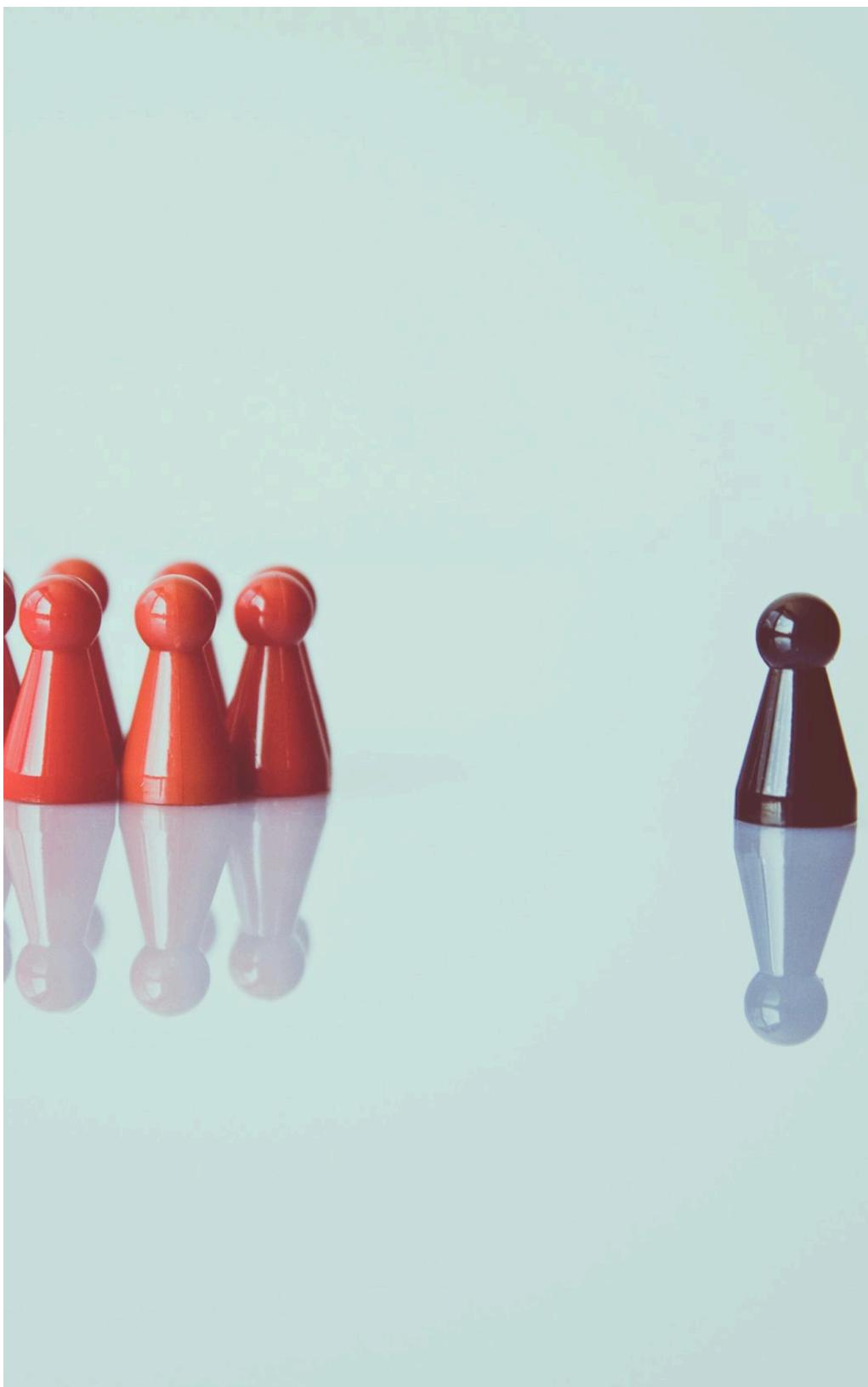
*"When everyone is included,  
everyone wins."*

Jesse Jackson

**Figure 2: Distinctions between Exclusion, Segregation, Integration, and Inclusion**



Source: Author's summary, from Inclusion International (n.d.), Catalyst for Inclusive Education. <https://inclusion-international.org/programme/catalyst-for-inclusive-education/>.



## Understanding Inclusion Barriers

Barriers to inclusion prevent full participation of individuals in various settings

Types of Barriers:.



**Negative attitudes and stereotypes.**



**Physical and infrastructural challenges.**



**Systemic policies and practices.**

# Attitudinal and Environmental Barriers



Type of Challenge	Definition	Examples
Attitudinal Challenges	Prejudices and stereotypes that hinder inclusion.	<ul style="list-style-type: none"> <li>- Age-related bias: Discrimination based on age.</li> <li>- Disability-related bias: Bias against people with disabilities.</li> </ul>
Environmental Challenges	Physical obstacles that limit accessibility.	<ul style="list-style-type: none"> <li>- Inaccessible buildings and transportation</li> <li>- Lack of adaptive equipment and technology.</li> </ul>

## Institutional Challenges and Solutions

Type of Challenge	Definition	Examples	Solutions	Description
Institutional Challenges	Systemic issues within policies and practices.	<ul style="list-style-type: none"> <li>- Inflexible workplace policies.</li> <li>- Lack of inclusive programs and services.</li> </ul>	Awareness and Education	Training programs to challenge stereotypes.

# Nine Barriers to Inclusion

EDIRA (European Disability Forum's Inclusive Rights and Accessibility) highlights the pervasive barriers to inclusion faced by individuals with disabilities. Understanding these barriers is crucial for creating more inclusive and equitable environments. Here, we summarize the nine key barriers to inclusion identified by EDIRA, emphasizing the importance of awareness and proactive measures in overcoming these challenges.

- Lack of Awareness: People are often unaware of the challenges faced by those with disabilities.
- Attitudinal Barriers: Stereotypes and prejudices that lead to discrimination.
- Physical Barriers: Inaccessible buildings and facilities that restrict mobility.
- Communication Barriers: Inadequate communication methods and tools.
- Technological Barriers: Lack of accessible technology and assistive devices.
- Policy Barriers: Inadequate laws and regulations that fail to promote inclusivity.
- Financial Barriers: High costs of inclusive practices and assistive devices.
- Social Barriers: Social isolation and lack of community support.
- Educational Barriers: Limited access to inclusive education and training opportunities.

Reference: <https://rareqol.com/edira-nine-barriers-to-inclusion/>

# The Top Five Barriers to Inclusion and Why You Should Avoid Them

- 1** Selective Mentoring  
Informal mentoring is harder to establish with diverse colleagues.
- 2** Inconsistent Response to Mistakes  
In-groups may receive leniency for mistakes; out-groups may face harsher judgments.
- 3** Bullying  
Bullies often target vulnerable out-group members, harming team dynamics.
- 4** Insensitivity  
Cultural insensitivity can create workplace stress and legal risks.
- 5** Perceived Underperformance  
Unconscious biases can lead to unfair performance evaluations.





# **Adoptive measures for addressing the barriers in Asia**

# Identifying Barriers to Inclusion and Designing Innovative Solutions for International University Projects



## ***Designing Innovative Solutions***

- Inclusive Education and Training: Develop and implement training programs that educate university staff and students on the importance of diversity and inclusion. These programs should include practical strategies for creating inclusive environments.
- Collaborative Platforms: Create platforms that facilitate intercultural dialogue and collaboration. These platforms can include online forums, social media groups, and regular intercultural events.
- Accessible Environments: Ensure that both physical and digital environments are accessible to all. This includes providing assistive technologies, ensuring websites are accessible, and making sure that university facilities are compliant with accessibility standards.
- Policy Review and Development: Regularly review university policies to ensure they promote inclusion and do not inadvertently exclude any groups. Engage diverse stakeholders in this review process to ensure a wide range of perspectives are considered.
- Support Services: Provide support services that cater to the needs of diverse groups. This can include language support services, mental health services, and academic support tailored to the needs of international students and staff.

# How can you overcome barriers to inclusion in project teams?



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## Assess your team's needs

Before you start any project, you need to understand your team's strengths, weaknesses, opportunities, and threats (SWOT). A SWOT analysis can help you identify the gaps and issues that may affect your team's performance and inclusion. For example, you may find out that some team members lack certain skills, knowledge, or confidence, or that some team members have conflicting expectations, values, or communication styles. By assessing your team's needs, you can plan and implement appropriate interventions, such as training, coaching, mentoring, feedback, or mediation.

## Set clear and inclusive goals

One of the key factors for successful project management is setting clear and SMART (specific, measurable, achievable, relevant, and time-bound) goals. However, to ensure inclusion, you also need to make sure that your goals are aligned with your team's vision, mission, and values, and that they reflect the diverse interests and needs of your team members and stakeholders. Moreover, you need to involve your team in the goal-setting process, so that they can have a sense of ownership, commitment, and accountability. By setting clear and inclusive goals, you can create a comm

## Communicate effectively and respectfully

Communication is essential for any project team, but it can also be a source of misunderstanding, confusion, or conflict. To overcome these barriers, you need to communicate effectively and respectfully with your team members and stakeholders. This means using clear, concise, and accurate language, avoiding jargon, slang, or acronyms, and adapting your communication style to suit different situations, audiences, and channels. It also means listening actively, asking open-ended questions, giving constructive feedback, and acknowledging different opinions and perspectives. By communicating effectively and respectfully, you can build trust, rapport, and collaboration among your team.

## Celebrate diversity and leverage differences

Diversity is a valuable asset for any project team, as it can bring creativity, innovation, and problem-solving. However, diversity can also create challenges, such as stereotypes, biases, or prejudices. To overcome these barriers, you need to celebrate diversity and leverage differences in your team. This means recognizing and appreciating the unique contributions, skills, and experiences of each team member, and creating a culture of respect, tolerance, and inclusion. It also means encouraging and supporting your team members to share their ideas, insights, and feedback, and to learn from each other. By celebrating diversity and leveraging differences, you can enhance your team's performance and outcomes.

## Monitor and evaluate your team's progress and inclusion

Finally, to overcome barriers to inclusion in project teams, you need to monitor and evaluate your team's progress and inclusion regularly. This means collecting and analyzing data and feedback on your team's performance, goals, and deliverables, as well as on your team's satisfaction, engagement, and inclusion. It also means reviewing and adjusting your plans, strategies, and actions based on the results and feedback, and recognizing and rewarding your team's achievements and improvements. By monitoring and evaluating your team's progress and inclusion, you can ensure continuous learning and improvement for your team and your project.

## Here's what else to consider

This is a space to share examples, stories, or insights that don't fit into any of the previous sections. What else would you like to add?

# Enhancing Inclusivity with AI Tools

**Voice Narration:** AI technologies like Siri, Alexa, and Echo provide voice narration of text and image descriptions, aiding individuals with visual impairments.

**Text-to-Speech:** AI converts text into spoken words, assisting individuals with communication difficulties.

**Enhanced Accessibility:** These tools enable greater participation and engagement of diverse researchers in the research process.

**Visual Elements:** Include icons or images representing AI tools (e.g., Siri, Alexa). Use visuals that depict accessibility features (e.g., text being converted to speech).

**Additional Notes:** Highlight the transformative impact of AI in overcoming barriers for researchers with disabilities.

Emphasize the importance of integrating AI tools to foster a more inclusive and supportive research environment.



# Overcoming Resource Barriers in Implementing Inclusive Education in Rural Areas



# Seven Priority Areas for Inclusive Education in Southeast Asia

## Priority Areas:

- Policy and Legislation: Developing inclusive education policies at national and regional levels.
- Teacher Training: Enhancing skills in inclusive teaching methodologies.
- Curriculum Development: Designing inclusive curricula that accommodate diverse learning needs.
- Infrastructure and Resources: Improving accessibility and availability of inclusive facilities and resources.
- Parent and Community Involvement: Engaging families and communities in supporting inclusive education.
- Monitoring and Evaluation: Establishing systems to assess progress and effectiveness of inclusive education initiatives.
- Research and Development: Conducting studies and developing innovations to advance inclusive practices.

## Challenges:

- Limited funding for infrastructure and resources.
- Resistance to change in educational policies and practices.
- Cultural and societal barriers affecting community involvement.

## Recommendations:

- Increase investment in inclusive education initiatives.
- Strengthen collaboration among governments, NGOs, and international partners.
- Promote awareness and advocacy for inclusive education benefits.



# Southeast Asian Ministers of Education Organization

Source: Action Agenda for the SEAMEO 7 Priority Areas  
This document elaborates on activities and goals related to all seven priority areas, including a section on research awards that promote inclusive education practices  
([https://www.seameo.org/Main\\_programme/189](https://www.seameo.org/Main_programme/189)).

# Dimensions of Inclusion in Internationalisation between Asia & Europe

## Key Points:

### 1. Critical Inflection Point

- Post-pandemic transformations in higher education highlight the need for inclusive international mobility of people and knowledge.

### 2. Spotlight Areas

- International Education Quality Assurance, Recognition, and Inclusion:
  - Creating cohesive qualifications recognition and credit transfer systems.
  - Adoption of UNESCO's Global Convention for a 'zone of trust'.
- Digitalisation and Online Alternatives
  - Collaboration on digital transformation.
  - Enhancing inclusion through digital internationalisation.
- Universal Design for Inclusion
  - Leveraging different approaches for development.
  - Moving away from a 'one size fits all' approach.
  - Promoting 'reverse mobility'.
- Diversify the Learning Process
  - Novel programme structures and outcome-based education.
  - Integrating global issues like climate change.
  - Designing pre-departure programmes.
- Internationalisation Support Services
  - Inclusive support services for students and staff.
  - Cohesive support policies for greater inclusion.

### 3. Inclusive Internationalisation:

"a comprehensive process of strategically planning, concretely designing and taking targeted measures to ensure that all actors in higher education can have access, can concretely take part and also enjoy the full benefits of internationalisation activities" (Delap & Ferencz, 2021).

## New Reports Available

**ASEM National Equity Policies  
in Higher Education**

**ARC8 Outlook Report 2030:  
Inclusive and Diverse Higher  
Education in Asia and Europe**

Source: ARC8 Outlook Report 2030: Inclusive and Diverse Higher Education in Asia and Europe

# Inclusive and Diverse Higher Education in Asia and Europe

## Regional Differences

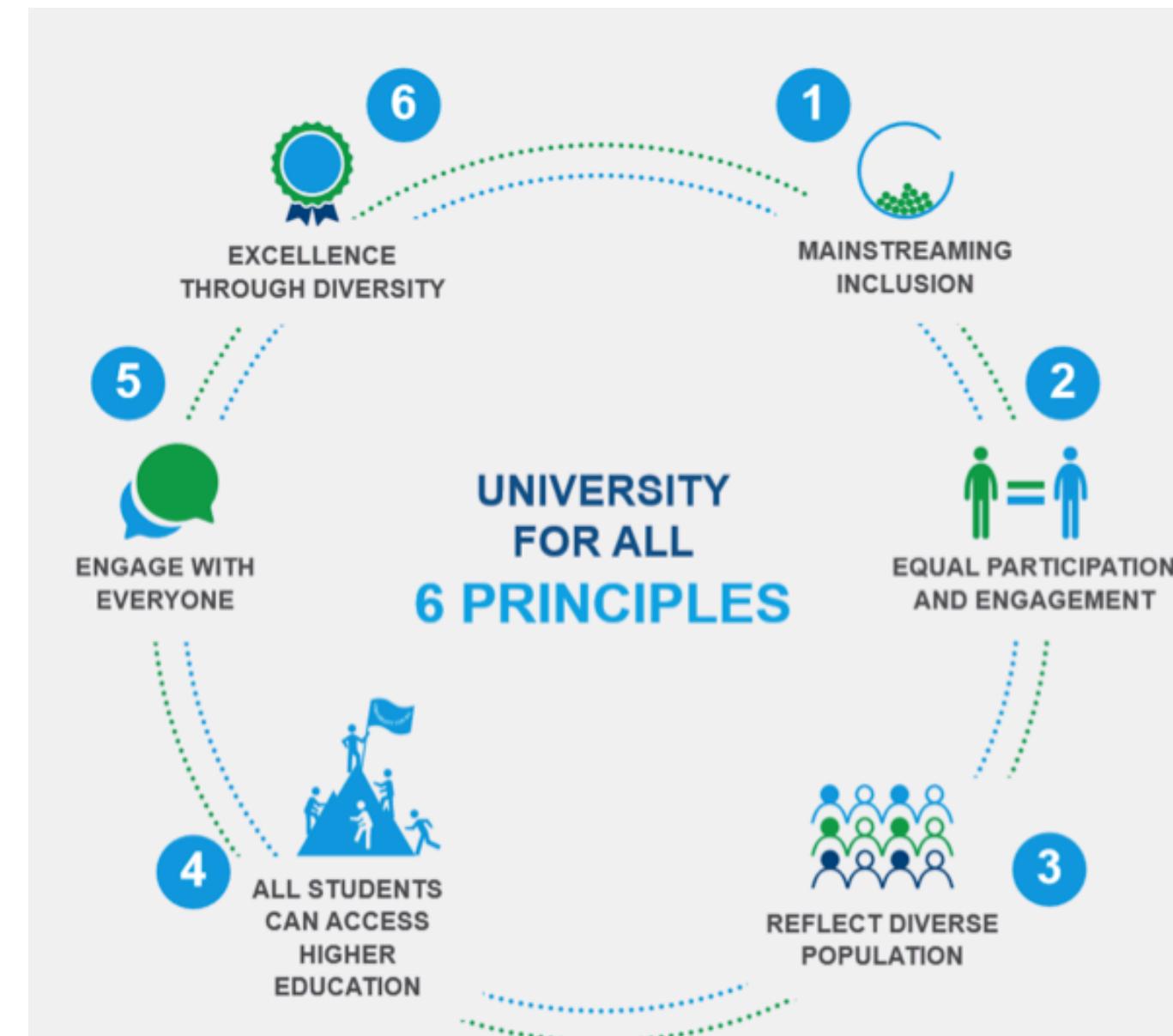
- Asia: Diversity and inclusion are emerging as significant focus areas, with efforts to integrate marginalized groups.
- Europe: Established policies promoting diversity and inclusion, yet facing challenges in implementation and consistency.

## Key Challenges:

- Accessibility: Physical and digital access to educational resources.
- Cultural Barriers: Prejudices and stereotypes impacting student participation.
- Policy Gaps: Inconsistent implementation of inclusive policies across institutions.

## Current Initiatives:

- Government and institutional policies aiming to create more inclusive environments.
- Partnerships and networks promoting inclusive practices.



# Inclusive and Flexible Lifelong Learning Pathways

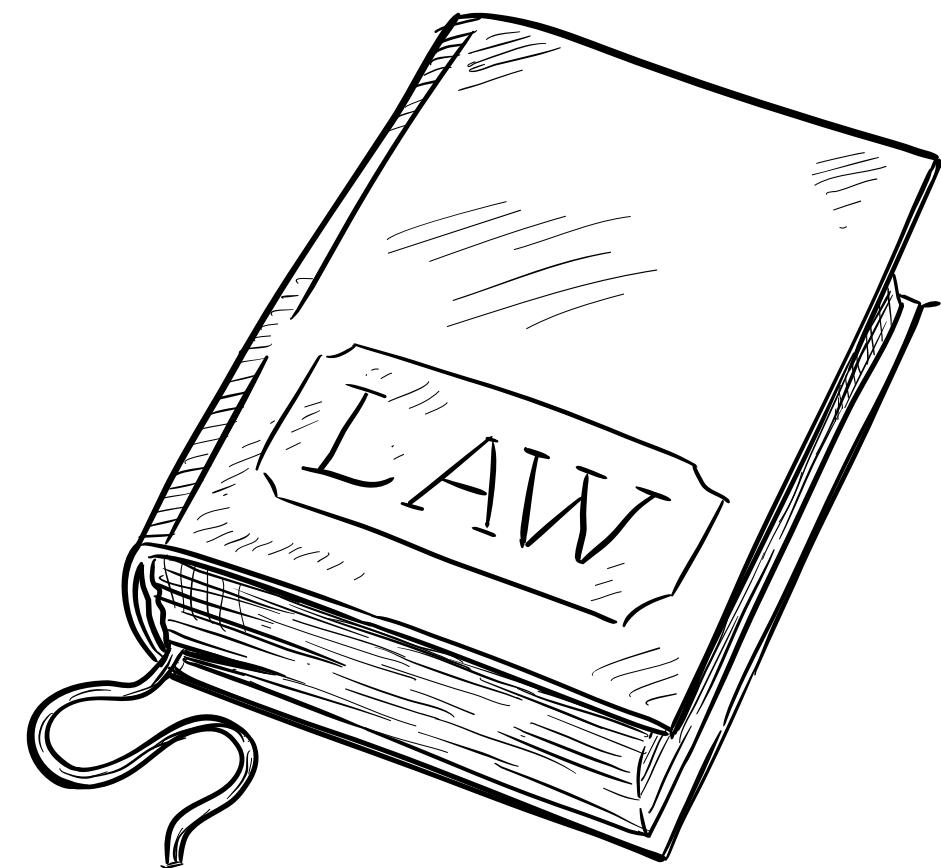
Aspect	Description
Inclusivity	Addresses accessibility, availability, and affordability of learning over the lifespan, including digital infrastructure and cultural inclusion.
Inclusion for All	Ensures LLL* provision for all, regardless of background, age, gender, socioeconomic status, location, disability, etc., considering intersectionality.
Context Coherence	Recognition and validation of learning across formal, non-formal, and informal settings, supporting seamless transitions.
Learning needs and interests	Focuses on personal development and growth, aligning learning with individual interests, wishes, and needs.
Affordability	Impact of course fees, subsidies, financial aids, and accessibility to paid leave/training on LLL participation.
Flexibility	Navigability between educational sectors (e.g., vocational, higher education), multiple entry/exit points, and seamless transitions.
Legislation and governance	Influence of national/regional policies promoting integrated LLL systems, accessibility, and shared responsibility among stakeholders.
Financial incentives and support systems	Availability of subsidies, recognition systems, and social policies aiding vulnerable groups in overcoming participation barriers.
Validation and recognition of prior learning	Systems supporting alternative learning routes and acknowledging prior learning experiences.
Quality assurance mechanisms	Ensuring high standards in LLL offerings through quality assurance frameworks and processes.
Digital divide	Measures addressing digital literacy, internet access, and connectivity to bridge societal gaps and enhance LLL accessibility.
Skill development and career support	Policies promoting skill enhancement, career progression, and alignment with societal goals (e.g., SDGs).
Lifelong learning for all age groups	Inclusive policies targeting all adult populations, including older adults, to foster continuous learning opportunities.

- LLL stands for Lifelong Learning. It refers to the concept of learning and education that occurs throughout a person's lifetime, beyond formal schooling. Lifelong learning encompasses both formal and informal learning opportunities that aim to enhance knowledge, skills, and competencies for personal development, career advancement, and societal contribution.

Source: ARC8 Outlook Report 2030: Inclusive and Diverse Higher Education in Asia and Europe

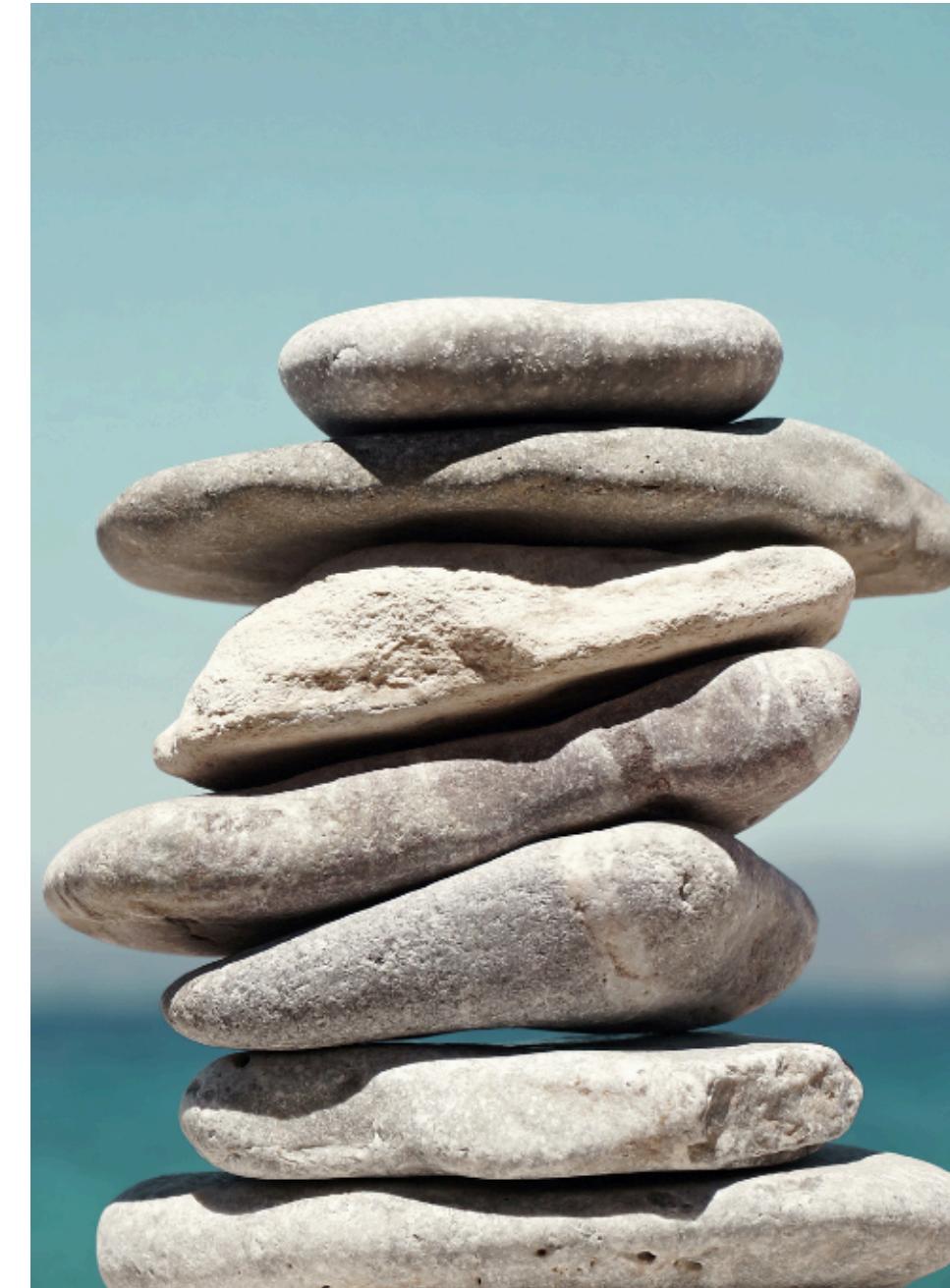
# Constitutional and/or legislative frameworks supporting Lifelong Learning (LLL) in several Asian countries

Country	Constitutional/Legislative Framework
Lao PDR	Education Law No. 03/AN (2000, amended 2007): Right to education without discrimination based on ethnicity, origin, religion, gender, or social status.
Philippines	Republic Act No. 11510 (2019): Provision of ALS CLC (Alternative Learning System - Community Learning Centers).
	Promotion of Non-Formal and Informal Education Act, B.E. 2551 (2008).
Thailand	National Education Act (1999): Focus on lifelong learning for all citizens.
Vietnam	Framework for Building a Learning Society: Responsibility of state agencies, economic and social organizations, armed forces units, communities, and families to provide learning opportunities for lifelong learning.
	Law on Education 2019: Enables continuous and lifelong learning for people in-service.
	National Education Guideline.
	Decree on Lifelong Learning No. 208/GOV (2020).
Indonesia	Constitution 1945: Right of every citizen to access education.
	National Policy on Lifelong Learning (2019): Enhancing learning opportunities and skills development for all individuals.



## Wrap up: Addressing Barriers

- **Unconscious bias training**
- **Culturally sensitive communication strategies**
- **Accessible communication formats and technology**
- **Flexible work arrangements**
- **Focus on skills and meritocracy**



A calm, gentle voice goes a long way towards creating a supportive community environment.

# Inclusivity in higher education- Cambodia Case

CDRI. (2023). Cambodia Vision 2030 and Beyond: Charting A Path for Resilient, Sustainable, and Inclusive Prosperity. Published on 20-Dec-2023.

## Key Priorities and Strategies:

- Post-COVID-19 Recovery:

Address learning loss and increased dropout rates through remedial programs.

- Building Inclusive Institutions:

Develop well-designed processes for policy formulation, implementation, and evaluation.

- Quality Education and Skills Building:

Invest in education from early childhood to high school.

Reform secondary school tracking to promote STEM education.

Promote gender equality and address educational disparities for women.

- Digital Infrastructure:

Enhance digital infrastructure and literacy to bridge the digital divide.

Support inclusive economic growth through digitalization.

- Social Protection Programs:

Implement programs to reduce poverty impacts and support student well-being.

Promote e-services and digitize government-to-citizen programs for transparency and efficiency.

- Data Management and Institutional Reform:

Strengthen data management systems for effective policy formulation and evaluation.

Ensure educational reforms cater to diverse student needs, including vulnerable groups.

- Long-term Vision:

Achieve inclusive, sustainable, and resilient economic growth.

Develop human capital and strengthen institutions to avoid the middle-income trap by 2050.

**CAMBODIA OUTLOOK BRIEF**  
 THE 15TH CAMBODIA OUTLOOK CONFERENCE 2023



Cambodia Vision  
**2030**

and Beyond: Charting A Path for Resilient,  
 Sustainable, and Inclusive Prosperity

# Inclusivity in higher education- Philippines Case

National Economic and Development Authority (NEDA). (2023). Philippine Development Plan 2023-2028. Retrieved from <https://pdp.neda.gov.ph/wp-content/uploads/2023/01/PDP-2023-2028.pdf>

Key Priorities and Strategies:

Inclusivity in Research and Innovation:

Support for all-inclusive research, enabling participation from small niche institutions.

Regional University Systems:

Integrate State Universities and Colleges (SUCs) into regional systems for improved efficiency.

Online and Blended Learning:

Continue using online and blended learning modalities to ensure learning continuity.

Alternative Assessment Methods:

Institutionalize online assessments and micro-credentials to evaluate student performance.

Student Support Systems:

Strengthen student affairs and support systems for smooth transitions to employment.

Enhance student internships, both domestically and abroad.

Governance and Coordination:

Improve coordination among DepEd, CHED, and TESDA for cohesive educational development.

Support for Vulnerable Groups:

Implement policies for students with disabilities and support alternative learning for dropouts (ALS).

Digital Infrastructure:

Enhance digital infrastructure and literacy to support educational accessibility and quality.

Long-term Vision:

Foster a more inclusive, high-quality educational environment.

Prepare students for future challenges with robust support systems and innovative learning methods.





# Quiz: Barriers and Measures for Inclusion Exercise 1

# Quiz: Barriers and Measures for Inclusion

## Instructions for the Exercise:

- Participants will have 15 minutes to complete the quiz.
- Answer the following true or false questions based on your knowledge of barriers to inclusion and measures to address them.

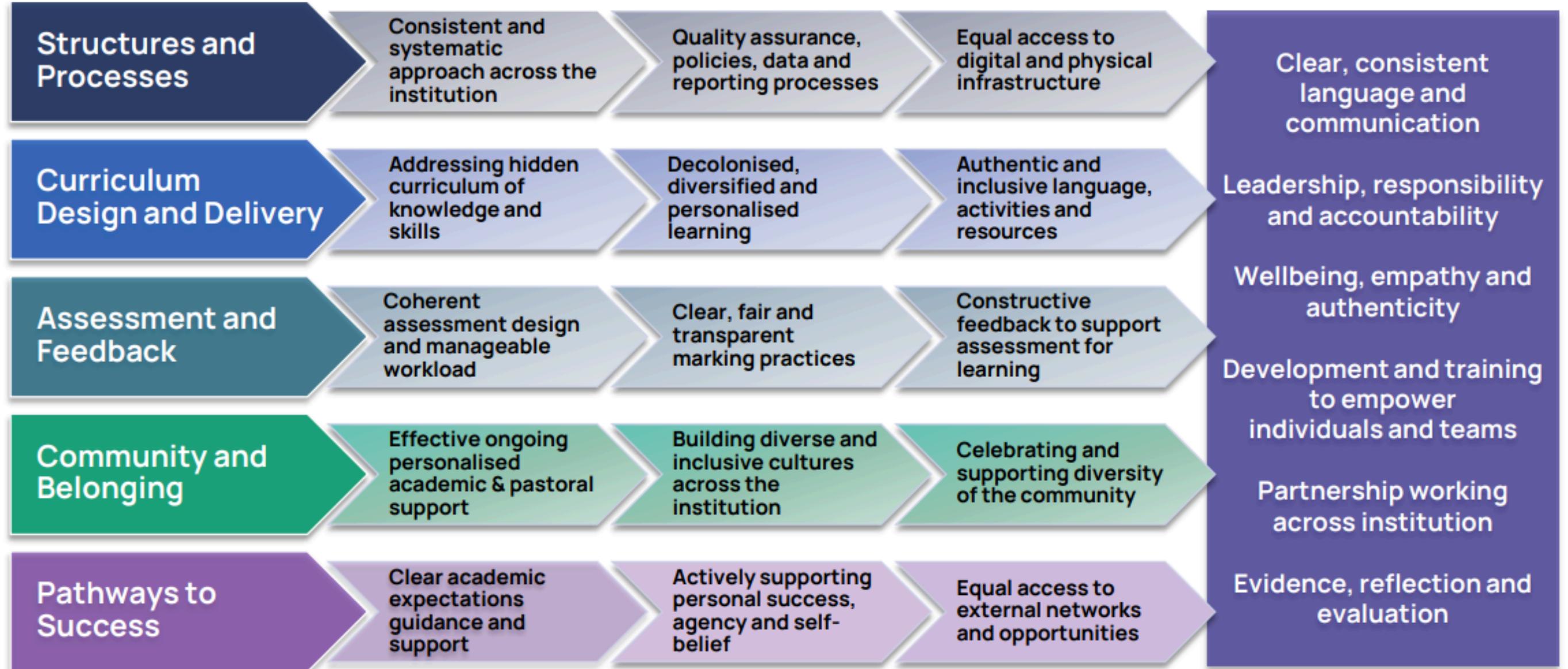
**This exercise will help reinforce understanding of barriers to inclusion and the effectiveness of various measures to promote inclusivity in different contexts.**





# **Building Inclusive Practices for International Students in Asia Exercise 2**

# The Inclusive Higher Education Framework



Developed with



In association with



Source: <https://www.inclusiveeducationframework.info>



# Case Study: International Collaborative Research Project in a University Setting

**Objective:** Developing Strategies for Inclusive Higher Education

**Time:** 40 minutes

**Goals:**

- Briefly discuss the importance of inclusive higher education for international students in Asia.
- Highlight the benefits of creating a welcoming and supportive environment for all students.

Each group a specific type of barrier to focus on:

## **Group 1: Assessment and Learning Opportunities**

- \* How can your university ensure international students have equal access to academic support services and resources?
- \* Are there opportunities to adapt teaching methods or assessment practices to better cater to diverse learning styles?

## **Group 2: Curriculum Design and Delivery**

- \* Does the curriculum reflect the diverse backgrounds and experiences of international students?
- \* Are there opportunities for international students to contribute their unique perspectives in coursework and discussions?

## **Group 3: Student Support Services**

- \* What support services are currently available to address the specific needs of international students (e.g., language support, cultural adjustment programs, mental health resources)?
- \* How effectively are these services communicated and promoted to international students?

## **Group 4: Social Integration and Campus Life**

- \* How can your university create a more inclusive campus environment where international students feel welcome and valued?
- \* Are there opportunities for international students to connect with peers from different backgrounds and cultures?

## **Group 5: Communication and Collaboration**

- \* How effectively does your university communicate important information and updates to international students?
- \* Are there clear channels for international students to voice their concerns and suggestions regarding inclusivity?

### 1. Discussion Instructions 10min:

- discuss specific measures

### 2. Breakout Room Activities 15min :

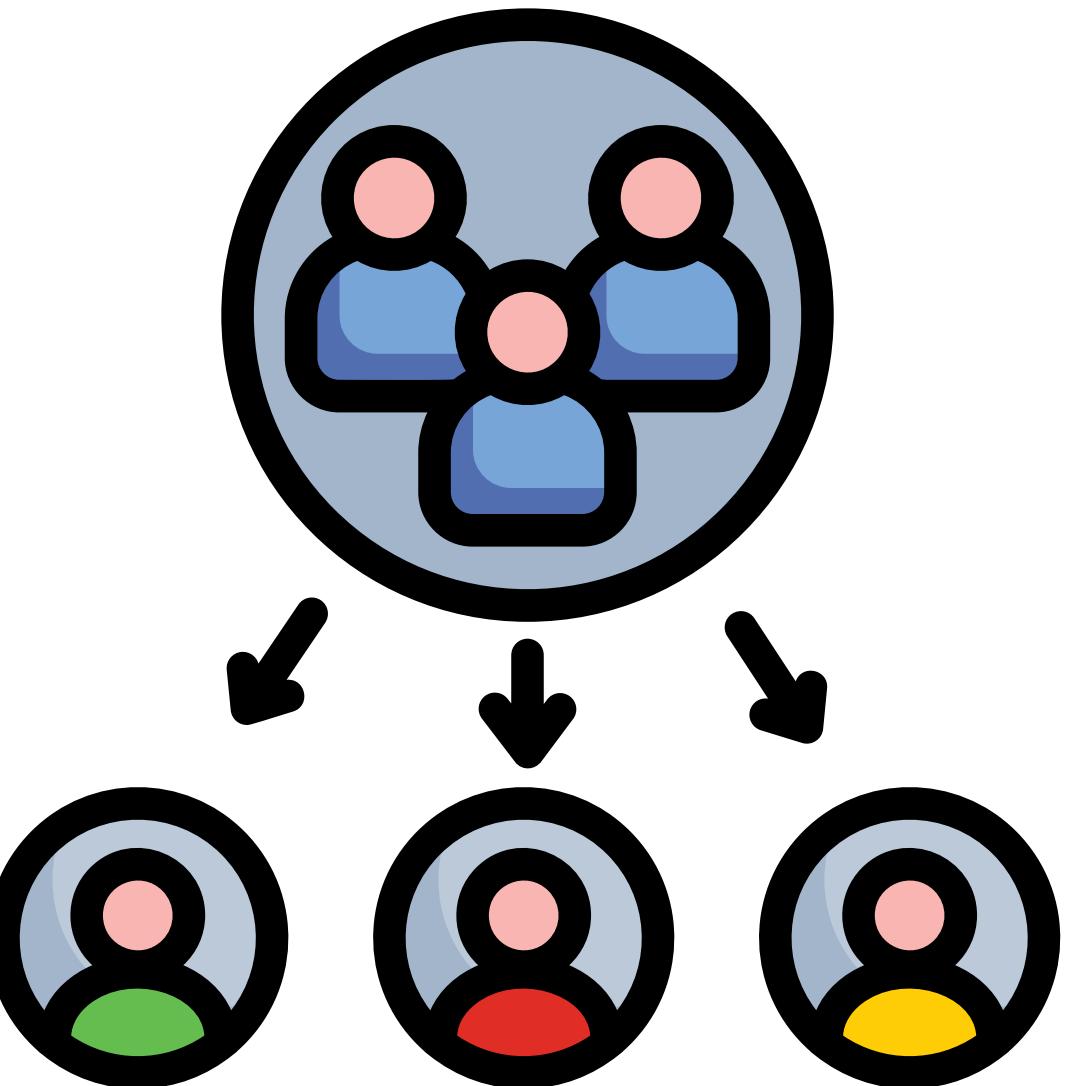
- Brainstorm potential solutions or strategies for overcoming the identified barriers.

### 3. Reporting Back (10 minutes per group):

- Briefly summarize the findings and key insights related to the identified barriers.

### 4. Whole-Group Discussion (5 minutes):

- Emphasize the importance of respectful dialogue and consideration of diverse perspectives .



# Case Study: International Collaborative Research Project in a University Setting

## 1. Assessment and Learning Opportunities (Example:)

- \* How can your university ensure international students have equal access to academic support services and resources?
- \* Example: Develop online tutorials and resources translated into common languages spoken by international students.
- \* Example: Offer peer-tutoring programs where international students can connect with local students for personalized academic support.
- \* Are there opportunities to adapt teaching methods or assessment practices to better cater to diverse learning styles?
- \* Example: Provide multiple assessment formats (e.g., essays, presentations, group projects) to cater to different learning styles.
- \* Example: Offer extended time on exams for students with documented learning disabilities.

## 2. Curriculum Design and Delivery (Example:)

- \* Does the curriculum reflect the diverse backgrounds and experiences of international students?
- \* Example: Incorporate case studies and examples from various cultures and regions into the curriculum.
- \* Example: Offer elective courses that allow international students to explore their own cultural heritage.
- \* Are there opportunities for international students to contribute their unique perspectives in coursework and discussions?
- \* Example: Encourage group projects where international students can share their perspectives on assigned topics.
- \* Example: Organize classroom debates or discussions where international students can present their viewpoints.

## 3. Student Support Services (Example:)

- \* What support services are currently available to address the specific needs of international students (e.g., language support, cultural adjustment programs, mental health resources)?
- \* Example: Offer workshops and seminars specifically designed to help international students adjust to life in a new country.
- \* Example: Provide dedicated staff members who can offer individual counseling and support to international students facing cultural or academic challenges.
- \* How effectively are these services communicated and promoted to international students?
- \* Example: Develop a comprehensive website with information about available support services in multiple languages.
- \* Example: Organize orientation programs specifically focused on available support services and resources.

## 4. Social Integration and Campus Life (Example:)

- \* How can your university create a more inclusive campus environment where international students feel welcome and valued?
- \* Example: Organize social events and activities that cater to diverse interests and cultural backgrounds.
- \* Example: Establish international student clubs and organizations that provide opportunities for international students to connect with each other.
- \* Are there opportunities for international students to connect with peers from different backgrounds and cultures?
- \* Example: Develop a peer-mentoring program where international students are paired with local students to help them navigate university life.
- \* Example: Organize international student buddy programs that connect incoming students with experienced international students.

## 5. Communication and Collaboration (Example:)

- \* How effectively does your university communicate important information and updates to international students?
- \* Example: Utilize multiple communication channels (e.g., email, social media, dedicated international student portal) to ensure information reaches all students.
- \* Example: Translate important announcements and documents into languages commonly spoken by international students.
- \* Are there clear channels for international students to voice their concerns and suggestions regarding inclusivity?
- \* Example: Establish an international student advisory committee that provides feedback on university policies and practices.
- \* Example: Organize regular town hall meetings or focus groups specifically for international students to share their experiences and suggestions.



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# Vídeos

Sugestions:

<https://www.youtube.com/watch?v=r3E15mLO0i0>  
<https://www.youtube.com/watch?v=TmuuQuiggfk>  
<https://www.youtube.com/watch?v=GbfTMoSFT0k>  
<https://www.youtube.com/watch?v=7twwQ4jfx0w>  
[https://www.youtube.com/watch?v=sg\\_YlqqprB4](https://www.youtube.com/watch?v=sg_YlqqprB4)  
<https://www.youtube.com/watch?v=wBU2N3hvg>  
<https://www.youtube.com/watch?v=TyqSdmJeCro>



# Homework (to present in Lisbon Training)

In this exercise, we explored the capabilities of the MURAL app for collaborative project planning and development. MURAL serves as a digital workspace that facilitates teamwork and creativity through virtual collaboration tools.

Using the MURAL app for collaborative project planning proved to be highly beneficial. It enabled seamless virtual teamwork, enhanced creativity through visual collaboration tools, and facilitated inclusive decision-making and documentation. MURAL emerged as a versatile platform for modern project management, promoting efficiency and innovation in team-based initiatives.



# Homework (to present in Lisbon Training)

**Project Overview:** The Global Access Initiative aims to address the key challenge of accessibility to educational resources, focusing on both physical and digital access barriers globally.

**Goal:** Team members were introduced to the concept of inclusive project development, emphasizing the importance of considering diverse perspectives and needs in international projects.

**Project Name:** choose

**Team Members:** name/role

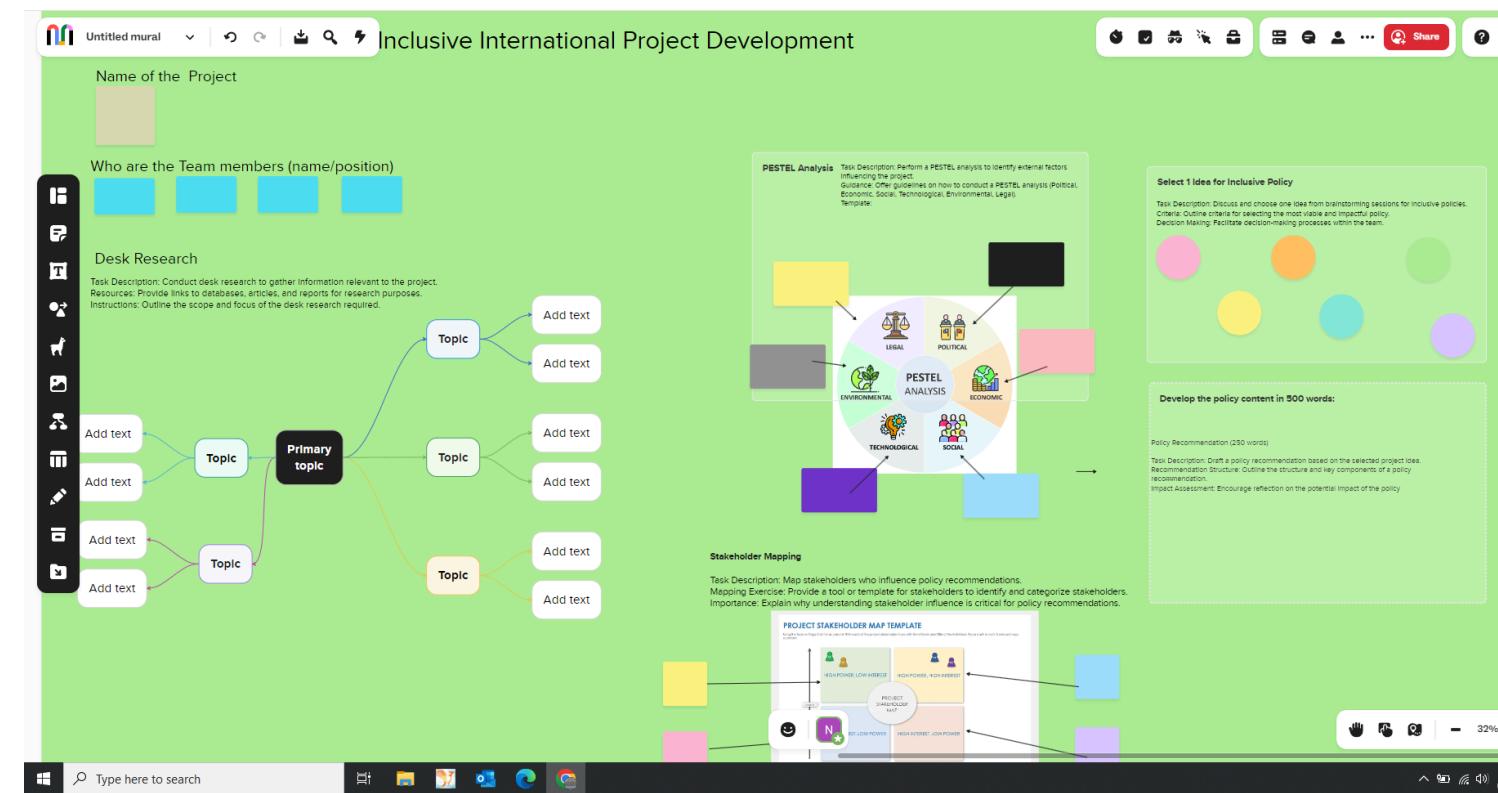
**Desk Research:** Conduct desk research to gather reports, papers, and other relevant documents concerning global accessibility to educational resources. **Resources:** Provide links to databases, articles, and reports for research purposes. **Instructions:** Outline the scope and focus of the desk research required.

**PESTEL Analysis:** Perform a PESTEL analysis to identify external factors influencing the project. **Guidance:** Offer guidelines on how to conduct a PESTEL analysis (Political, Economic, Social, Technological, Environmental, Legal).

**Stakeholder Mapping:** Map stakeholders who influence policy recommendations. **Mapping Exercise:** Provide a tool or template for stakeholders to identify and categorize stakeholders. **Importance:** Explain why understanding stakeholder influence is critical for policy recommendations.

**Inclusive Policy** Discuss and choose one idea from brainstorming sessions for inclusive policies. **Criteria:** Outline criteria for selecting the most viable and impactful policy. **Decision Making:** Facilitate decision-making processes within the team.

**Policy Recommendation Development (500 words):** Draft a policy recommendation based on the selected project idea. **Recommendation Structure:** Outline the structure and key components of a policy recommendation. **Impact Assessment:** Encourage reflection on the potential impact of the policy.



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FOR YOUR ATTENTION



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Av. Rovisco Pais, 1049-001, Lisboa, Portugal



# MODULE 1:

## HOW TO BUILD AN INCLUSIVE PROJECT



Susana Santana  
Técnico Lisboa, ULisboa

 <http://unication.eu/>



# Training Guidelines



your Zoom ID includes your name and university.



you agree that the session will be recorded in accordance with EU project guidelines.



your camera is ON and you are muted when you are not interacting.

Your cooperation is greatly appreciated and will contribute to the success of our training session.



Do & Don't  
**RULES**

# MODULE 1:

## HOW TO BUILD AN INCLUSIVE PROJECT

9 JULY

### **INCLUSION AND ITS SCOPE**

by Natacha Moniz

10 JULY

### **BARRIERS MEASURES TO ADDRESS INCLUSION**

by Natacha Moniz

12 JULY

### **APPLYING INCLUSIVE PROJECT MANAGEMENT TECHNIQUES**

by Susana Santana

# Learning Objectives



Identifying **cultural dimensions** and their **impact** on project dynamics and applying strategies to promote **cultural sensitivity** in project teams.



Facilitating **inclusive decision-making** processes and developing skills in **conflict resolution** within diverse project teams.



Utilizing **inclusive communication** techniques to foster **collaboration** and **understanding**.



Implementing **best practices** in inclusive project management to achieve **project success**.

# Agenda



- 01 Incorporating Diversity Considerations into Project Objectives and Strategies
- 02 Cultural Dimensions and their Impact on Project Dynamics
- 03 (Placeholder)
- 05 Strategies for Promoting Cultural Sensitivity in Project Teams
- 06 Inclusive Decision-Making Processes
- 07 Conflict Resolution in Diverse Teams
- 08 Inclusive Communication Techniques
- 09 Challenges in Inclusive Project Management
- 10 Measuring Success in Inclusive Project Management
- 11 Integrating Inclusive Practices into the Project Life Cycle
- 12 Exercises



## Incorporating Diversity Considerations into Project Objectives and Strategies

Embracing diversity and inclusion is crucial for the success of any project. By incorporating diverse perspectives and cultural considerations into project objectives and strategies, project managers can:

unlock new opportunities

foster innovation

create better outcomes for all stakeholders

# Aligning Diversity with Project Objectives



## Diversity-Focused Objectives

Design project objectives that explicitly address **diversity**, **equity**, and **inclusion**.



**Aligning with Organizational Goals**  
This helps ensure that your project efforts support and reinforce the **organization's** overall DEI **strategy** and **commitments**.



**Measuring Success**  
Establish clear **metrics** and **Key Performance Indicators** to track the achievement of your diversity-oriented project objectives.

# Strategies for Diverse and Inclusive Projects

**Diversity  
Guidelines  
and Policies**

**Inclusive  
Representation**

**Inclusive  
Language**

**Accessibility  
Considerations**



# Practical Examples of Inclusive Projects at Técnico Lisboa

## Mentoring Programme

**Description:** Senior students (Mentors) assist new students (Mentees), including international and underrepresented groups, to help them integrate into the academic and social life at IST.

**Impact:** Eases the integration process, providing a support system that helps new students navigate their new environment effectively ([Webpage](#)).

## Orientation Weekend

**Description:** A series of activities designed to welcome new students, including international and mobility students, with campus tours, cultural events, and support sessions.

**Impact:** Facilitates social integration and provides essential information, making students feel more welcomed and included ([Webpage](#)).

## Diversity and Gender Balance at IST

**Description:** IST has established a dedicated office to promote gender equality and diversity. The office implements policies and initiatives aimed at preventing discrimination, promoting equal opportunities, and supporting diversity in all its forms within the institution.

**Impact:** This initiative ensures a supportive environment where all students and staff can thrive regardless of gender, contributing to a more equitable and inclusive academic community ([Webpage](#)).

## Accessible Campus Initiatives

**Description:** This initiative focuses on improving the physical and digital accessibility of the IST campus. It includes infrastructure upgrades to ensure wheelchair accessibility, the provision of assistive technologies, and the development of accessible online resources and course materials.

**Impact:** Enhancing accessibility ensures that students with disabilities can fully participate in all aspects of campus life, promoting inclusivity and equal access to education. ([Webpage](#) - campus life and services sections).

## Fall-in-Age – Innovative Training for Technology-based Frailty and Falls Management

**Description:** The Fall-in-Age project focuses on developing innovative training programs for managing frailty and preventing falls among the elderly using technology-based solutions. This project is a collaborative effort among European institutions to address the growing issue of falls in the ageing population, which significantly impacts health and quality of life.

**Impact:** By providing advanced training for healthcare professionals and caregivers, the project aims to improve the quality of care for elderly individuals. The integration of technology-based solutions enhances the effectiveness of fall prevention strategies, thereby reducing the incidence of falls and associated healthcare costs. ([Webpage](#)).

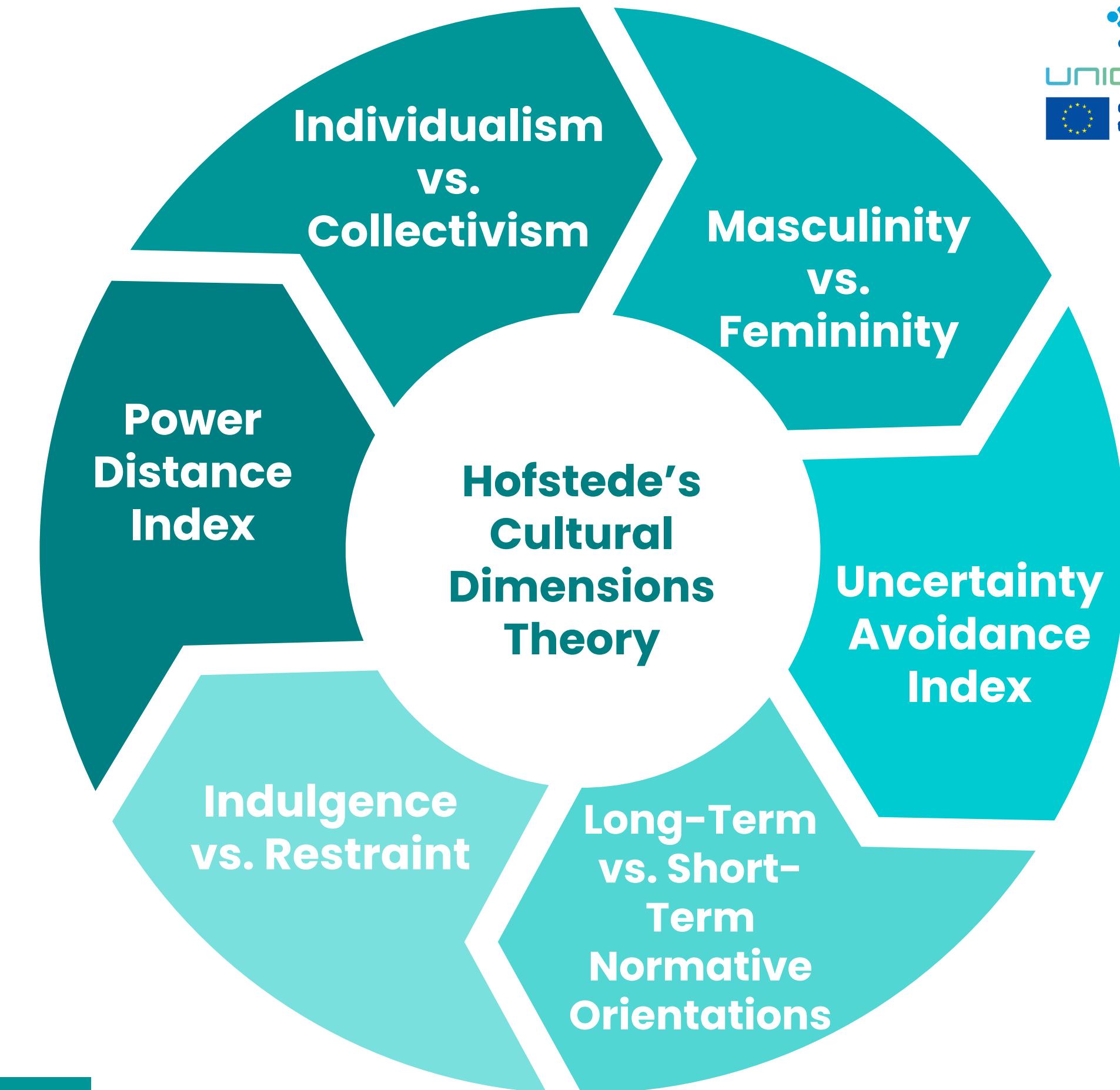
## SPIRIT - Sport and Physical Education as a Vehicle for Inclusion and Recognition in India, Indonesia, and Sri Lanka

**Description:** The SPIRIT project, funded by Erasmus+, aims to use sport and physical education as tools to promote inclusion and recognition in India, Indonesia, and Sri Lanka. This initiative addresses the rise of chronic non-communicable diseases (NCDs) and the need for inclusive sports activities. It involves creating interdisciplinary curricula in sport management, sport nutrition, and physical education, alongside short courses for coaches and trainers. SPIRIT also establishes student clubs to promote sports activities in schools and communities.

**Impact:** The project helps break down societal barriers and promotes inclusion by changing perceptions about the capabilities of various groups. It empowers individuals to recognize their potential and advocate for societal changes, contributing to healthier lifestyles and socioeconomic development, especially among vulnerable groups and students with special needs. ([Webpage](#))

# Cultural Dimensions and their Impact on Project Dynamics

Hofstede's Cultural Dimensions Theory is a framework for cross-cultural communication, developed through extensive research starting in the 1960s. Hofstede identified several dimensions that summarize different national cultures. These dimensions are useful for understanding cultural differences and managing cultural diversity in international business, project management, and other fields.



# Hofstede's Cultural Dimensions Theory

01

## Power Distance Index

The extent to which less powerful members of a society accept and expect that power is distributed unequally.

**High PDI:** Societies accept hierarchical order without much question.

**Low PDI:** Societies strive for equality and question authority.

02

## Individualism vs. Collectivism

The degree to which people in a society are integrated into groups.

**Individualistic societies:** Emphasize personal achievements and individual rights.

**Collectivist societies:** Emphasize group cohesion, family ties, and loyalty.

03

## Masculinity vs. Femininity

The distribution of roles between genders.

**Masculine societies:** Value competitiveness, assertiveness, and material success.

**Feminine societies:** Value relationships, caring for others, and quality of life.





# Hofstede's Cultural Dimensions Theory

04

## Uncertainty Avoidance Index

The extent to which members of a society feel uncomfortable with uncertainty and ambiguity.

**High UAI:** Societies implement strict rules and regulations to minimize uncertainty.

**Low UAI:** Societies are more accepting of differing opinions and fewer regulations.

05

## Long-Term vs. Short-Term Normative Orientation

The extent to which a society maintains links with its own past while dealing with the challenges of the present and future.

**Long-Term Orientation:** Societies value perseverance, thrift, and adapting to changing circumstances.

**Short-Term Orientation:** Societies value traditions, social obligations, and respect for the past.

06

## Indulgence vs. Restraint

The extent to which a society allows relatively free gratification of basic and natural human desires related to enjoying life and having fun.

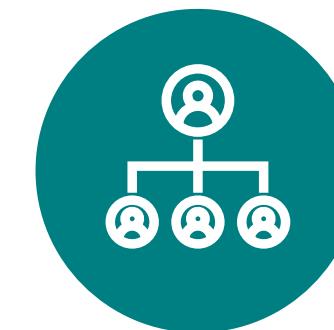
**Indulgent societies:** Allow relatively free gratification of desires and impulses.

**Restrained societies:** Suppress gratification of needs and regulate it by means of strict social norms.

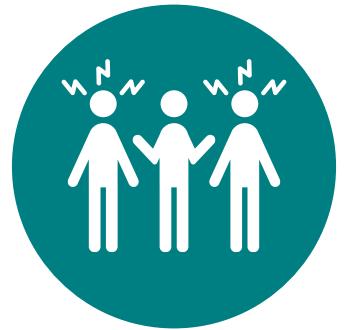
# Understanding these dimensions helps professionals to:



Improve communication across cultures.



Design better organizational structures and processes that consider cultural differences.



Manage and resolve conflicts in multicultural teams.



Develop culturally sensitive marketing and negotiation strategies.

By using Hofstede's Cultural Dimensions, project managers and other professionals can better understand and respect cultural differences, leading to more effective and harmonious international collaborations.

# Analysis of Cambodia's, Philippines' and Portugal's cultural dimensions based on Hofstede's model

Cultural Dimension	Cambodia	Impact	Philippines	Impact	Portugal	Impact
Power Distance Index (PDI)	High	Hierarchical structure; subordinates may hesitate to voice opinions	High	Hierarchical structure; respect for authority, need for participative decision-making	High	Respect for authority; hierarchical decision-making processes
Individualism vs. Collectivism (IDV)	Collectivist	Emphasize group harmony and loyalty; focus on teamwork and collective goals	Collectivist	Emphasize family ties and group loyalty; focus on relationship-building and community impact	Collectivist	Emphasize close-knit groups and loyalty; strong sense of community and familial ties
Masculinity vs. Femininity (MAS)	Feminine	Value relationships and quality of life; supportive, cooperative work environment	Feminine	Prioritize care and quality of life; nurturing and inclusive project environment	Moderate	Balanced approach; some competitiveness, but also value quality of life and relationships
Uncertainty Avoidance Index (UAI)	Moderate	Preference for clear guidelines and structured plans; some flexibility	Moderate to High	Preference for avoiding ambiguity; need for detailed planning and risk management	High	Preference for clear rules and stability; risk aversion and detailed planning
Common Challenges		Indirect communication, slow decision-making, avoidance of direct confrontation		Indirect communication, slow decision-making, avoidance of direct confrontation		Resistance to change, risk aversion, indirect communication
Strategies		<ul style="list-style-type: none"> <li>- Encourage open feedback</li> <li>- Structured opportunities for input</li> <li>- Clear guidelines and contingency plans</li> </ul>		<ul style="list-style-type: none"> <li>- Encourage open feedback</li> <li>- Structured opportunities for input</li> <li>- Clear guidelines and contingency plans</li> </ul>		<ul style="list-style-type: none"> <li>- Clear communication and guidelines</li> <li>- Encourage direct feedback</li> <li>- Manage resistance to change</li> </ul>

The table highlights that Cambodia and the Philippines value hierarchical structures, group loyalty, and supportive environments, requiring project managers to foster teamwork and participative decision-making. Portugal emphasizes clear guidelines and risk management, balancing competitiveness with quality of life, necessitating clear communication and fostering both individual and collective achievements.

# Strategies for Promoting Cultural Sensitivity in Project Teams

## Fostering Cultural Awareness

Encourage team members to share their cultural backgrounds, traditions, and perspectives. Organize team-building activities that celebrate diversity and help build mutual understanding.

## Inclusive Communication

Ensure that communication channels, meeting formats, and information-sharing practices accommodate diverse communication styles and language preferences.

## Flexible Work Practices

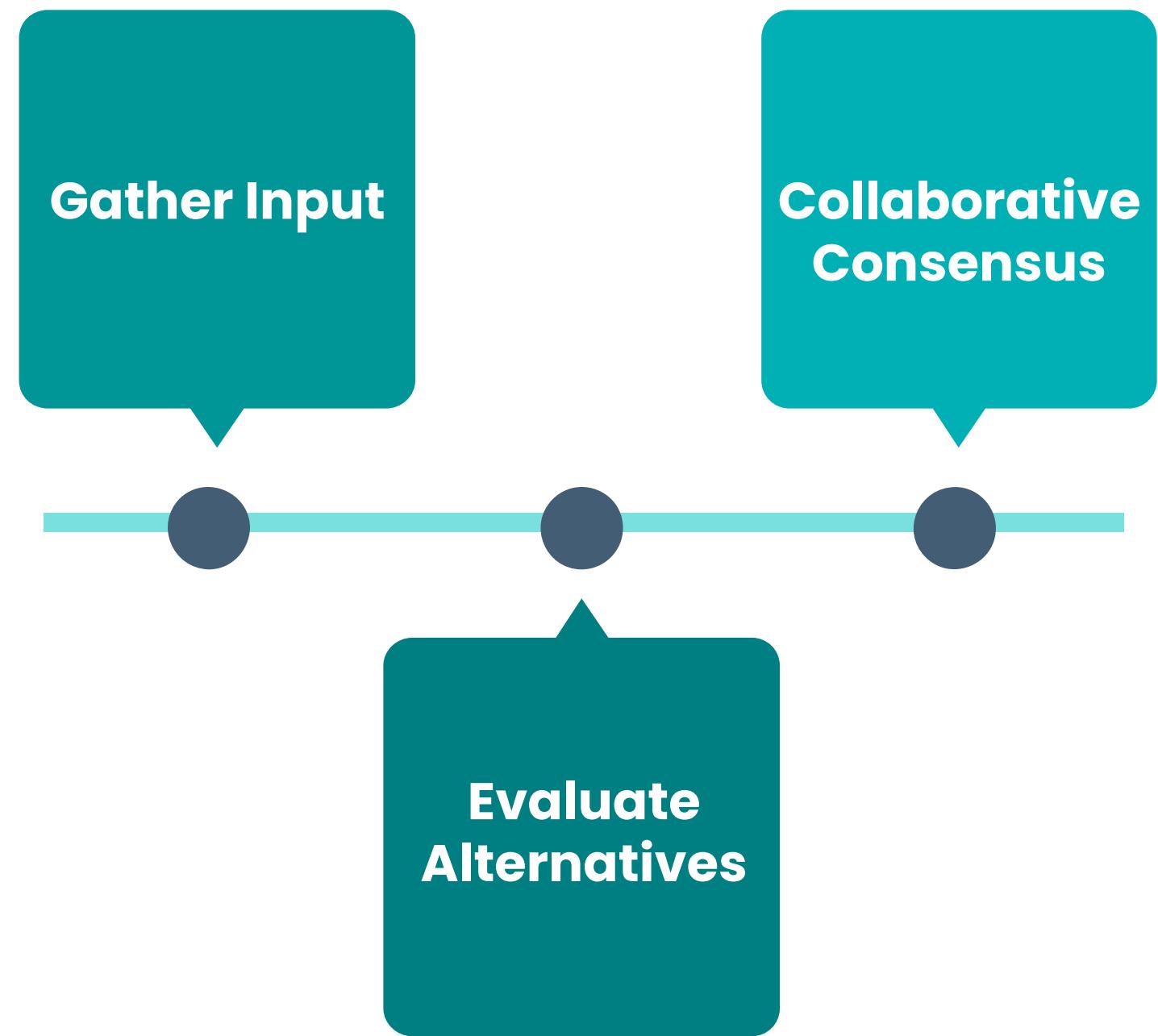
Offer flexible work arrangements, such as remote work options and accommodations for religious or cultural observances, to support team members' diverse needs and commitments.

## Diverse Representation

Build diverse and inclusive project teams by actively seeking out and including team members with varied backgrounds, experiences, and perspectives.



# Inclusive Decision-Making Processes



# Conflict Resolution in Diverse Teams

- 1 Establish Ground Rules
- 2 Encourage Open Dialogue
- 3 Focus on Shared Goals



Establish Ground Rules

Encourage Open Dialogue

Focus on Shared Goals





# Inclusive Communication Techniques

Active Listening



Language Accessibility



Inclusive Facilitation



Soliciting Feedback



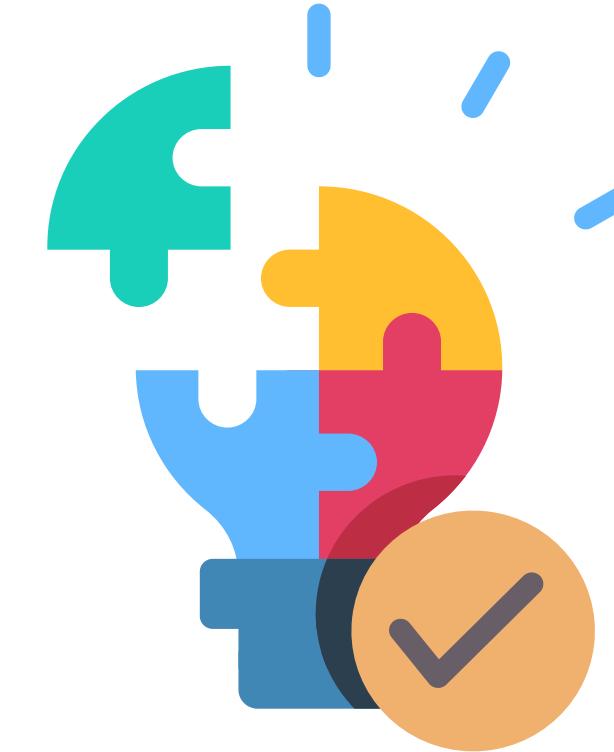
# Challenges in Inclusive Project Management

Resistance to Change

Unconscious Biases

Resource Constraints

Competing Priorities



- Address these concerns proactively and emphasize the benefits of an inclusive approach.
- Provide training and tools to help team members recognize and mitigate their own biases.
- Secure approval and support from sponsors and stakeholders to ensure funding and resources.
- Demonstrate the tangible benefits of an inclusive approach and integrate inclusive strategies into the project management process.

# Measuring Success in Inclusive Project Management

Metric	Description	Importance
Diversity Representation	Percentage of team members from underrepresented groups	Ensures that the project team reflects the diversity of stakeholders and end-users
Inclusion Index	Aggregate measure of team members' sense of belonging, voice, and influence	Indicates the degree to which all team members feel valued and able to contribute
Accessibility Compliance	Extent to which project deliverables and processes meet accessibility standards	Ensures that the project is inclusive and usable by individuals with diverse abilities
Stakeholder Satisfaction	Feedback from a diverse range of stakeholders on project outcomes and impact	Provides a holistic assessment of the project's success in meeting the needs of all stakeholders



# Integrating Inclusive Practices into the Project Life Cycle

01

## Project Initiation

Define inclusive project objectives, identify diverse stakeholders, and establish an inclusive governance structure.

02

## Planning & Design

Incorporate inclusive requirements, ensure accessibility, and create a plan for promoting cultural sensitivity.

03

## Execution & Delivery

Foster inclusive team dynamics, implement inclusive communication practices, and monitor for any barriers or challenges.

04

## Monitoring & Control

Regularly measure and report on inclusive metrics, gather feedback, and make adjustments to continuously improve.

# Quiz: Applying Inclusive Project Management Techniques

## Instructions for the Exercise

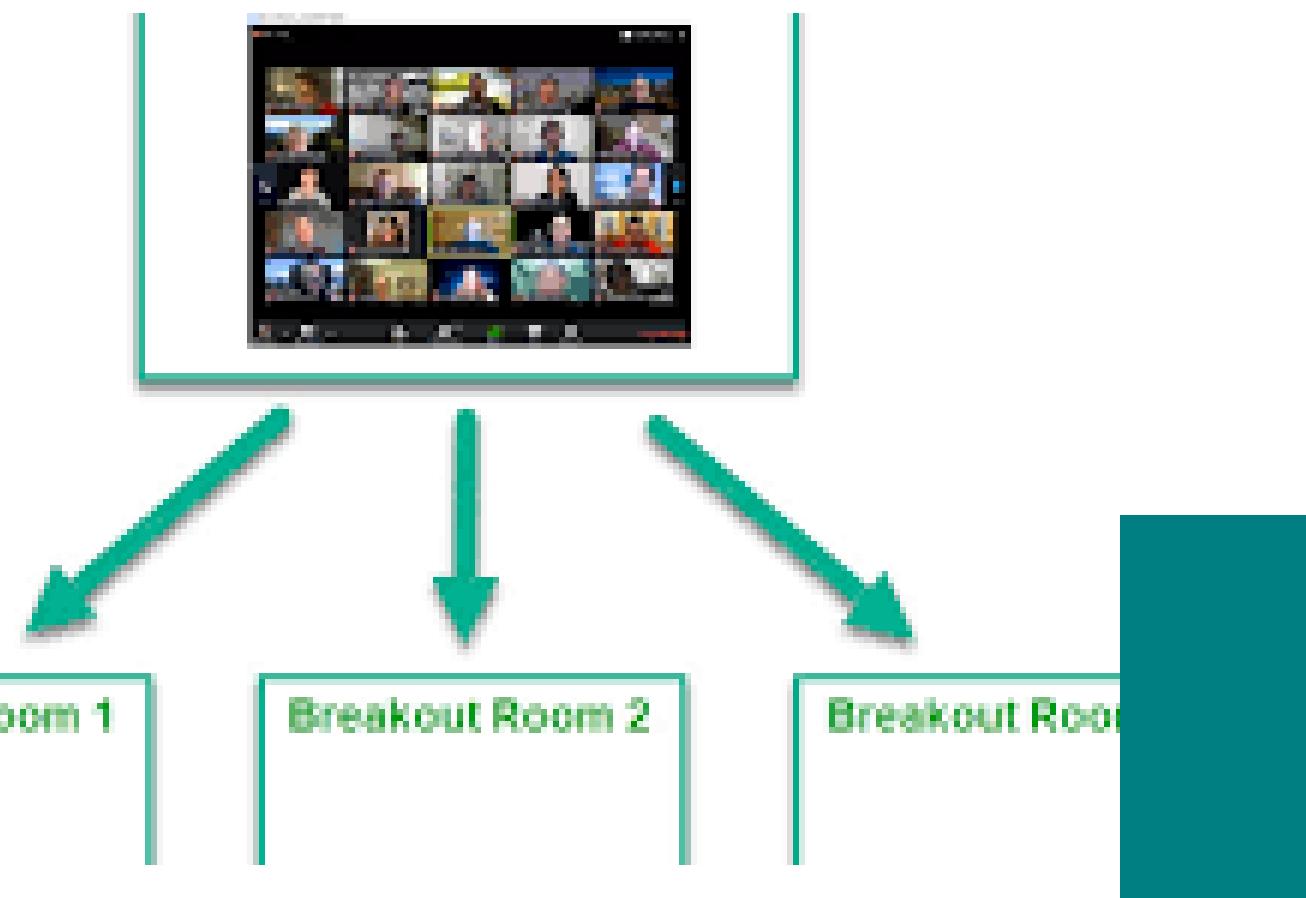
- Participants will have 15 minutes to complete the quiz.
- Answer the following true or false questions based on your knowledge of inclusive project management techniques.
- This exercise will help reinforce understanding of barriers to inclusion and the effectiveness of various measures to promote inclusivity in different contexts.





## Exercise 2 - Managing Inclusive Projects

## Exercise 2: Zoom Breakout Rooms\*



- Click "Join" when prompted.
- Keep track of the time and be mindful of the duration allocated for the exercise.
- Return promptly (return to the main session) once you receive a prompt message.
- The host will send a notice when there are a few minutes left before returning to the main session.

When the breakout rooms are closing, a 30-second countdown will appear. Use this time to conclude your exercise and prepare to return to the main session. You can either wait for the breakout room to close automatically or click "Leave Breakout Room" to return to the main session immediately.

\* Zoom Breakout Rooms: small meeting room or a separate part of an internet meeting where a small group can discuss a particular issue before returning to the main meeting

# Exercise 2: Role-Playing Activity

## Managing Inclusive Projects

**Objective:** To engage in practical scenarios where you can apply inclusive project management techniques, enhancing your understanding and skills in fostering diversity and inclusion within project teams.

**Duration:** 30 minutes

**Groups:** 4 to 5 people

**Task** (15 minutes – breakout rooms):

- Group Discussion on the presented scenario
- identify the key challenges presented by the scenario.
- Brainstorm and document inclusive project management techniques to address these challenges.
- Solution Development.

**Group Sharing:**

- Return to main room.
- Each group presents their findings for 2-3 minutes.



# Exercise 2: Role-Playing Activity

## Managing Inclusive Projects

### Scenario 1: Inclusive Decision-Making

Your project team is working on a critical decision that will impact the project's direction. However, you notice that only a few voices are being heard, and some team members feel excluded. How will you ensure that everyone has an opportunity to contribute to the decision-making process?

### Scenario 2: Cultural Sensitivity

Your team comprises members from various cultural backgrounds, and you've observed misunderstandings and communication barriers affecting collaboration. What strategies will you implement to promote cultural sensitivity and improve team dynamics?

### Scenario 3: Conflict Resolution

A conflict has arisen in your project team due to differing opinions and approaches. The conflict is affecting productivity and team morale. How will you mediate this conflict and foster a collaborative and inclusive environment?

### Scenario 4: Accessible Communication

You have a diverse team with varying needs, including members with disabilities. How will you ensure that your communication methods are accessible and inclusive for all team members?

### Scenario 5: Stakeholder Engagement

Your project requires input from a diverse range of stakeholders. However, you find that some groups are less engaged and feel their voices are not valued. What steps will you take to ensure equitable stakeholder engagement and input?





- Setting ground rules for discussion
- brainstorming sessions to gather diverse perspectives
  - anonymous feedback channels
- Designating a facilitator

- Conducting cultural awareness trainings
- Establishing clear communication guidelines
- share each other cultural perspectives
- open dialogue and empathy

- Facilitating a mediation session
- negotiating or compromising to find common ground
- active listening
- Seeking consensus and agreement

- Providing multiple communication channels
  - Using plain language
- Offering assistive technologies
- Seeking feedback regularly

- Implementing inclusive decision-making processes
  - Regular assessment (meetings, surveys, or workshops)
- Acknowledging and valuing diverse viewpoints

# Reference Bibliography

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- Managing Diversity in Project Teams (2008) by Giovanni Project Management Institute. [PMI white paper](#)
- Diversity Wins: How Inclusion Matters (2017) by McKinsey & Company. [McKinsey report](#)
- Diversity and Inclusion in Project Management Education (2021) by Project Management Institute. [PMI white paper](#)
- Support & Advanced Learning and Training Opportunities within the Erasmus+: Youth in Action programme (2014) by SALTO-YOUTH - Inclusion A to Z: <https://www.salto-youth.net/downloads/4-17-4278/InclusionAtoZ2014.pdf>

# Video suggestions:

<https://www.youtube.com/watch?v=maw6hmlNh44>

[https://www.youtube.com/watch?v=yKKruTRQ\\_2A](https://www.youtube.com/watch?v=yKKruTRQ_2A)

<https://www.youtube.com/watch?v=A1did08vaX0>

<https://www.youtube.com/watch?v=WrZityEriI0>

<https://www.youtube.com/watch?v=dQsM4PwXgzY>

[https://www.youtube.com/watch?v=Zsn4Cb\\_zPEq](https://www.youtube.com/watch?v=Zsn4Cb_zPEq)

<https://www.youtube.com/watch?v=cHoo4CVq51E>



# THANK YOU

FOR YOUR ATTENTION

