Workshop
Why? What? And How to increase the sustainability of your projects’ results
Why thinking about sustainability?

• We all know that the EU wants to sustain results
• Erasmus+ wants to sustain results:

  * Higher Education development
  * Impact beyond project partners
  * Future cooperation

• But why should you work on sustainability?
  “not for the EU and not for Erasmus+, but for your project!”

• Results/change/reform are the main objective of your activities
• Results/change/reform are the key to engage your partners
• Results/change/reform will ensure the continuity of the added value of your work
Let’s start with some good examples from very diverse projects

• **‘Black box’**: Access to Success: Fostering trust and exchange between Europe and Africa (2008-2010)
  - Erasmus Mundus Action 3
  - Bi-regional, lead by associations, ‘explorative’ and agenda setting

• **Umbrella project – facilitating spin-offs**: Alfa PUENTES (2011-2014)
  - ALFA Programme (Latin America)
  - Bi-regional with ‘sub-projects’

• **Structural impact**: EQuAM (2013-2016)
  - Tempus
  - Country focus – Jordan
  - Implanting frameworks (quality assurance) and institutional structure building

• **Regional harmonisation impact/curricular impact**: HICA (2015-2018)
  - Erasmus Plus Capacity Building Project
  - Follow-up project – Very large partnership, working at multiple levels (policy and university)

• Alfa PUENTES: Building capacity of university associations in fostering Latin American regional integration [http://alfapuentes.org/portal](http://alfapuentes.org/portal)


What did they do right? Example: Access to Success

• ‘Adapt as we go’, according to demand (within the frame of the project possibilities)
  • Address new issues as they emerge: donor coordination, mobility, sustainable development goals

• Involvement of university leadership – via associations and dedicated university leadership dialogue

• Development of key policy document (‘White Paper’) to frame work and inform follow-up projects
What did they do right? Example: Alfa PUENTES

- Ownership: Regional coordinators (Andean Com, Central America, Mercosur), defining sub-projects that interrelate
- Working with networks and associations – visibility, dissemination, conduit to policy impact
- Building management capacity of partners (devolved budgets, meetings of financial officers)
- Navigating a large partnership through a core ‘Project Management Team’ which also had a strategy role
- Utilising / optimising events: attaching visibility events to project events/engaging a wider audience in specific target countries
What did they do right? Example: EQuAM

• Top down/bottom up
  • Implanting ‘QA Units’ in universities while creating a QA framework and engaging national accreditation body (HEC)

• Involvement of key European stakeholders from the EHEA = respect and buy-in for good practice (ENQA)

• Identified ‘champions’ and select ‘go to’ individuals who remained consistent in the face of political changes/political wavering
What did they do right? Example: HICA

• Breadth: Large partnership at various levels (universities, university associations, ministry, QA agencies...) = visibility, structural impact
  • PMT = policy/strategy group

• BUT: More partners = more administrative problems, less budget.....

• Follow-up project: Building on momentum/ transferring more responsibility to partners that were previously on the receiving end = Enhanced trust

• Initial understanding that grant is a CONTRIBUTION

• Pure will and interest of partners (‘not just in it for the money’)

• ‘Adjust as we go’ approach to E+ rules and constant updates sent to project officer at EACEA
  • The more you demonstrate impact from the start the more flexible the funders are.....
Let’s work 1: Key questions to consider:

From your perspective:
“**What do you want to sustain?**”
- Tangible and intangible outputs? (a study programme, a product...)
- Local and international cooperation? (Consolidated networks and strategic partners?)

“**What are your indicators for success?**”
- How to you assess them (short versus long term)

“**Who will be responsible for the implementation?**”

“**What is your timeline?**”
What was sustained?

• Alfa PUENTES *(3 years later...)*
  • Network/key partnerships (associations as an entry point into countries)
  • Outputs (Qualifications framework)- basis for a follow-up ‘implementation project’

• Access to Success *(7 years later...)*
  • Off-shoot projects with same core partners
  • White Paper became a policy reference point

• EQuAM *(2 years later...)*
  • QA Units in partner universities (some more resourced than others)
  • Follow-up structural project on a national qualifications framework
  • Project emulated in Morocco

• HICA *(to be seen)*
  • Qualifications framework refreshed and re-oriented: Seeking political endorsement in the region
  • Relationship between CCA and university associations
  • Programmes revised in partner universities
What was NOT sustained? (but that’s ok)

• Partnership (as such, but spin-off projects developed as well as bi-lateral agreements)

• Website (became a repository)

• Frequency of meetings (naturally – project provides this frame)

• Infrastructure investment (but this was never a core focus)
Let’s work 2: Imagine you are the “president”

Address the key questions:
• What am I missing? What do I need?
  • Write down the 3 main needs for your project from the perspective of your institution/relevant stakeholder
• How does this cooperation assist me?
  • New Partners?
  • International profile?
• What are the main challenges/problems with integrating this reform?
Our plan for today

Start

Capacity Building as the third pillar of Internationalization

TED Erasmus+

Workshop Part 1: Sustainability

You are here

Workshop Part 2: Summary & Next Steps
Let’s work 3: Integrated approach to sustainability

What are the joint objectives?
What are your ways to cope with the challenges?

Let’s hear some good ways:

• Invite your colleagues to Brussels
• Get them a job in the project that is relevant for them
• Monitoring visits...
• Regular update of the stakeholders

Who else is making the same case?
Cluster #2 Topics for Higher Education Capacity Building

What kind of Capacities do you want to develop in your institution???
Next Steps:

For Tempus projects: Exploitation

For running projects: Sustainability Plan

For new projects: From day one:

For the Tempus/CB community: make your case together!

- Other departments and institutions have a good chance to profit from your efforts
  - Project Level
  - Institutional Level
  - Personal Level

- Build your project from the perspective of sustainability
Thank you!