Workshop

Why? What? And How to increase the sustainability of your projects' results

Internationalizing HEIs

Erasmus+ Conference: 14.-15. June 2017

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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

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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)

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- Access to Success: Fostering Trust and Exchange between Europe and Africa: http://www.eua.be/access-to-success

- Alfa PUENTES: Building capacity of university associations in fostering Latin American regional integration http://alfapuentes.org/portal

- EQuAM: Enhancing Quality Management in Jordanian Universities: http://equam.psut.edu.jo/Home.aspx

- HICA: Harmonisation and Innovation in Central American Higher Education Curricula: Enhancing and implementing the regional qualifications framework: http://hica.csuca.org

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

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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

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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?"

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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

You are here

Start

Capacity Building as
the third pillar of
Internationalization

TEDErasmus**+**

Workshop Part1:
Sustainability

Workshop Part2:
**Summary & Next
Steps**

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Let's work 3: Integrated approach to sustainability

What are the joint objectives?

What are your ways to cope with the challenges?

Lets 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?

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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**

- ✓ Other departments and institutions have a good chance to profit from your efforts

For running projects: **Sustainability Plan**

- ✓ Project Level
- ✓ Institutional Level
- ✓ Personal Level

For new projects: From day one:

- ✓ Build your project from the perspective of sustainability

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

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Thank you!