

LEBPASS



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The Lebanese Diploma Supplement LEBPASS Project

Sustainability Plan

Erasmus + Project 598932-EPP-1-2018-1-LB-EPPKA2-CBHE-SP



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Introduction

According to the European Commission's glossary of terms for the Lifelong Learning Programme 2007-2013: Sustainability is the capacity of the project to continue to exist and function beyond the end of the contract. The project results are used and exploited continuously. Sustainability of results means use and exploitation of results in the long term.

Sustainability is the ability of an organization to continue its mission and program while serving its stakeholders far down the line. Sustainability means broader sources of funding and an enhanced ability to deliver vital services to target groups. Project sustainability is now a common approach related to the management of projects requiring effective and efficient deliverables.

The characteristics of project sustainability can be defined as:

- **Adaptability:** the ability to change, open, and able to fit as part of a system.
- **Scalability:** increase in size, volume, quantity, or scope to accommodate unforeseen additional components or features of the project.
- **Extensibility:** extend the project through the addition of new functions or modification of existing functions to effect change.
- **Maintainability:** able to meet new requirements, future maintenance is made easier, and it can cope with the changing environment.
- **Manageability:** an organizational structure specifying roles and responsibilities and duties to facilitate the management of the project and enhance its sustainability.

Purpose of the Plan

This sustainability plan focuses on community sustainability, financial sustainability, and organizational sustainability. It describes the different aspects in which the project has to be sustained in the long run to still function.

The primary goal of the sustainability plans is twofold: to further extend the use, implementation, and development of LEBPASS, its platform, and its services, and to propose specific actions which promote its further exploitation and outreach.

Stakeholders

The stakeholders of the LEBPASS project are diverse and interrelated: Ministry of Education and Higher Education, institutions of higher education, graduates and alumni of higher education, whether Lebanese or refugees, and non-educational stakeholders (employers, syndicates, NGOs, and associations).

The level of commitment of the Ministry of Education and Higher Education and the partnering Lebanese institutions of higher education to sustainability is the most important factor in its success. The commitment of the leadership of the institutions addresses the challenge of students' employability and their competitiveness and visibility nationally and internationally. Likewise, the legal and national aspect of the project will encourage Lebanese universities that are outside the consortium to apply the policies that are developed within this project and join the task force for academic recognition.

There must be a full commitment to the process throughout the organization, from the board of directors through senior management and the entire staff. Sustainability is a process, not an end; it involves all the elements and functions of an organization.

Vision and Desired Results

We have to be very clear in answering two main questions of what it is we are trying to sustain, for what purpose. What are we trying to accomplish for the higher education system in Lebanon and its university community in the long run? This section of the plan addresses the final vision of the project and its desired results:

- Vision: The Lebanese Diploma Supplement / LEBPASS goals and objectives will support this HE system to promote its quality, relevance, policy reforms and accordingly consolidate the various national and institutional initiatives and efforts to further sustain Lebanon's pioneering role in educating worldwide leaders.

- Desired results: The long-term objective of the project is to make LEBPASS more attractive to all the Lebanese Universities to adopt it, and to employers, regional ministries of education, regional networks, and funding agencies to support student services.

Plan of Action

- Support and patronage of the Ministry of Education and Higher Education that will take charge of the dissemination of the outcomes of the Project to all the Lebanese Universities outside the consortium and the legislation of the standards that are developed within its activities.
- Community engagement is related to building support from a broad-based community, as well as outside advocates and community champions.
 1. Activities to build community support within the other HEIs, and other stakeholders:
 - Presentations at faculty and student events and gatherings;
 - Update of information about activities on the LEBPASS website;
 - Leaflets, other printing products;
 - Promotion on social media platforms and networking;
 - Meetings and consultations with representatives of other HEI bodies, NGOs, associations, organizations of the private and commercial sector ...
- Development of stakeholder networks: Strategic partnerships with national and international bodies are identified as partners, administrative guidance players..., they can include but are not limited to:
 - Ministry of Labor
 - National Employment Office
 - Universities Association of Lebanon (UAOLB)
 - Lebanese and international universities
 - Ministries of Education and Higher Education in neighboring countries
 - Syndicates and Associations
 - UNESCO, EU, NGOs...
 - Association of Arab Universities
 - Others
- Implementation and development of LEBPASS after the end of the project eligibility period:
 - Continuous execution of the modules which have been implemented during the project lifetime;
 - Further development of the platform such as Language passport and certificate supplement;

- Ongoing needs assessment activities on an annual basis;
 - Capacity-building activities to support all non-partner universities to join this initiative.
- Maintaining partner communication and expanding LEBPASS usage
 - Maintenance of the project communication tools and platforms to remain open to consortia partners for reporting and updating accomplishments;
 - Promotion of project results to result in the expansion of project usage at universities outside the consortia circle;
 - Collaborate with the Directorate General of Higher Education to organize a national meeting to share with all the universities in Lebanon the standards, policies, regulations, and best practices that will be endorsed by the national recognition center;
 - Maintenance of the LEBPASS project website and continuously updating it about the activities of the consortia;
 - Enrichment of the LEBPASS website and social media platforms by the project partners;
 - An annual LEBPASS consortia partner event for the exchange of information, and presentation of the development.
 - Maintaining organizational sustainability: “the principle of enhancing the societal, environmental and economic systems within which a business operates” (CIPD, 2012): This aspect will be covered in depth in WP4:
 - The development of a national recognition center
 - Establishment of the organizational structure of the center (governance, infrastructure, etc.)
 - Setting the operational structure of the center (incl. rules and regulation of eligibility)
 - Development of a five-year strategic plan for the center and a financial plan
 - Development of the strategies and guidelines that will be used to fulfill the center's mission and objectives and set the center's five-year goals
 - Expanding the use of external grants and funding sources by providing a funding map with potential funding agencies
 - Assigning technical and educational consultants to ensure the sustainability of the project

Monitoring and Evaluation

Monitoring and evaluation focus on the efficiency, effectiveness, and impact of projects. As such the progress of the project is reviewed to identify problems, raise questions, suggest possible solutions, and make necessary adjustments for improvement.

Supervising the monitoring process includes systematic collection and analysis of data as the project progresses. Generally, monitoring involves:

- Establishing indicators of efficiency, effectiveness, and impact
- Setting up systems to collect information related to these indicators
- Collecting and recording the information
- Analyzing the information
- Using the information to inform day-to-day management

While the evaluation process is an assessment of the degree to which a program fulfills stated objectives and goals. This requires a comparison of actual project impact against the agreed strategic plans to be drafted during WP4

Another component of this phase is the revision of the Sustainability Plan. First, the individual or body responsible for the revision has to be identified. The sustainability plan should be reviewed and updated once a year or else there is a risk that the plan may become obsolete.

Reference:

Chartered Institute of Personnel and Development (CIPD), (2012). *Responsible and sustainable business: HR leading the way – A collection of “thought pieces”*. London: CIPD.