Annex II   Úkoly a odpovědnosti partnera v projektu - výstupy/

Partner's project tasks and responsibilities - Intellectual Outputs

Souhrn výstupů/Intellectual Outputs Summary

ID	Leading Organisation	Output Title	Starting Period	Grant
O2	ASSOCIATION POUR LA COOPERATION ACADEMIQUE - ACADEMIC COOPERATION ASSOCIATION (E10104524, BE)	Report on current good practices in IHES across Europe	11-2020	52.650,00 EUR
O3	UNIVERSITAT ROVIRA I VIRGILI (E10208977, ES)	Report on the concept, implementation and results of the regional IHES laboratories in Catalonia and Olomoucky Region	03-2021	68.930,00 EUR
O4	GLOBAL IMPACT INSTITUTE SRO (E10030304, CZ)	Guidelines for implementing IHES	10-2021	44.180,00 EUR
O5	GRUPO SANTANDER (E10118617, ES)	Developing a regional model for implementing internationalisation in higher education for society	09-2022	48.290,00 EUR
O6	UNIVERZITA PALACKEHO V OLOMOUCI (E10208271, CZ)	Establishing an IHES network of organisations	03-2021	38.000,00 EUR
Total				310.610,00 EUR

Výstup O2/Intellectual Outputs O2

Output Title	Report on current good practices in IHES across Europe
Output Type	Studies / analysis – Best practice guidelines / report
Start Date (yyyy-mm-dd)	2020-11-01
End Date (yyyy-mm-dd)	2021-08-31

Output Description (including: needs analysis, target groups, elements of innovation, expected impact and transferability potential)

This output consists of a report on good practices on IHES in Europe. To generate this report, 3 mutually-supportive steps will be undertaken:
1) preparing & running an online survey to identify examples of good practice on IHES,
2) creating an online repository of the identified examples;
3) further analysing the examples to expand existing knowledge.

1) Online survey: The questionnaire to be used for the online survey will be developed through further desk research & be informed by 2 previous research endeavours. First, by the results of the IO1 & specifically the identified societal needs for IHES. Second, by the classification developed by Brandenburg et al (2020) in the publication Internationalisation in Higher Education for Society (IHES). This study provides an extensive IHES matrix as well as a sound theoretical fundament for the IHES concept.

The questionnaire will be composed of closed & open-ended questions, allowing to capture the variety of initiatives in the surveyed HEIs. The questionnaire aims to identify interesting case studies & examples of good practice that would be further described in the online repository & analysed for the production of the IO2 report. 5 questionnaire sections are envisaged so far, on:
S1– Generic HEIs characteristics
S2– Identification of concrete examples of internationalisation-related community engagement initiatives & projects (for HEIs)
S3– Concrete societal needs that these examples strive to address (cf. IO1)
S4– Elements that guarantee the success/effectiveness of such initiatives
S5– Impact of these initiatives, where demonstrable, as well as factors that might be conducive of greater impact

The questionnaire will run online, via a surveying tool & will address staff of the international offices & social responsibility offices (or equivalent) at HEIs in the Erasmus+ programme countries.

2) Online repository: Once the good practice examples have been collected via (1), they will be further described, based on a standardized format & made available via an online repository, which will be widely promoted as part of the project dissemination activities. By making these examples openly available online, the project wishes to incentivise further peer-learning & take-up of similar practices in other HEIs & national contexts.

3) Further analysis of the good practice examples. Mirroring the structure of the questionnaire, the report will: group the identified examples based on the (potentially extended) typology developed in the 2020 study; analyse the extent to which the identified practices address the societal needs identified by IO1 (& which needs in particular); look into the factors that facilitate success & impact.

The report will be publicly available & widely disseminated via ACA's (27,000+ recipients mailing list) & partners' networks.

Needs analysis
There is a general need for internationalisation of HE to better reach out to society as proven by the Brandenburg et al (2020) publication. Beyond the need for engagement, with IHES becoming more important on the HEIs strategic agendas, there is a growing need for examples of good practice of IHES, that could be adapted & possibly upscaled in other institutional contexts, to be shared. This is what IO2 will contribute towards. IO2 will also contribute to IOs 3-6.

Target groups
The project as a whole & IO2 in particular is targeting 3 specific groups: 1) HEIs, 2) regional authorities/governments, 3) NGOs/CSOs/NAs/other organisations.
Within HEIs, the following groups are addressed via this IO: domestic & foreign (incoming) administrative & academic staff, domestic & incoming students (both full degree & exchange). In addition, the university leadership & the two main offices (IRO & Social Responsibility) will be specifically addressed.
Additionally, this IO will be of direct relevance to regional authorities, NAs & the NGOs sector.

Elements of innovation
The questionnaire will be informed by the results of IO1, ensuring a state-of-the-art, innovative approach through the newly-developed, comprehensive needs analysis. The report aims to expand the typology previously defined by Brandenburg (2020), as well as to broaden the analysis to further areas (success factors/facilitators & impact), leading to novel findings.

Expected impact
Through its components, this IO aims at creating the tools which can guide academic & societal actors to design successful IHES projects, thus stimulating new IHES activities. It will also strongly influence the IOs 3,4 and 5 by informing about approaches and good practices examples.

Transferability potential
The questionnaire, once finalised, will be made openly available & could thus be used for follow-up mapping exercises in other contexts. The report will cover examples with a high transferability potential & highlight key elements for making such initiatives successful & fit-for-purpose.

Please describe the division of work, the tasks leading to the production of the intellectual output and the applied methodology

ACA will take the lead of the IO2 and will be responsible for coordinating the work on desk research, designing the questionnaire, running the online survey, setting up the online

repository and analysing the survey data, for composing the report draft. More specifically:
- ACA will lead the development of the questionnaire and implement the survey, with input from GII and LLLP in particular. ACA has a long track record in the area of questionnaire development and large-scale online surveys on various aspects of internationalisation. To ensure the highest possible response rate, the number of questions will be kept to a minimum while safeguarding the aim of the questionnaire.
- For additional validation, the questionnaire will be tested by the institutional project partners. This would allow for testing and further validation in diverse institutional and country contexts.
- For the online survey, a convenience sample approach will be pursued, ensuring that the respondents ultimately cover diverse types of institutions, and multiple Erasmus+ programme countries. Specific steps will be taken, if necessary, to incentivise responses (e.g. follow-up emails, calls, etc.).
- ACA will draw attention to the survey by means of its email mailing list of 27,000+ addressees. It will also run social media campaigns and ask its member organisations to reach out to HEIs, organisations, federations, ministries, local/regional authorities, all of which can be considered interested parties in the products of this IO2.
- The online repository will provide easy access to interested users to the featured examples of good practice. It will be structured in a user-friendly manner, to allow for best user experience.
- The report will go through several revision and consultation rounds, to ensure that it is fit-for-purpose. To ease readability, the report will be kept concise and focused.

The GII will be consulted by ACA particularly on methodology and especially on the factors for facilitation and also review the analysis vis-à-vis the IHES matrix and findings from the IHES study 2020.
LLLP will closely work with ACA as well, to ensure compatibility with the IO1 and the perspective of societal actors.
Additional partners will provide feedback on online repository and the draft report. They will all be involved in widely disseminating the online repository and the report.

Leading Organisation	ASSOCIATION POUR LA COOPERATION ACADEMIQUE - ACADEMIC COOPERATION ASSOCIATION (E10104524, BE)
Media	Dataset Interactive Resource Publications
Participating Organisations	GLOBAL IMPACT INSTITUTE SRO (E10030304, CZ) LIFELONG LEARNING PLATFORM (E10122690, BE) UNIVERSITAT ROVIRA I VIRGILI (E10208977, ES) GRUPO SANTANDER (E10118617, ES) UNIVERZITA PALACKEHO V OLOMOUCI (E10208271, CZ) DEPARTAMENT D'EMPRESA I CONEIXEMENT (E10206019, ES) Olomoucký kraj (E10249075, CZ)
Languages	English

Výstup O3/Intellectual Outputs O3

Output Title	Report on the concept, implementation and results of the regional IHES laboratories in Catalonia and Olomoucky Region
Output Type	Studies / analysis – Case study
Start Date (yyyy-mm-dd)	2021-03-01
End Date (yyyy-mm-dd)	2023-06-30

Output Description (including: needs analysis, target groups, elements of innovation, expected impact and transferability potential)

Needs analysis
Based on the results of IO1 (Needs assessment for IHES) and IO2 (Current good practices in IHES across Europe) IO3 will focus on the implementation and evaluation of a series of pilot IHES activities, specifically chosen to be developed simultaneously in two regional Labs: Catalonia and Olomouc. The IHES Catalonia Lab will operate in the Tarragona Region, while the IHES Olomouc Lab will focus on the Olomouc Region.

IO3 consists of 3 parts:
a)Introduction to IHES:
In order to align all chosen pilot activities and lay the foundation for efficient impact assessment and future replicability, an 'Introduction to IHES' session will be designed and delivered to all involved stakeholders.
b)Implementation of IHES activities in society:
Following the Introduction to IHES sessions, several activities linking university to society (see list below) will take place.
c)Report and analysis of impact:
IO3 will be concluded with a written report, which will conceptualise IHES, portray the different activities implemented, and analyse in-depth the impact of the two IHES Labs (Catalonia and Olomouc), as well as include a comparative study of the results of both Labs.

Target groups
The target groups of IO3 include on the one hand university students and staff, who will have an active role in the design and execution of IHES pilot activities, and on the other hand local and regional authorities, NGOs, primary and secondary schools (teachers, pupils and parents), companies and society at large.

In the IHES Labs, both institutions will use existing platforms to link with society and transmit the positive values of internationalisation, with the aim of contributing to an opener, more tolerant, informed and empathic society. Although, like mentioned before, the list of activities that will be chosen for the two IHES Labs depends on the results of IO1 and IO2, we have shortlisted some examples:

1. Program for English and other foreign languages in schools: Incoming Erasmus students can have a real-life teaching experience in regional schools, with an academic manager being responsible for selection, monitoring and evaluation.
2. Program of Erasmus experience in high schools: Returning Erasmus students can share their experience abroad with pupils from local schools to open up their mind and cultural awareness.
3. Program for society at large: Presentations, debates and workshops on different aspects of multi-culturalism, led by our international community, in different localities of the region.
4. University seniors program: Presentations and talks on different aspects of multi-culturalism, led by our international community, to complement the lectures already scheduled throughout the academic year in both regions.
5. International Sustainability Program: Presentations and workshops with an international perspective on sustainability, targeting society at large. Environment Volunteer Program that will include international and local students and staff, together with local environmental NGOs.
6. Solidarity program: Involve international students and staff in actions like a Fair Trade Event, presentations about cooperation for development projects around the world, solidarity actions and volunteer programs with local NGOs.
7. Sports program: Sports services can offer specific open activities to society at large, in which the participation of international students and staff will be encouraged
8. International Service Learning: Both institutions count with established Service Learning Units and will try to place their students in a receiving NGO from the other region.

Although some of these activities may not be innovative per se, their international focus and the fact that they will be developed in parallel (mirrored and compared) in two different European regions is unique. If required, virtual alternatives will be worked out together with the experts in the field, the Lab managers, and the project partners and coordinator.

Expected impact
The expected impact of IO3 is a perceivable and measurable change in the mind-set of a majority of the participants in IHES pilot activities, as well as a change of mentality as well as approach of those in charge of activities linking the university to society. This will contribute to create an opener, more tolerant, informed and emphatic society in both regions. Also, IO3, and the project in general, expects to take a big step forward in IHES knowledge and proven methodology, thus making a long term impact on a higher level and larger scale.

Transferability potential
IO3 uses contextualization and innovative measurements. Qualitative and quantitative approaches are foreseen and will be connected to the previously developed IO1 and IO2. Further IO4 guidelines will be built on the IO3 report. Based on the successes of the two IHES Labs, the learnings could be adopted by many more institutions thus transforming our societies throughout Europe.

Please describe the division of work, the tasks leading to the production of the intellectual output and the applied methodology

Division of work
IO3 will be led by URV, with UPOL as a co-leader.
GII will be in charge of setting up and analysing the quantitative impact of this output, while URV and UPOL, with feedback from the Generalitat and Olomoucky Kraj, will assess the qualitative aspects.

Tasks leading to production

The Catalonia IHES Lab will be led by the URV and some of its activities will be co-organized by the Catalan Government, more precisely its Secretariat for Universities and Research with the assistance of associate partner ACUP (Association of Catalan Public Universities).

The Olomouc IHES Lab will be led by UPOL and some of its activities will be co-organized by the Olomouc Region, Department of Education and Youth with the assistance of the associate partners local ESN UPOL branch and Alliance of Centres for International Relations in the Czech Republic.

There will be a general Lab manager at each institution, in charge of the correct organisation, communication, implementation and evaluation of the different activities planned within the lab. The two managers will be in constant communication in order to identify possible challenges, share ways to overcome these and communicate with the rest of the consortium.

Within each institution, the existing platforms will be essential in order to implement all planned activities. These platforms, in their specific areas, are already linked to society and the new element here is the internationalisation approach and goal. This is why, as mentioned earlier, an introductory IHES session will be essential to align all the involved professionals with the concept and objectives of IHES. This session, to take place before the start of the Lab activities, will be dynamic, participatory and will follow the experience already gained through the SUCTI Erasmus+ Strategic Partnership project, specialised in training staff on internationalisation.

Surveys will be used to measure the perception, learning outcomes and change in intercultural awareness of all the involved stakeholders. The data collected through these surveys will not only serve to measure the regional impact of IO3, but will also allow for a comparative study between the Catalonia and Olomouc IHES Labs. The surveys will be conducted before and after the following activities:
- Introduction to IHES sessions in Catalonia and Olomouc IHES Labs. Target group: university staff from the two institutions.
- IHES activities implemented. Target group: General population.
- Multiplier events - Open Seminars in Catalonia and Czechia. Target group: other universities in the regions.

Each of the activities of IO3 will need its preparation, implementation and evaluation phases accompanied by a good communication strategy that will ensure that all the planned activities not only run with the highest quality standards, but also produce the desired snowball effect towards other HEIs willing to implement IHES.

Applied methodology
IO3 foresees the following tasks:
1. Establish the Catalonia IHES Lab and the Olomouc IHES Lab
2. Based on the results of IO1 and IO2, develop surveys and models to pilot 3. Organise Introduction to IHE sessions and conduct associated surveys
4. Prepare and undertake activities through the selected IHES activities and conduct associated surveys. Students produce testimonial videos from activities.
5. Organise Open Seminars in Catalonia /Olomouc and conduct associated surveys
6. Production of a report based on the above-mentioned tasks, including a comparison of the results of the two Labs.

The methodology is open and participatory. The Lab manager will be involved in assisting the preparation, implementation, communication, evaluation and follow-up of all the Lab activities together with the units who are already working on the different existing platforms.

Based on the values of transparency and continuous learning, there will be follow-up meetings with all the University staff involved in the different activities at least once a year (maybe twice or as needed depending on the phase of the project). Individual meetings will be held as often as needed and always around the activities planned.

At URV and UPOL, IHES will become a strategic axis of their Strategic Internationalisation Plans, thus demonstrating the institutional commitment to developing IHES. Both URV and

UPOL are close collaborating partners within a recently-submitted European University Network consortium. This proves that the collaboration between these two institutions is already good and very close.

Leading Organisation	UNIVERSITAT ROVIRA I VIRGILI (E10208977, ES)
Media	Publications Video
Participating Organisations	UNIVERZITA PALACKEHO V OLOMOUCI (E10208271, CZ) DEPARTAMENT D'EMPRESA I CONEIXEMENT (E10206019, ES) GLOBAL IMPACT INSTITUTE SRO (E10030304, CZ) GRUPO SANTANDER (E10118617, ES) LIFELONG LEARNING PLATFORM (E10122690, BE) ASSOCIATION POUR LA COOPERATION ACADEMIQUE - ACADEMIC COOPERATION ASSOCIATION (E10104524, BE) Olomoucký kraj (E10249075, CZ)
Languages	English

Výstup O4/Intellectual Outputs O4

Output Title	Guidelines for implementing IHES
Output Type	Methodologies / guidelines – Methodological framework for implementation
Start Date (yyyy-mm-dd)	2021-10-01
End Date (yyyy-mm-dd)	2023-07-31

Output Description (including: needs analysis, target groups, elements of innovation, expected impact and transferability potential)

The guidelines for implementing IHES form a crucial intellectual output since they form the basis for allowing the sustainability and distribution of the project results beyond the consortium and the project timeline. The guidelines will combine the findings of IO1 and 2 and instrumentalise these findings in a practical way. They will then incorporate the findings from IO3, allowing for further streamlining and focusing on each of the activities undertaken and analysed concerning the effects in IO3. Finally, they will also connect with IO5 in order to include conceptual ideas regarding a regional IHES model. All together, the guidelines will provide very practical and clear instructions on how to proceed if one wants to implement IHES projects successfully. The guidelines will consist of a set of tangible products: an overall report, a number of individual one-page quick guides to different tested approaches, and an online database that allows for customised guidelines: users will be able to select specific IHES guidelines based on filters such as their own type (HEI, regional authority, NGO), goals for an IHES action and target groups.

Needs analysis
Since the IHES project is meant to have impact widely beyond the consortium, it is important to generate guidelines that help non-IHES member HEIs to later identify the best approaches for their specific situation, the relevant target groups, actors and specifications of each approach. The guidelines serve this purpose by condensing the results from all other Intellectual Outputs down to the essence and assuring practicability. This output is the most important one for generating the sustainability of the IHES project far beyond the project time.

Target Groups
The guidelines are directed at three meta-level target groups, following the logic of the IHES project. First, they are addressed at HEIs (Higher Education Institutions) since the HEIs will be the main actors to initiate and run IHES activities. Second, the regional authorities across Europe are a crucial recipient of the guidelines since they will benefit greatly from IHES projects. Third, NGOs/NAs/other organisations across Europe will benefit from the guidelines to identify ways in which they can interact with universities in order to utilise the internationalisation potential of HEIs.
On the individual level at the HEIs, the IO4 is targeted at all actor groups such as academics, administrative staff and students, both domestic and international, and in particular the

international offices and offices in charge of social engagement. At the individual level of the regional authorities, IO4 targets the heads of departments in charge of either international cooperation or regional involvement and general community engagement. At the individual level of the NGOs/NAs/other organisations, IO4 mainly focuses on the directors/CEOs and the second leadership level, since those will be the prime initiators of IHES projects with HEIs.

Elements of Innovation
Apart from the fact that IHES activities as such are an element of innovation, the IO4 itself also brings specific elements of innovation through its diverse set of products. Beyond the necessary overall guidelines as a report, the one-page guideline handouts allow for an already rather customised support to parties interested in IHES. The most innovative aspect is the online database: by differentiating the guidelines according to the main filters set by the user (type of user, goal, target group), the guidelines allow for very targeted and specific support of organisations and individuals interested in pursuing IHES. It also allows for updates and improvements after the lifetime of the project and thus becomes a constantly self-improving tool.

Expected Impact
The impact is estimated to be very substantial. Due to the extreme customer-orientation of IO4, the applicability will be extremely high and this means that users can later easily implement IHEs projects, signifying a high impact. Moreover, the wide range of possible users (see target groups) allows for a much broader implementation of the project. IO4 will strongly support the wide-range impact of IHES projects through its specific setup (target group oriented results).

Transferability potential
IO4 products will be highly transferable both beyond the consortium into other target groups in all three categories mentioned above. Since IO4 is not a quickly designed report (written in a few months), it is instead intended to constantly improve over the time of the project and the products are also diversified according to target groups, ensuring that IO4 generates immense transferability potential across target groups and beyond the project consortium.

Please describe the division of work, the tasks leading to the production of the intellectual output and the applied methodology

IO4 will be led by the GII which is specifically experienced in developing result-oriented reports and guidelines. GII will be mainly supported by the two universities in the consortium, URV and UPOL.
GII will prepare all drafts of all products (report, one-pagers, database content), closely conferring with URV and UPOL. URV will especially feed the results from IO3 and UPOL those of IO3 into the guidelines. Moreover, UPOL is in charge of the programming and hosting of the guideline database.
SGroup, ACA, LLLP, the Generalitat and Olomoucky Kraj will provide support by submitting their feedback on drafts and testing the database.

Tasks leading to production
In the first step, the results from IO1 and 2 will be analysed and a draft first set of guidelines will be developed based on the general findings and methodological considerations of these 2 reports. Second, the concrete findings from the development of the training materials in IO3 will further be incorporated and will deepen the relevance of IO4. Third, the open seminars will provide the first concrete feedback on the status of IO4 and all related products and will lead to another revision process. During the next phase, the development of the guidelines will be closely related to the production of IO5. Finally, the final conference will provide the last inputs ensuring a final polishing of IO4 and its products.

Applied methodology
The development of the guidelines is based on a mixed method type 1 according to Mason using quantitative and qualitative findings. Quantitative findings will result mainly from the

indicator results in IO3 and will be related to the qualitative findings where relevant.

Qualitative findings will derive from IO1-3 as well as all interactions with audiences consecutively. First, the consortium partners will provide feedback and insights from the three target group perspectives (HEIs, organisations, regional authorities) throughout the lifetime of IO4. Second, the members of three consortium partners (ACA, LLP and SGroup) will be asked for feedback during the next development phase of IO4 right unto and including the interim workshop conference. Third, URV and UPOL will reflect on the products of IO4 at different stages with actor groups within their HEIs (academics, administrators, students). Fourth, the wider public will be involved during the open seminars, organised by URV and UPOL, to provide further reflections and insights. Fifth, the final conference will provide a last forum to discuss the IO5 findings and use a short workshop to obtain some final external feedback for a last revision.

During the project, the target groups (HEIs, organisations, regional authorities) will be represented by ACA, Sgroup, LLLP and the two regional authorities, further representatives will be involved during the open seminars and the final conference.

With regards to the document preparation, continuous critically reflective writing will be applied, allowing for the continuous adjustment of the texts and contents in relation to the findings from activities and other IOs as the project proceeds. Regarding the different products, the logic of production is: report -> one page guidelines -> online database with continuous feedback loops between the products according to the overall reflective process.

Leading Organisation	GLOBAL IMPACT INSTITUTE SRO (E10030304, CZ)
Media	Publications
Participating Organisations	UNIVERZITA PALACKEHO V OLOMOUCI (E10208271, CZ) UNIVERSITAT ROVIRA I VIRGILI (E10208977, ES) ASSOCIATION POUR LA COOPERATION ACADEMIQUE - ACADEMIC COOPERATION ASSOCIATION (E10104524, BE) DEPARTAMENT D'EMPRESA I CONEIXEMENT (E10206019, ES) GRUPO SANTANDER (E10118617, ES) LIFELONG LEARNING PLATFORM (E10122690, BE) Olomoucký kraj (E10249075, CZ)
Languages	English

Výstup O5/Intellectual Outputs O5

Output Title	Developing a regional model for implementing internationalisation in higher education for society
Output Type	Methodologies / guidelines – Methodological framework for implementation
Start Date (yyyy-mm-dd)	2022-09-01
End Date (yyyy-mm-dd)	2023-06-30

Output Description (including: needs analysis, target groups, elements of innovation, expected impact and transferability potential)

Needs Analysis

Although European higher education institutions have successfully implemented numerous models for internationalisation with a focus on academic and research collaboration, the concept of internationalisation for society has not yet been extensively approached in this framework. Hence, the creation of a general model for its implementation is of the utmost importance, considering the problematic issues that derive from today's global society.

Therefore, the main objective of IO6 is the elaboration of a general model focused on the regional implementation of IHES. In fact, this is the culmination of the intellectual outputs achieved during the first years of the project implementation and, consequently, it will be developed at the final stage, combining findings from previous reports, including guidelines, good practices and the practical Introductory IHES sessions held in the two experimental regions.

This output will be based on all previous intellectual outputs of the project. An understanding of the current situation for IHES across Europe (IO1-2) and, in particular, the impact of the introductory sessions developed in the regions of Catalonia and Olomouc (IO3) will be crucial for the establishment of a model that must be adaptable and can easily be implemented in other regions, as intended in this IO. The guidelines (IO4) will form another core basis of this report since they allow for a generalisation of the other findings.

Consequently, IO5 goes beyond the set of guidelines and recommendations established in IO4, since it will materialize in a real model that will allow putting into practice the findings of the other outputs in an operative way.

Target groups

SGroup is linked to a large number of European universities and organizations, and their feedback will broaden the spectrum of analysis. Findings that derive from this research might actually lead to diverse conclusions for different regions in Europe, which may even result in the creation of more than one general model.

It is important to stress that, at an organizational level, this report will be a product created by universities for universities, in the sense that it aggregates their specific perceptions and needs for the elaboration of one general model. In addition, regional governments are a key target group for this output, since the focus will lie on the regional applicability, clarifying how HEIs can play their role in regional development and how governments can mobilise higher education institutions in that direction, through frameworks, policy mechanisms,

incentives and monitoring. Finally, National Agencies (NA) are a key target group for this output since they play a role in setting organisational and regulatory frameworks for such cooperation, and this target group can be especially targeted through ACA.

Elements of Innovation
The main innovative aspect of this model lies in its adaptability across sectors. The combination of HE approaches with regional and societal needs in a combined model that is applicable across Europe is highly innovative. Based on a better understanding of the target cultures and methodologies we will involve relevant new elements into the current methodologies and modify or update organisational practices.
Only after the first phases of the project will it be possible to extrapolate whether the same general model can be applied to regions with very different realities; nonetheless, even if the need for the creation of two or more models arises, their adaptability will be a key requirement, ensuring its implementation in different geographical areas and higher education systems.

Expected Impact
As this IO is related to the culmination of the project and it translates into its effective implementation, the impact we expect on the participant institutions (HEIs, regional governments, societal actors, NA) are:
- improving of resources to approach the current issues facing today's societies through internationalization
- developing an IHES-oriented mindset
- understanding the need for stronger inter-connectedness between social engagement and internationalisation
- a better idea of which approaches may work under which circumstances
- interest in a transferable regional model.
We also envisage a greater impact at the regional level, with the possibility of implementing a general model adapted to different European regions, all the while taking into consideration their specific characteristics and realities.

Transferability potential
IO5 aims to create a general model that defines enhanced education and societal methods, techniques and tools for the concrete implementation of the project in different regions. The transferability potential of this IO is very high, since it is directly related with the projects' results and the general model can be expanded to other areas, not tested during the project period, given its general pertinence and adaptability.

Please describe the division of work, the tasks leading to the production of the intellectual output and the applied methodology

The SGroup European Universities' Network will be the leader of IO5. The wide reach of this network – 39 member Universities, mainly from Europe but also beyond –will be a clear added value for the elaboration of the report on a model for implementing IHES regionally. Through its members, it will not only be possible to assure a detailed survey on data collection for the best practices, but, in a second phase, also disseminate and test new approaches in the significant diversity of academic environments. This area of activity will be further expanded thanks to the support provided by ACA and its member organisations.

In addition, SGroup has extensive experience with administrative procedures and confirmed knowledge of the main requirements for the elaboration of an effective model of internationalisation, and will play a crucial role in the analysis of the data from the other IOs, as well as in the interpretation of their results and the creation of the general model.

LLLP, URV and UPOL will work in close collaboration with SGroup. Their inputs from the other IOs and their contributions to the creation of the general model will allow for the identification of the most relevant variables to be considered, taking into account the results presented in the training periods and the highlights for regional implementation. Additionally, URV and UPOL will collaborate with their specific views of the Catalonia and Olomouc regions, through regular online meetings with experts from both institutions.

As this IO will be the culmination of the various IOs, the tasks associated with its results also include the aggregation of information, analysis and evaluation of the main findings and the concrete and practical development of a general model that can be implemented trans-regionally.
With respect to the methodology to be applied, follow-up meetings will be held with the partners and general authorities, to assure all details are considered for the effective implementation of the general model in different regions. The quantitative and qualitative findings included in IO5 will be particularly relevant, namely through the discussion with experts from the GII.

Leading Organisation	GRUPO SANTANDER (E10118617, ES)
Participating Organisations	GLOBAL IMPACT INSTITUTE SRO (E10030304, CZ) UNIVERZITA PALACKEHO V OLOMOUCI (E10208271, CZ) UNIVERSITAT ROVIRA I VIRGILI (E10208977, ES) ASSOCIATION POUR LA COOPERATION ACADEMIQUE - ACADEMIC COOPERATION ASSOCIATION (E10104524, BE) LIFELONG LEARNING PLATFORM (E10122690, BE) DEPARTAMENT D'EMPRESA I CONEIXEMENT (E10206019, ES) Olomoucký kraj (E10249075, CZ)
Languages	English

Výstup O6/Intellectual Outputs O6

Output Title	Establishing an IHES network of organisations
Output Type	Other
Start Date (yyyy-mm-dd)	2021-03-01
End Date (yyyy-mm-dd)	2023-08-31

Output Description (including: needs analysis, target groups, elements of innovation, expected impact and transferability potential)

Needs Analysis
Most EU projects have extremely limited long-term impact due to lack of after-project activity. However, as SUCTI showed, this can be avoided by establishing a network of SUCTI trainers during the project life (activities continue after project funding). IHES plans a similar approach.
We will establish an IHES Network consisting of organisations from within and outside the consortium. This IHES network will build on dissemination efforts and ensure long-term sustainability by keeping the IHES spirit alive.

The IHES network pursues five major objectives:
- to promote IHES during and mainly after the project phase: with this, we want to ensure that the spirit of IHES continues;
- change the mindset in HEIs and society towards the relevance of IHES: IHES is a very new idea and will need long to permeate into all spheres of HE internationalisation as well as the surrounding society;
- to implement IHES projects in different regions: we want not only the idea of IHES to spread but also the concrete applications up to the level of regional models and this can only be achieved through a consistent structure such as the IHES network;
- to exchange good practices: with IHES spreading and taking ground, we expect a continuous growth in new IHES projects with also new ideas and approaches hitherto unforeseen and the IHES network will allow to exchange such ideas and improve the knowledge of all participants over time;
- to generate a post-project life of IHES and thus sustainability: IHES is not intended to end with the project funding but the funding phase is merely perceived as the seed investment for establishing a new IHES culture in HE and the IHES network will us to achieve this.

Target groups for the IHES network are identical with the core target groups of the project itself:
- HEIs (Higher Education Institutions);
- Regional authorities across Europe;

- NGOs/CSOs/NAs/other organisations across Europe and beyond.

It is important to notice that while IHES is focusing on Europe, the afterlife of IHES is aiming at spreading the word and concept of IHES across the globe and therefore, we will at least aim to have some non-European members in the IHES network eventually, although we do not expect this to happen during the project phase.

Elements of Innovation

Besides the fact that the IHES network is innovative in its content, we also want to stay up-to-date with regard to the forms of interaction. At the same time, we are aware that usually additional platforms do not work well, since people rather rely on already trodden paths of communication. Therefore, UPOL as the IO leader will both establish an online platform with specific design and options while also using the currently traditional social platforms.

First, UPOL will establish a website as a sharing and resource centre on IHES which will feature:
- information on the IHES Network of Organizations: mission, statute, members;
- information on upcoming activities and events related to IHES, especially the annual IHES network conference;
- regularly updated information on important publications on IHES;
- an interactive map with good practices which users can access and "dive into" specific examples (this will be constantly updated after the annual IHES member conference) in a constant growth pattern:
1) start the map will already show the activities in the Tarragona and Olomouc regions (IO3)
2) further extension to the whole of Catalunya and the Czechia using the two associated partner networks Catalan Association of Public Universities and CZ Alliance of Centres for International Relations;
3) then going beyond the project scope towards the whole of Europe and finally the world as such;
4) regional background indicator mapping – to capture better picture of 2 specific regions available NUTS3 regional data (Olomouc and Tarragona) will be used, but also available data on district/local and university/school/institution level

Expected Impact

The consortium expects the IHES network to have substantial impact especially after the project phase. In line with the objectives we expect the following concrete impacts for an increasing number of actors across all 3 target groups:
- increase in promotion of IHES;
- a changing mindset in favour of IHES;
- an increasing number of IHES projects implemented across Europe and beyond;
- a growing map of good practices across Europe and beyond;
- a growing IHES community ensuring an afterlife of IHES beyond the project funding.

Transferability potential

On the one hand, all knowledge and experiences gained during the project from IO1-5 will be shared with IHES Network of participating organizations and therefore made transferable. On the other hand, by involving an increasing number and diversity of organisations in the IHES network and a growing list of good practice examples, the concept of IHES itself and its regional implementation will evolve and become increasingly more transferable.

Please describe the division of work, the tasks leading to the production of the intellectual output and the applied methodology

Division of work

IO6 will be led by UPOL in charge of setting up the web presence and especially the interactive map as well as organising the annual IHES network conference.

Sgroup, LLLP, and ACA will also provide special input into the different information channels of IO6.

GII will play a crucial role in co-organising the annual IHES network conference with UPOL building on its experience and role within the IHES special community inside the wider HE internationalisation community. The latter role will also enable GII to spread the word about the IHES network across the globe and try to find non-EU participants as well.

All the partners will also have roles in the recruitment of new members according to the 3 target groups:
- HEIs: this will be the task of SGroup and URV as well as GII and the two HE associate partners Catalan Association of Public Universities (ACUP) and in Czechia - Alliance of Centres for International Relations;
- NGOs/NAs/CSOs/other organisations: LLLP and ACA will engage in recruiting members for the IHES network. We also hope that the associate partner ESN in CZ will become a first wave member and also convince some local chapters in CZ and other countries to become members;
- Regional governments and authorities: Generalitat and Olomoucky kraj will be active in order to recruit other regional governments and authorities.

Tasks leading to production

UPOL will begin preparing the foundation for the IHES Network already during the beginning of the project, after an initial 6 months. At this stage, the website will be developed and fed with the current input of the IHES project already. UPOL will develop and undertake needed programming of the IHES portal according to specified requirements. Most importantly, it will immediately start programming the interactive map.

As soon as results come in from IO3, these will be fed into the interactive map.

For the remaining time of the project length, IO6 will build on networking activities with potential IHES institutions during the main multiplier events: open seminars and the final conference. UPOL in cooperation with ACA, SGroup, LLLP and GII will prepare statutes for the network as well as templates for Expression of Interest (EoI). It will then begin to promote the network and manage the incoming EoIs. UPOL will share these on the IHES portal together with information on how to become an IHES member organisation.

UPOL and GII will jointly organise an annual IHES network conference (in the beginning in the Czech Republic but it might migrate depending on the interest of members to host it). GII will host the first ever IHES conference in Prague in 2020, so a precedent will be set.

UPOL will also organise together with GII the first post-project IHES conference.

The IHES network will be officially established during the project phase by the 8 consortium members and we hope to already be able to attract the first outside participants before the project ends.

The above-mentioned recruitment efforts per target groups will be taken up by the respective consortium member.

Applied methodology

For the programming of the website and the interactive map, standard programming techniques will apply. We will use rather standard open source tools (for cost purposes) instead of specific inhouse programming solutions since the latter usually generate maintenance problems down the road.

During IHES regional activities and multiplier events, we will inform about the IHES network and the IHES portal will also continuously update information.

When developed, the IHES Network idea will be shared across and beyond Europe through the partners

Indicators: Establishing an IHES network of organisations (yes/no) and achieve, signed partnerships with all consortium members and at least 10 organisations outside the consortium from 5 countries by the end of the project phase.

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Media	Website Network Interactive Resource
Participating Organisations	ASSOCIATION POUR LA COOPERATION ACADEMIQUE - ACADEMIC COOPERATION ASSOCIATION (E10104524, BE) GRUPO SANTANDER (E10118617, ES) LIFELONG LEARNING PLATFORM (E10122690, BE) GLOBAL IMPACT INSTITUTE SRO (E10030304, CZ) UNIVERSITAT ROVIRA I VIRGILI (E10208977, ES) DEPARTAMENT D'EMPRESA I CONEIXEMENT (E10206019, ES) Olomoucký kraj (E10249075, CZ)
Languages	English