

# National TOI TOI TOI Report

## *GERMANY*



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# 1. INTRODUCTION

The new ERASMUS+ program demands more sustainability from the project-consortia, hence it will be more important to name, describe and emphasize the impact of project-results on different levels. There have been several LdV-Tol projects whose results have faded away. These issues make developing and implementing innovative tools for project-coordinators and other actors crucial for the success of the projects. These tools will enable them to check the partners and the whole consortia in matters of their possibilities to ensure sustainable impact before starting a project.

The project "TOITOI TOI" started on 01/10/2014 with a duration for two years, i.e. the project will finish on 30/09/2016.

The name TOI TOI TOI is intended as an homage to the former Leonardo da Vinci Transfer of Innovation projects (LdV-Tol), which are in the focus of the project's activities.

TOI TOI TOI has developed two web-based evaluation tools for coordinators and further actors in the field of European VET-projects to ensure that the sustainability of the project-results is guaranteed within the consortia. In order to achieve these goals, the project team has:

- a) Tested the tools in the partner countries;
- b) Developed alternative evaluation tools;
- c) Evaluated existing project results;
- d) Analyzed project consortia.

These evaluation-tools will help project-coordinators in preparing impact oriented project-consortia. The development of the TOI TOI TOI evaluation-tools is based on two comprehensive scientific analysis-steps:

1. The first step is to analyse all Leonardo da Vinci transfer-projects completed from 2006-2013 with network and cluster evaluation.
2. The second step is the construction and development of qualitative interviews with coordinators and stakeholders, based on the results of the evaluation.

The *TOITOI TOI*-project is performed by a partnership representing Austria, Germany, Hungary, Macedonia and Portugal and is constituted by experienced specialists in the fields of vocational-training.

## 1.1 “NATIONAL” INTRODUCTION

### **The German National Agency:**

The National Agency (NA) is located at the Federal Institute for Vocational Training (Bundesinstitut für Berufsbildung, BIBB) in Bonn. The BIBB is a public-law institution directly under federal government control and with legal capacity. Tasks are conducted in the framework of the federal education policy.

The NA at BIBB works on behalf of the Federal Ministry of Education and Research. Since January 2014, it is responsible for the implementation of Erasmus + in vocational education and adult education.

Previously, the NA was in charge of the implementation of the Lifelong Learning Programme for the individual programs Leonardo da Vinci for vocational training and Grundtvig for adult education in Germany, which expired by December 2013 .

The NA at BIBB works closely with Ministries, states, social partners, associations, chambers of commerce, industry, universities and educational institutions. At international level, it cooperates with the European Commission and the other National Agencies in Europe.

### **Erasmus + 2016: Field specific priorities**

The field specific priorities for the area of VET are currently the following.

- Promoting work-based learning in all its forms, with special attention to apprenticeship-type training, by involving social partners, companies and VET providers, as well as stimulating innovation and entrepreneurship.
- Further developing quality assurance mechanisms in VET, in line with EQAVET recommendation, and establishing continuous information and feedback loops to I-VET and C-VET systems, based on learning outcomes as part of quality assurance systems.

- Further strengthening key competences in VET curricula and providing more effective opportunities to acquire or develop those skills through I-VET and C-VET.
- Enhancing access to training and qualifications for all through C-VET, in a life-long learning perspective, notably by increasing the quality, supply and accessibility of C-VET, validation of non-formal and informal learning, promoting work-place learning in companies for the working population, providing for efficient and integrated guidance services and flexible and permeable learning pathways.

## 2. SCIENTIFIC WORK IN TOI TOI TOI

### 2.1 Pre-Analysis

The pre analysis reports were carried out in Austria, Hungary, Germany and R. Macedonia. This first part of the report contents general information on the situation of EU-funded education-projects in the partner country, focused on the Leonardo da Vinci Programme 2007-2013.

The second part focusses on EU-funded education programs, especially the Lifelong Learning Programme 2007-2013. It offers statistic data and information in the already closed Leonardo da Vinci programme.

#### **National Summary:**

The pre-analysis phase was based on an online research as well as on informally held expert interviews.

#### **The Lifelong Learning Program:**

The Lifelong Learning Programme (including: COMENIUS, ERASMUS, LEONARDO DA VINCI, GRUNDTVIG, JEAN MONNET) constituted the basis for projects in the field of education in Germany. Being part of the LLP, the Jean Monnet programme aims at promoting higher education teaching and research projects in order to support European integration. Besides, there were a high number of programs in the area of education, which were co-financed by the European Social Fond. One example is "Perspektive Berufsabschluss" by the Federal Ministry of Education and Research.

In the period 2006-2013, all in all 213 Leonardo da Vinci "Transfer of Innovation (TOI)" projects were conducted. This means an average of 30 projects per year. The following numbers gave some more detailed information:

- 2013: 33 funded TOI projects
- 2012: 34 funded TOI projects

- 2011: 31 funded TOI projects
- 2010: 30 funded TOI projects

The other years got analyzed by the Macedonian partner "University Goce Delcev".

The following project examples have been declared Good Practice by the National Agency:

- „Kompetenzstandards in der beruflichen Aus- und Weiterbildung im Sektor Altenpflege - pro care“  
Sept 2009 – Aug 2011  
Coordinator: Europäisches Bildungswerk für Beruf und Gesellschaft gGmbH
- „ Transfer of innovation into the field of foreign trade (TRIFT) - Innovationstransfer in das Berufsfeld Außenhandel“  
Okt 2010 – Sept 2012  
Coordinator: EU-Geschäftsstelle Wirtschaft und Berufsbildung der Bezirksregierung Köln
- „ `VETwin-winModel´ - Gestaltung der Verzahnung von beruflicher Ausbildung und betrieblicher Weiterbildung als ein Schlüssel zur Kompetenzentwicklung in Bildungseinrichtungen und in Unternehmen“ (Sektor: Bauwirtschaft; gewerblich-technischer Bereich)  
Okt 2010 – Sept 2012  
Coordinator: abc Bau Ausbildungszentrum der Bauwirtschaft Mecklenburg-Vorpommern GmbH



## 2.2 Network- and Cluster - Analysis

TOI TOI TOI used the European project - database ADAM to detect the size and the structure of consortia. Structure means the geographic distribution of project partners. LdV -ToI projects were analysed from 2007- 2012. 2013 wasn't taken into account because there were still some projects running. After collecting data from ADAM it had to be validated by comparing the ADAM entries with documents or products from the respective projects to ensure a maximum quality of the results.

- The first part of the network analysis was to ask for the size of project consortia in Austria, Germany and Hungary.
- The second part of analyzing project consortia was to look for the partner countries and to ask: Who cooperates with whom?

The network-analysis shows, how the cooperation amongst European countries was in TOI-projects and how it changes in the lifetime of the program.

**The following amount of consortia from TOI TOI TOI 2007-2012 was analysed:**

- Austria: 56
- Germany: 180
- Hungary: 37

### **National Summary:**

The first part of the network and cluster analysis was to ask for the size of these project consortia. Here it shows that consortia in general had become smaller. Still, together with Austria and in relation to Hungary, the consortia in Germany consisted of a relatively high number of partners. the average consortium size was around eight (Fig. 1).

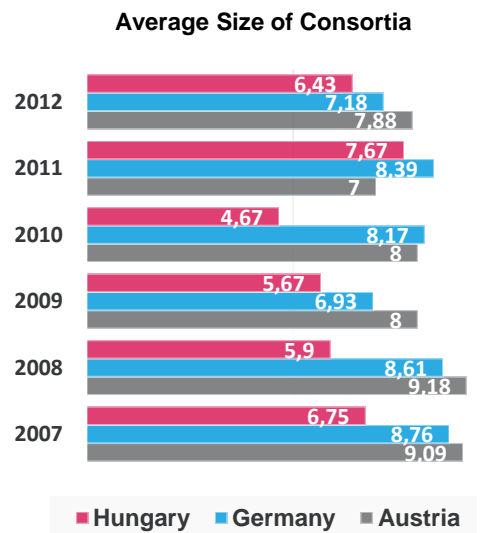


Fig. 1: Average size of LdV-ToI project consortia in AT, DE and HU

The second part of analyzing project consortia was to look for the partner countries and to ask: Who cooperates with whom? We looked for statistic frequencies to detect clusters of cooperation in the European project-map. We just counted partner organizations because 100 % of the contractors came from the same country where they handed it their proposals. German contractors mostly cooperate with partners from Austria, Italy, Spain, Poland and France (Fig. 2 and 3). Also in Austria, project consortia in many cases included Austrian partners. In Germany though, the number of partners from the own country is significant higher than in Austria (24,6 %).



Fig. 2: Network Analysis Germany

## TOI 2007-2012 / Germany

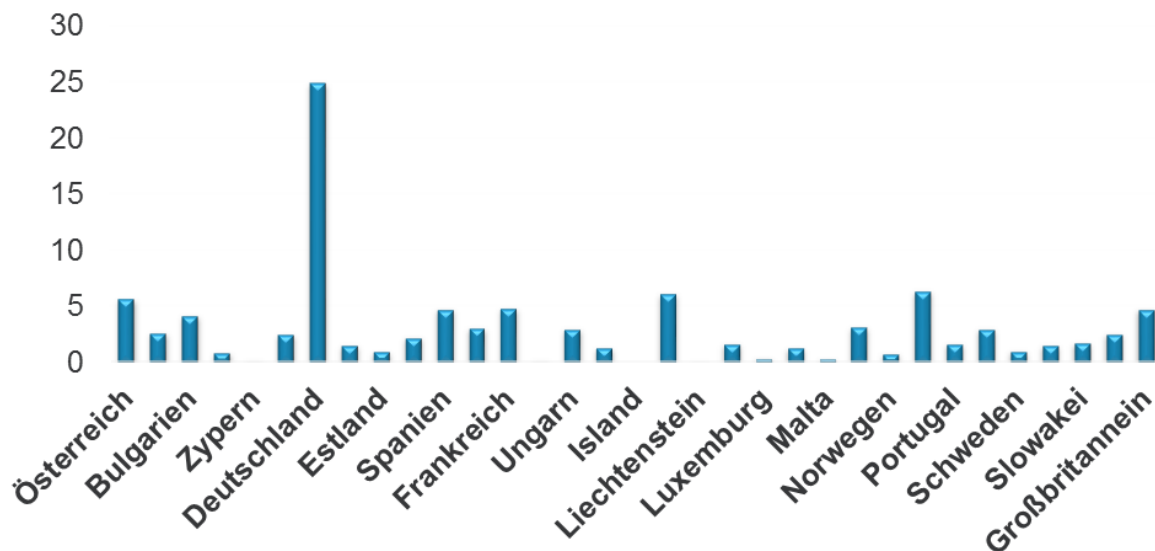


Fig. 3: Networking Partners in German Consortia

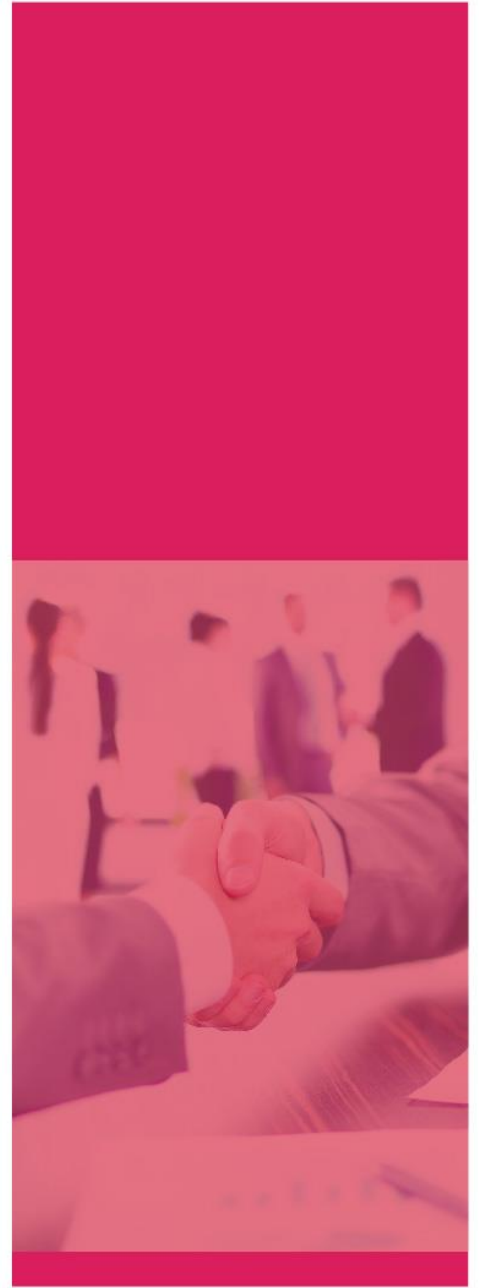
Finally, the results of Network-Analysis in Austria, Germany and Hungary can be summed up in a few sentences. In general, all three countries mostly cooperate with domestic partners or organizations from neighbor-countries. The Baltic region and Scandinavia are both underrepresented. The situation in Germany and Austria is quite similar, but Hungary deviates from them. Consortia are much smaller and in most cases consist of many Hungarian partners.

## 2.3 Semi – Standardised Interviews

The TOI TOI TOI project aims at identifying which kind of project consortia have led to sustainability of the project results. In order to develop tools for future project coordinators which allow them to estimate potential partners and whole consortia, we have conducted interviews with a random sample of decision-makers of Leonardo da Vinci projects in Austria, Germany and Hungary. The aim of the interviews is to examine detected cluster-cases in European cooperation networks within so called “LdV Tol-projects” from 2007-2012.

### **National Summary:**

As we knew from the previous research steps, the ADAM Database is quite incomplete. Therefore, we decided to not let our random sampling depend on it. Instead, we checked the NA homepage and their presentation of “LdV Tol-projects” from 2007-2012 and randomly chose projects to be interviewed from this source. We designed a quite detailed email which presented the TOI TOI TOI project and asked for availability to take part at the interview. After about a week, we sent a reminder and called to ask if interview partners were available. One person answered saying that he was already retired - the others could be convinced to set a fix interview date and time. The interviews were all conducted via phone and had a duration of an average of 45 minutes each. The interviewees had not received the questions in advance to make sure they were not too prepared but could respond spontaneously. In several cases, missing information (e. g.: Since when does the institution conduct European projects?) was handed in later via email.



## **CHARACTERISATION AND INTERPRETATION**

## 3. Characterisation and Interpretation

### 3.1 Characterisation and interpretation of Pre-Analysis

The Pre-Analysis had shown that European projects do play an important role in Germany. The average number of projects was respectively high and the communication and documentation by the NA shows that also from a political point of view, project outcomes were appreciated and consortia were supported.

### 3.2 Characterisation and interpretation of Network – Cluster Analysis

The main finding of the network- and cluster analysis was the characterisation of a 'typical' German consortium. Again, the average number of eight partners was respectively high and so is the percentage of German partners in consortia which were coordinated by German institutions. Also, some common partner countries - Austria, Italy, Spain, Poland and France - were characteristic. These findings were used for further research steps: In the semi-standardised interviews, typical and not typical projects were analysed and compared in their impact and sustainability.

### 3.3 Semi – Standardised Interviews

Semi – Standardised Interviews were conducted in order to obtain data that refer to identifying which kind of project consortia have led to sustainability of the project results. In order to develop tools for future project coordinators data will be dealt with anonymously and will exclusively be used for scientific purposes

Each of the project partners had a task to conduct an interview with the coordinators of the LdV -ToI projects randomly selected.

Regarding the German interviews, the general finding was the great variety / heterogeneity of the interviewed projects. Each of the five ones represented a unique picture. Nevertheless, some single strategies could be identified and might serve as good practice, references and tips for future coordinators. The following abstract states examples of the strategical approaches of single projects. The complete pool of interview findings is included as an attachment below.

- **Regarding the assurance of sustainability:** One interview partner found it difficult to focus on measures to assure sustainability due to the restricted financial and time budget. Another one appreciated the ‘work packages’ approach (instead of the ‘intellectual outcomes’ approach within Erasmus+). Another interviewed coordinator stressed the need for at least one partner in the consortium who is well familiar with marketing and public relations measures. A third one admitted that at the end of one project he/she was already busy with preparing the proposal for the next one. At last, one project had a reliable strategy to assure sustainability: Being an association with a high number of member institutions, the project outcomes could be discussed and re-used whenever relevant in member meetings and cooperation.
- **Regarding the choice of partner institutions:** In one case, the project idea was initiated by the partners. Abstractly spoken, the partner combination was first, the project idea was added to it. In other cases, the idea was conceptualized before the partners were found. These were either known or recommended or regular members of the coordinating association.
- **Regarding the set of the consortium:** Not every project follows a certain strategy when setting the consortium. Others do. In that case, in which the partners initiated the project, they suggested themselves as partners. In another case, partners per country were combined with regard of their competences and institutional focus: for example, one company plus one school plus one research institution. In another case, it was stressed that those partner countries should included which either share a certain developmental level regarding the project matter or are in different developmental stages in order to allow transferability.

## 4. NATIONAL RESULTS AND CONCLUSION

### 4.1 Conclusion of national results

Based on the findings of the quantitative research, the analyzed German projects show certain tendencies and typologies regarding the size of consortia and the included partner countries.

At the same time, with regard of the findings of the qualitative interviews, a great heterogeneity of background strategies has shown.

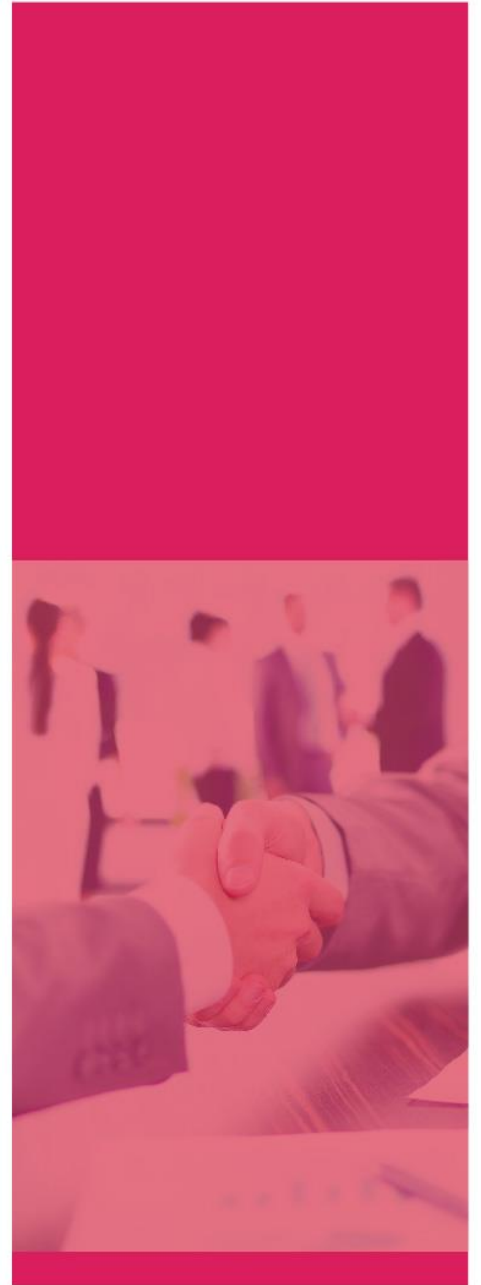
### 4.2 Estimation of all results from a national point of view

Already in the quantitative phase, it became obvious that the approach of setting consortia and conducting projects in Hungary, Austria and Germany is different. An international point of view therefor is promising.

### 4.3 Suggestions for contents and the structure of the planned online - tools

It seems difficult to explore causal relations between the design of a project consortium (size, geographical setting, and strategy of involved institutions) and the sustainability of the project outcomes. Even if interviews show correlations between both, causality is not guaranteed. But what is striking and extremely valuable for the development of the tools is all the recommendations given by the interviewed coordinators. These can be evaluated and made available for future coordinators.





# ANNEX

## Annex

### Summary of all interviews

#### 1. General data

**Country:**

Germany

**Number of Interviews:**

five

**Remarks on sampling of interview partners:**

Random sampling

**Remarks on Interview Situation:**

All interviews were conducted via phone. The interview partners had been asked for their availability via email in advance, including one reminder. They knew the topics of the interviews but they were not prepared for the single questions.

**Period of Time:**

February 2016

## 2. General information on European cooperation

\* Please describe your institution in a few sentences.

Findings about traditional projects	Findings about innovative projects
<ul style="list-style-type: none"> <li>• public university</li> <li>• adult education centre</li> </ul>	<ul style="list-style-type: none"> <li>• inter company educational institution</li> <li>• international NGO</li> <li>• educational institution</li> </ul>

\* Which role plays the engagement in EU programs in your institution?

Findings about traditional projects	Findings about innovative projects
<ul style="list-style-type: none"> <li>• important role</li> <li>• strong international network</li> </ul>	<ul style="list-style-type: none"> <li>• not the main focus</li> <li>• one of the main activities</li> </ul>

\* Since when have you been participating in EU programs?

Findings about traditional projects	Findings about innovative projects
<ul style="list-style-type: none"> <li>• for more than ten years</li> </ul>	<ul style="list-style-type: none"> <li>• 1998, 2004, 2005</li> </ul>

\* Have you been participating in the Erasmus+ program?

IF YES: Which differences do you see to LdV?

Findings about traditional projects	Findings about innovative projects
<ul style="list-style-type: none"> <li>• complicated accounting rules</li> <li>• more flexibility</li> <li>• outputs instead of work packages</li> </ul>	<ul style="list-style-type: none"> <li>• outputs instead of working packages</li> <li>• smaller budgets</li> <li>• easier pay off system</li> </ul>

### 3. Experience with LdV/LLP

\* How would you shortly describe LdV/LLP to somebody who does not know it?

Findings about traditional projects	Findings about innovative projects
<ul style="list-style-type: none"> <li>opportunities of cooperation</li> <li>transfer of innovations</li> </ul>	<ul style="list-style-type: none"> <li>transfer of good practice</li> <li>bringing together of expertise</li> <li>cross-border cooperation</li> </ul>

\* How would you summarize your experience with LdV/LLP in a few sentences?

Findings about traditional projects	Findings about innovative projects
<ul style="list-style-type: none"> <li>overall positive</li> </ul>	<ul style="list-style-type: none"> <li>overall positive</li> </ul>

\* Regarding sustainable project outcomes, which opportunities did LdV offer?

Findings about traditional projects	Findings about innovative projects
<ul style="list-style-type: none"> <li>easier to assure sustainability through work packages</li> <li>restricted time and financial resources</li> </ul>	<ul style="list-style-type: none"> <li>difficult, as one was busy with the next proposal already</li> <li>the association keeps and re-uses the outcomes of all projects</li> <li>too little time</li> <li>lack of expertise in marketing</li> </ul>

## 4. Your project consortium

\* Please outline your consortium.

Findings about traditional projects	Findings about innovative projects
<ul style="list-style-type: none"> <li>• partners from Germany, Poland, Italy</li> <li>• relatively large consortium</li> </ul>	<ul style="list-style-type: none"> <li>• partners from different countries</li> <li>• much more or much less than 8 partners</li> </ul>

\* How have you chosen your consortium?

Findings about traditional projects	Findings about innovative projects
<ul style="list-style-type: none"> <li>• some partners initiated the project idea</li> <li>• partners were known or recommended</li> </ul>	<ul style="list-style-type: none"> <li>• no strategy: partners were known already</li> <li>• all partners were regular members of the association</li> </ul>

\* Which competences of partners were striking?

Findings about traditional projects	Findings about innovative projects
<ul style="list-style-type: none"> <li>• strategy: tandems/specific constitutions per country</li> </ul>	<ul style="list-style-type: none"> <li>• specific expertise</li> <li>• English language skills</li> <li>• motivation and availability</li> </ul>

\* Please evaluate the following criteria on a scale from 1 to 5 (1 meaning of very low value and 5 meaning of very high value) and explain your choice. *(Please mention the number as well as the reason.)*

your project idea

Findings about traditional projects	Findings about innovative projects
<ul style="list-style-type: none"> <li>• 5 (positive evaluation, following project)</li> </ul>	<ul style="list-style-type: none"> <li>• 5 (high quality)</li> </ul>

your project outcome

Findings about traditional projects	Findings about innovative projects
<ul style="list-style-type: none"> <li>• 4 (too academic, inadequate developments at national levels)</li> </ul>	<ul style="list-style-type: none"> <li>• 4/5 (high demands)</li> </ul>

the sustainability of the outcome

Findings about traditional projects	Findings about innovative projects
<ul style="list-style-type: none"> <li>• 5 (demands for outcome, following project)</li> </ul>	<ul style="list-style-type: none"> <li>• 4/5 (unsure about the future)</li> </ul>

your project consortium

Findings about traditional projects	Findings about innovative projects

<ul style="list-style-type: none"> <li>• 5 (no problems)</li> </ul>	<ul style="list-style-type: none"> <li>• 3 (no sustainable contact)</li> <li>• 5 (all needed expertise was there)</li> </ul>
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each of your partners

Findings about traditional projects	Findings about innovative projects
<ul style="list-style-type: none"> <li>• 5 (no remarks)</li> </ul>	<ul style="list-style-type: none"> <li>• 5 (no problems)</li> <li>• problem that staff changed often</li> <li>• problem that two partner institutions do not exist anymore</li> </ul>

\* If you had the same budget, what would you change in your consortium? Please explain your answer.

Findings about traditional projects	Findings about innovative projects
<ul style="list-style-type: none"> <li>• more schools as main partners</li> <li>• nothing</li> </ul>	<ul style="list-style-type: none"> <li>• more partners, e.g. one responsible for marketing issues</li> </ul>

\* How do you evaluate your consortium size? *(Please mention the amount of partners.)*

Findings about traditional projects	Findings about innovative projects
<ul style="list-style-type: none"> <li>• quite a lot (14)</li> <li>• fine (5)</li> </ul>	<ul style="list-style-type: none"> <li>• hardly too many partners regarding network (13)</li> <li>• optimum (6)</li> <li>• too many (6)</li> </ul>



\* What do you consider the optimum consortium size?

Findings about traditional projects	Findings about innovative projects
<ul style="list-style-type: none"> <li>• 4+1</li> <li>• 5+1</li> </ul>	<ul style="list-style-type: none"> <li>• 4+1</li> <li>• 6+1</li> <li>• depends on the project matter</li> </ul>

\* What is a reasonable minimum and maximum to you? Please explain your answer.

Findings about traditional projects	Findings about innovative projects
<ul style="list-style-type: none"> <li>• min: 3</li> <li>• max: 5,7</li> </ul>	<ul style="list-style-type: none"> <li>• min: 3, 5, 10</li> <li>• max: 6, 7, 20</li> </ul>

\* Why have you chosen the respective partner countries?

Findings about traditional projects	Findings about innovative projects
<ul style="list-style-type: none"> <li>• some had the project idea</li> <li>• the countries were in adequate developmental stages</li> </ul>	<ul style="list-style-type: none"> <li>• no strategy</li> <li>• some partners with much expertise and others with little - transferability</li> </ul>

IF THE CASE: Why did you include partners from your own country?

Findings about traditional projects	Findings about innovative projects
<ul style="list-style-type: none"> <li>• to fulfil the strategy in all partner countries</li> </ul>	

\* Please name three “favourite” partner countries and explain your choice.

Findings about traditional projects	Findings about innovative projects
<ul style="list-style-type: none"> <li>• UK, PL, FI, DK, SK, SE</li> </ul>	<ul style="list-style-type: none"> <li>• CZ, SK, LT, NO, DE, RU, BG, PL, IT, FR</li> </ul>

## 5. Sustainability

\* Please outline your project outcomes.

Findings about traditional projects	Findings about innovative projects
<ul style="list-style-type: none"> <li>• competence matrix</li> <li>• manual with tools</li> </ul>	<ul style="list-style-type: none"> <li>• blended learning tools</li> <li>• competence profile</li> <li>• counselling program for SMEs</li> </ul>

IF YES: By whom have they been used?

Findings about traditional projects	Findings about innovative projects
<ul style="list-style-type: none"> <li>• schools</li> <li>• training and counselling institutions</li> </ul>	<ul style="list-style-type: none"> <li>• counselling institutions</li> <li>• chambers of commerce and industry</li> <li>• schools</li> </ul>

What was the benefit to users?

Findings about traditional projects	Findings about innovative projects
<ul style="list-style-type: none"> <li>• there was a direct need for the respective the products</li> </ul>	<ul style="list-style-type: none"> <li>• specific demands were answered</li> </ul>

How was the dissemination organised?

Findings about traditional projects	Findings about innovative projects
<ul style="list-style-type: none"> <li>great variety of dissemination activities: conferences, speeches, newsletters, brochures,...</li> </ul>	<ul style="list-style-type: none"> <li>same great variety of measures</li> </ul>

Have they been further developed?

Findings about traditional projects	Findings about innovative projects
<ul style="list-style-type: none"> <li>yes, in following projects</li> </ul>	<ul style="list-style-type: none"> <li>yes, in following projects</li> <li>the product is ready to be changed as long as the source remains mentioned</li> </ul>

Further use of project results after the end of the project:

Findings about traditional projects	Findings about innovative projects
<ul style="list-style-type: none"> <li>yes, in following projects</li> </ul>	<ul style="list-style-type: none"> <li>yes, in following projects</li> </ul>

Further contact with former project-partners:

Findings about traditional projects	Findings about innovative projects
<ul style="list-style-type: none"> <li>yes, in following projects</li> </ul>	<ul style="list-style-type: none"> <li>no, two partner institutions were closed</li> </ul>

## 6. Closing

\* In your opinion, what does sustainability of project outcomes depend on?

Findings about traditional projects	Findings about innovative projects
<ul style="list-style-type: none"> <li>• persons involved</li> <li>• direct demand for outputs</li> </ul>	<ul style="list-style-type: none"> <li>• time schedule</li> <li>• networking</li> <li>• realistic need for products</li> <li>• specific persons</li> <li>• partner institutions</li> </ul>

\* Which recommendations do you have for future project coordinators?

Findings about traditional projects	Findings about innovative projects
<ul style="list-style-type: none"> <li>• reliable partners</li> <li>• connection of partners into strategic teams</li> <li>• personal communication</li> </ul>	<ul style="list-style-type: none"> <li>• careful choice of partners</li> </ul>

## Documentation of Interviews:

### Interview 1:

Date: February 23th 2016, 11 a.m.

Traditional

Type of organisation: adult education center

Interview partner: f

Interview mode: phone

### Interview 2:

Date: February 16th 2016, 11 a.m.

Innovative

Type of organisation: eduactional institution

Interview partner: m

Interview mode: phone

### Interview 3:

Date: February 17th, 2 p.m.

Innovative

Type of organisation: international non-profit organization

Interview partner: f

Interview mode: phone

**Interview 4:**

Date: February 24th, 9 a.m.

Traditional

Type of organisation: public university

Interview partner: m

Interview mode: phone

**Interview 5:**

Date: February 24th, 10 a.m.

Innovative

Type of organisation: inter company educational institution

Interview partner: m

Interview mode: phone