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Advancing Higher Education in Maldives Through E-learning Development



5.2. AMED Sustainability Plan

AMED Project Sustainability Plan

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Abstract:	This document, as part of WP5, presents the AMED project sustainability plan. It describes the main actions to be undertaken by the AMED project's primary beneficiary MNU in order to ensure the sustainability of the project and its findings after the end of the project in July, 2022. The plan will act as a guideline to carry out activities that will facilitate the sustainability of the study program.
Key words	Sustainability plan, sustainability strategies, sustainability activities, achievable outcomes, deliverables, time frame

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SUMMARY

This document highlights the main actions to be undertaken by the AMED project's primary beneficiary, MNU, in order to ensure the sustainability of the project and its findings during and after the end of the project in January 2022. This deliverable thus corresponds to the Work Package 5 deliverable 5.2 "Sustainability plan development and approval" led by The Maldives National University (MNU).

One of the main aims of AMED project is to develop a new study program for professional development focusing on the use of ICT in education and promotion of new forms of teaching and learning in the Maldives, notably strategic use of open and flexible learning, lifelong learning, virtual mobility, open educational resources and better exploitation of the ICT potential by raising awareness, supporting leadership, engaging early adopters and developing a community of practice. In order to achieve the specified main aims of the project, a new study program that includes four modules and two capstone projects will be co-created by the project partners.

All project outcomes were planned to have sustainability aspects in mind. The project is tailored in such a way the results are a direct match to the identified needs of the beneficiary partner. The outcomes are neither oversized nor undersized to enable MNU full exploitation and continuation of development beyond the project lifetime. From a technological perspective, we will focus on using open source solutions.

The main sustainability solutions considered for the project during and after the project completion activities include, 1) the approval of the programme by MNU Senate, 2) Conduct Policy Dialogue regarding integration of the relevant content from the study program into teacher education programmes offered by the Faculty of Education, MNU, 3) the implementation of the study program as an academic staff professional development programme, 4) the enrollment of 25 students in the accredited *Professional Certificate in e-learning* course in the first or second year after the project completion, 5) the Commercialisation of the *Professional Certificate in e-learning* program and opening for public enrollment, 6) the development of a joint degree program with the AMED partners in two years after the project, 7) the commercialisation of the degree program and open to the public, 8) ensure proper communication channels are established with all the relevant stakeholders and, 9) ensure project results are approved and accepted by all the relevant policy makers.



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1. INTRODUCTION

1.1 Description of the project



Project "AMED - Advancing higher education in the Maldives through E-learning Development", approved by Erasmus+ program- Strengthening capacities in higher education in Key activities 2, started with its activities in January 2019.

This project has a goal to enable support of the modernization, approach and internationalization of higher education in the Maldives through academic teacher competences and skills promotion, considering new innovative education programs in E-learning.

The main goals of the projects include the following:

1. Establishing an institutional framework for e-learning at the Maldives National University by training
2. of staff, improving e-infrastructure and (re)organisation of departments to provide support to e-learning.
3. Co-creation and piloting of a new study program for professional development focusing on the use of
4. ICT in education.
5. Support the modernization, accessibility and internationalisation of higher education in the Maldives, by improving the level of competencies and skills of university teachers by developing a new and innovative educational program in the field of e-learning.
6. Promotion of new forms of teaching and learning in the Maldives, notably strategic use of open and flexible learning, lifelong learning, virtual mobility, open educational resources and better exploitation of the ICT potential by raising awareness, supporting leadership, engaging early adopters and developing a community of practice.

1.2 Purpose of the sustainability of the study program plan

The purpose of this plan is to develop the strategy that will be adopted by the AMED team in sustaining



the study program developed by the contribution of all the partners. This plan will act as a guideline to carry out activities that will facilitate the sustainability of the study programme.

1.3 Description of the sustainability of the study program plan

This plan is a deliverable of Work package 5 and it will include a detailed description of the strategy that MNU will adopt. Specific activities regarding how to carry out the sustainability of the study program with the time duration will be described in the plan.

Key terms defined

Sustainability

The term can be described as the capacity of the project to continue its existence and functioning beyond its end.

Time period

The term can be described as the time taken for the activities to be completed.

Strategy

The term can be described as the plan chosen to bring a desired future such as the achievement of a goal.

Target audience

The term is used to describe the particular people who the plan or program is aiming for who have an interest in participating and completing the planned activities.



2. SUSTAINABILITY PLAN STRATEGY

The sustainability plan strategy for the AMED project, developed as part of the Work Package 5 presents the broader and long-term elements of the plan. In this regard, the plan identifies the methods, activities, time period, target audience and achievable outcomes related to sustainable actions.

2.1 Design of the sustainability of the study program plan

The AMED sustainability plan is designed to:

- define and explain the scope of the sustainability activities planned for the study programme
- describe the means for fostering the sustainability of the study programme
- describe the tools which will be used in order to ensure the sustainability of the study programme

WP5 is led by MNU in co-operation with all partners. The sustainability of the study program is the responsibility of the Maldives National University (MNU).

This document will be updated throughout the project lifetime based on the suggestions provided by the partners. In this way, the plan can be modified according to the comments from all the partners.

2.2 Sustainability Plan activities

Sustainability plan activities are categorized into two time periods. Some of the activities will be conducted during the project (Activities 1 - 2) while other activities will be conducted after the project completion (Activities 3 - 10).

Activities planned for during the project (January 2019- July 2022)	Activities planned for after the project completion (July 2022- December 2025)
<ol style="list-style-type: none"> 1. <i>Approval of the study program at MNU.</i> 2. <i>Conduct policy dialogue with MNU Faculty of Education to identify ways to Integrate the study program content (MNU credits) in teacher education programmes offered by the Faculty of Education.</i> 	<ol style="list-style-type: none"> 3. <i>Implement the study program for MNU academic staff as a professional development programme.</i> 4. <i>Enroll 25 students in the accredited Professional Certificate in e-learning course in the first year after the project completion.</i>



	<p>5. Commercialize the Professional Certificate in e-learning program and open for enrollment.</p> <p>6. Develop a joint degree program with the AMED partners in two years after the project.</p> <p>7. Commercialize the degree program and introduce the public</p> <p>8. Consult with the partners to develop a mechanism where the completion of the modules can be considered for the transfer of credits for their university's degree programme.</p> <p>9. Ensure project results are approved and accepted by all the relevant bodies/policy makers.</p>
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Activity 1: Approval of the study program at MNU

Currently, MNU does not have a specific procedure for professional certificate or short course/program approval procedure. However, to ensure that the AMED study program is recognized and approved it will be sent to MNU, Academic Senate for approval.

Actions	Responsible person	Outcomes	Time period
1. Prepare documents for the Senate and send a request for Senate Approval;	Head of CETE MNU Senate	<ul style="list-style-type: none"> Documents submitted to the Senate Discussions held in the Senate Study Program approved and endorsed by the Senate 	March 2021 – September 2022

Activity 2: Conduct policy dialogue event with MNU Faculty of Education to identify ways to integrate the relevant study program content in the teacher education programmes offered by the Faculty of Education.

Actions	Responsible person	Outcomes	Time period
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1. Conduct a policy dialogue event with the Dean of Faculty of Education to discuss possible ways of integration of the study program as a subject into the existing and new Teacher Education courses	Head of CETE and Dean of Faculty of Education	<ul style="list-style-type: none"> • Policy dialogue event conducted during the third year of the project • Possible teacher education programmes into which the AMED project study program content can be integrated is identified 	January 2021 - January 2022
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Activity 3: Implement the study program for MNU staff as an academic professional development programme

Actions	Responsible person	Outcomes	Time period
1. Develop a procedure and guidelines which can be adopted by the individual faculties to consider the study program as an academic professional development programme 2. Create awareness by disseminating information about the study program and procedure to complete it 3. Implement and monitor the progress	CETE designated staff	<ul style="list-style-type: none"> • Meeting held with the senior management team regarding the delivery of the course as a professional development program • Developed procedure and guidelines related to offering the study program as a professional development course at MNU. • Finalised the procedure and guidelines to be used • discussion held regarding the adaptation of the procedure and guidelines in the individual faculties 	July 2022- December 2023

		<p>management committee meeting</p> <ul style="list-style-type: none"> • information dissemination plan developed and implemented • Individual Faculties/Schools/Centres implemented the study program for the staff • Established a monitoring mechanism to check on staff progress with the study programme • Staff progress monitored through information gathered with survey, interviews and analytics available from the LMS • Conducted pre-study, mid study and post study review of the course/training • Conducted student satisfaction survey and compiled a report • Shared the compiled with the all the AMED partners 	
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Activity 4. Enroll 25 students in the accredited *Professional Certificate in e-learning* course in the first year after the project completion

Actions	Responsible person	Outcomes	Time period
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<ol style="list-style-type: none"> 1. Conduct a market research survey to identify potential students and get their expression of interest. 2. Develop an action plan on how to get students to enroll in the study program 3. Enroll the student in the program 4. Implement and monitor the progress 	CETE designated staff	<ul style="list-style-type: none"> • A market survey is conducted • A student enrollment plan in consultation with the Registrar developed and finalized • A student support to address the issues related to studying is established • 25 students enrolled in the study program • Train and recruit lecturers to facilitate the study modules and evaluate their performance • Create a system to collect and maintain record related to the students attendance, learning activities completion • Conduct pre-study, mid study and post study review of the course • Conduct student satisfaction survey and compile a report • Share the compiled with the all the AMED partners 	July 2022- July 2023
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Activity 5: Commercialize the *Professional Certificate in e-learning* program and open for enrollment

Actions	Responsible person	Outcomes	Time period
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<p>1. Offer the <i>Professional Certificate in e-learning</i> program as a professional certificate to interested audiences.</p>	<p>CETE designated staff</p>	<ul style="list-style-type: none"> • Conducted a market research survey and student enrollment plan is finalised in consultation with the Registrar • Established a student support desk that will help students to address issues related to studying • 25 students enrolled in the study program • Lecturers recruited and trained to facilitate the study modules • Performance evaluation of the lecturers conducted • Established a system to collect and maintain record related to the students attendance, and completion of the assigned learning activities • Conducted student satisfaction survey and reported the findings • Certificates awarded to the students. • Prepared a compiled brief report on the activity and shared with all the AMED partners 	<p>July 2022- December 2023</p>
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Activity 6: Develop a joint degree program with the AMED partners

Actions	Responsible person	outcomes	Time period
1. Request for a consultation with all the partners to explore the possibility of expanding the study program. 2. Conduct consultation meeting with the partner(s) 3. Conduct a market research survey to gather data on the expression of interest in the area of e-learning 4. Partner (s) will give contribution on the development of the joint degree program 5. Conduct meeting with the partner(s) and discuss the roadmap which can be adopted to develop new study program 6. Develop the new study program and implement the program	CETE designated staff	<ul style="list-style-type: none"> • MNU sent request via email to all the partners seeking a consultation regarding the expansion/conversion of the study program to a joint degree program • MNU initiated consultation meetings are held to discuss the possibilities of expanding the study program into a joint degree programme • MNU developed an action plan based on the consultation to expand/convert the study program into a degree programme 	July 2023- December 2024

Activity 7: . Commercialize the degree program and open to the public

Actions	Responsible person	outcomes	Time period
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<p>1. Discussions on how to commercialize the degree program</p> <p>2. Discussion on the strategies that will be used to introduce the degree program to the public</p> <p>3. Evaluation of the action plan to introduce the degree program to the public</p> <p>4. Conduct consultation meeting on the possibilities of transfer of credits of the study program institutions</p>	CETE designated staff	<ul style="list-style-type: none"> • Records of the AMED partners contribution on how to commercialize the degree program are kept • Program fee finalised based on the consultations • MNU developed a feasibility plan for the degree program with the proposed fees • MNU developed an action plan to introduce the degree program to the private institutions after the consultation/s with the AMED partners • MNU developed an evaluation plan based on the consultations conducted with all the AMED partners • MNU conducted the evaluation and report the findings • The necessary changes based on the evaluation report are recorded • Meetings are conducted to discuss the possibilities of transferring the credits. • Decisions are held by the partners on transferring of credits 	January 2025
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Activity 8: Ensure proper communication channels are established with all the relevant stakeholders



Actions	Responsible person	outcomes	Time period
1. Discussions are held among the MNU senior management team on how to build proper communication channels 2. Review and evaluate the established communication channels	CETE designated staff	<ul style="list-style-type: none"> • Meeting are held among the MNU senior management team to discuss the possibilities of building proper communication channels among all the relevant stakeholders • Established the agreed communication channels 	January 2022-December 2025

Activity 9: Ensure project results are approved and accepted by all the relevant policy makers.

Actions	Responsible person	Outcomes	Time period
1. Disseminate information related to the project results and apply for required approval	CETE designated staff	<ul style="list-style-type: none"> • Meetings regarding the project results are held • Documents that require MNU approval are submitted for approval and endorsed by the relevant bodies 	January 2022-December 2022

3. MONITORING AND EVALUATION OF THE SUSTAINABILITY PLAN



MNU will take the lead of this Work Package and hence will take the responsibility to carry out the sustainability related activities stated in this plan. MNU shall establish a systematic approach to generate information on the progress of the planned activities and share the report with the AMED partners. Based on the evaluation of the activities recommended changes shall be brought to this plan.

4. CONCLUSION

This document, as part of WP5, presents the AMED Sustainability of the study program Plan. It describes the main actions to be undertaken by the AMED project's primary beneficiary MNU in order to ensure the sustainability of the project and its findings after the end of the project in July 2022. The plan will act as a guideline to carry out activities that will facilitate the sustainability of the study programme.

