

**MEASURING IMPACT IN ERASMUS+ PROJECTS:
HOW TO EVALUATE OUTCOMES, SUSTAINABILITY
AND LONG-TERM INTERNATIONALIZATION EFFECTS
IN ERASMUS+ DIRECT MANAGEMENT PROJECTS.**

Prof. Dr.Tech. Andrejs Cekuls | University of Latvia

Head of Management and Business Department

Director of the Scientific Institute of Project Management

WHY DO WE TALK ABOUT IMPACT?

Project impact is the visible value for society.

Without measurement, impact remains just a “feeling.”

Measurement helps turn experience into evidence.

What cannot be measured cannot be demonstrated.

WHAT IS PROJECT IMPACT?

Output → Outcome → Impact

Output = activities

Outcome = change

Impact = transformation

Levels of impact:

Individual

Organizational

International

DIRECT MANAGEMENT

"In direct management projects, the expectation is not activity — it is structural change."

SUSTAINABILITY = INSTITUTIONAL CHANGE

Practices continue

Methods are adopted

Systems are changed

No dependency on funding

Becomes part of normal practice

"A training workshop is not sustainability.

But when the university changes its curriculum — that is sustainability."

INTERNATIONALISATION = STRATEGIC INTEGRATION

"We had international mobility"

"We had international partners"

Long-term partnerships

Joint programmes

Embedded in strategy

Continuous collaboration

INTERNATIONALISATION = STRATEGIC INTEGRATION

Not project-based – system-based

“A mobility is not internationalisation.

But a joint degree programme is.”

Not:

one visit

one exchange

one project

WHY IS IT WORTH MEASURING IMPACT?

Shows the importance of the project for society

Strengthens credibility with funders

Helps identify what really works

Promotes learning and sustainability

Improves the quality of future projects

WEAK VS STRONG IMPACT

Weak	Strong
mobility happened	partnership continues
training delivered	curriculum changed
contacts created	network sustained

HOW TO MEASURE – QUANTITATIVE AND QUALITATIVE

Quantitative indicators:

Surveys, % changes, counts, frequency

Example: *85% of participants feel more confident after mobility*

Qualitative indicators:

Interviews, reflections, stories

Example: *after the project, a participant spoke at a school event for the first time*

IMPACT MEASUREMENT CYCLE

1. Define the goal: What do we want to change?
2. Choose indicators: How will we know change happened?
3. Choose methods: How will we measure it?
4. Collect and analyze data: Numbers + stories
5. Interpret and share: What do they mean and who benefits?

1. PLAN IMPACT FROM THE START OF THE PROJECT

Define impact questions and indicators already in the application

Example:

How will the project affect teachers' digital skills?

2. CREATE A SIMPLE IMPACT FRAMEWORK

Divide impact into three levels:

Individual: knowledge, skills, attitudes, motivation

Organizational: processes, collaboration, innovation

International: societal impact, policy or broader change

3. COMBINE QUANTITATIVE AND QUALITATIVE METHODS

Quantitative: surveys, testing, number of participants, statistics

Qualitative: interviews, reflections, videos, stories, quotes

4. USE BEFORE-AND-AFTER APPROACH

Compare knowledge, skills, and attitudes before and after the project

5. COLLECT STORIES AND QUOTES

Personal examples and quotes illustrate the nature of change

Question:

What in this project changed your thinking or actions?

6. CHOOSE ONLY A FEW BUT MEANINGFUL INDICATORS

Focus on 3–5 indicators that directly reflect project goals

Examples:

Increase in teachers' digital skills (self-assessment)

Introduction of new methods in school (organizational level)

Changes in student motivation (survey)

7. INVOLVE THE WHOLE TEAM IN MEASUREMENT

Assign each participant the role of an observer

8. DOCUMENT WITH VISUAL EVIDENCE

Photos, videos, and infographics help illustrate results
Show before-and-after moments visually

9. COMMUNICATE IMPACT CLEARLY AND INSPIRINGLY

Combine data with human stories and examples

10. MEASURE IMPACT AFTER THE PROJECT ENDS

After 6–12 months, ask:

What do you still use from the project experience?

(long-term value)

CONCLUSION AND DISCUSSION

Impact is not just numbers – it is change in people

Sustainability is not what continues.

It is what becomes normal

Internationalisation is not mobility.

It is transformation

If nothing changes after the project ends, there is no impact

Discussion question:

What changes did your project create that would be worth measuring?

THANK YOU!
