



Funded by the
Erasmus+ Programme
of the European Union

Establishing Modern Master-level Studies in Information Systems

DISSEMINATION & SUSTAINABILITY

Work Package 5 (WP5) Handbook

Lead Organisation:

*University of Liechtenstein (P8),
Kherson State University (P14),
University Donja Gorica (P17)*





Table of Contents

1. OBJECTIVES	3
1.1. Specify the general objective of the project.....	3
1.2. List the specific objectives of the project as appropriate.....	3
2. EXPECTED RESULTS	4
2.1. List expected and available results of the project.....	4
3. TARGET AUDIENCE.....	7
3.1. Specify target audience	7
4. DISSEMINATION ACTIVITIES	7
4.1. Design communication activities for the different target groups	7
4.1.1. Specific goals of the communication activities	7
4.1.2. Dissemination channels	7
4.1.3. Dissemination tools.....	8
4.1.4. Dissemination Toolkit.....	9
4.2. Dissemination & Sustainability plan.....	9
5. SUSTAINABILITY ACTIVITIES	13
5. EVALUATION OF THE EFFECTIVENESS	15
KEY CONCEPTS (by the DiVa Handbook)	16



1. OBJECTIVES

1.1. Specify the general objective of the project

The main aim of the project is to improve Master Program in Information Systems according to the needs of the modern society; to bring the universities closer to changes in global labour market and world education sphere; to enable them to stay responsive to employers' needs; to give students an idea of various job profiles in the Information System domain; to ensure employability throughout graduates' professional and soft skills.

1.2. List the specific objectives of the project as appropriate

Specific objectives of the project:

- (1) Improving of Master Programme in Information Systems according to the needs of global labor market.
- (2) Updating the current curricula in Information Systems according to the Bologna requirements and the new developments in Information technologies.
- (3) Developing, implementing and accredit new competence- and experience-oriented curricula including ECTS based on tuning methodology.
- (4) Developing innovative academic environment for Information Systems Programme as a platform for training/retraining, PhD, Long Life Learning.
- (5) Providing/modernizing lab infrastructure for Information Systems.

The Master programme consists in basic and changeable modules.

The basic module depends from the required competences, but Partner Country High Education Institutions can change the structure of disciplines in this module depending on stakeholders' recommendation.

2. EXPECTED RESULTS

2.1. List expected and available results of the project

WP	Period	Results	
		Expected Results	Available Results
WP1	month 1-3	Requirements Analysis <ul style="list-style-type: none"> – Identification of the current approaches to the educational process. – Analysis of the needs of companies, graduates and students in IT industry. – Nomination of teachers to participate in the Programme development. – Meetings in EU for learning EU HEIs' DPs & curricula. 	Identify Requirements for IS MSc
	month 4 month 6		Workshops for PC Methodologists
	month 4-6		Analyse Current MPIS Curricula
WP2	month 5-7	Degree Profile & Curriculum Development <ul style="list-style-type: none"> – Description of competences and learning outcomes for MPIS. – The MPIS is developed according to Bologna Process requirements & Tuning Methodology. – Analysis and description of the modern approaches to teaching, learning and assessment. Meetings in EU for learning modern approaches to teaching, learning and assessment. – Development of the description of learning and teaching strategies, pedagogical philosophy, assessment methods, learning approaches. – Organization of meetings with all stakeholders for Degree Profile & Curriculum revision mechanism development. – Agreement about stakeholders' interaction in the revision process. 	Update MPIS Degree Profile
	month 7-8		Develop Curriculum
	month 9-11		Modernize Teaching Approaches
	month 29-32		Develop DP & Curriculum Revision Mechanism
WP3	month 9 (*1) month 2 (*1) month 15 (*2) month 15 (*3)	MPIS Capacity Building <ul style="list-style-type: none"> – EU trainers will prepare trainings for Ukrainian teachers (academic staff) to analyse modern approaches to IT-courses teaching methods, techniques and formats. – Meetings in EU to learn modern approaches to IT-courses teaching methods, techniques and formats. – Nomination of PC teachers, responsible for each course. – Description and development of learning & teaching materials and the main assessment criteria & methods for each course. – Publication of teaching materials. 	Train Academic Staff (for Master (*1); for PhD (*2); for LLL (*3)).
	month 8 month 10-11 month 8-11 month 11		Develop IT Infrastructure
	month 9-12 (*1) month 13-16 (*2) month 17-20 (*3) month 21-23 (*4)		Develop Teaching Materials Master for I semester (*1); for II semester (*2); for III semester (*3);

WP	Period	Results	
		Expected Results	Available Results
	month 13-15 (*1) month 17-20 (*2) month 24-27 (*3) month 29-32 (*4) month 28, 34 (*5)	<ul style="list-style-type: none"> – Purchase of the books for the courses. – Specify, purchase and install the necessary equipment and software. – Launch Web-platform. – Organize teaching materials exchange. – Pilot teaching of Master students according to MPIS. – Pilot teaching of PhD students according selective MPIS courses. – Pilot training of LLL. 	<p>LLL, PhD (*4).</p> <p>Pilot teaching MSc, PhD, LLL for Master I semester (*1); II semester (*2); III semester (*3); IV semester (*4); for LLL, PhD (*5).</p>
	WP4	month 2-3	<p>Quality Assurance</p> <ul style="list-style-type: none"> – WP4 is aimed at external and internal quality control & self-evaluation of project process & results by students, academic staff, experts & business representatives. – It will be achieved through project results evaluation (outputs and outcomes), the effectiveness of measures implemented under the project and partners' activity. – For the regular assessment, it's planned to select a team of project evaluators, who will develop the evaluation program and conduct monitoring and control of its implementation, to attract internal and external experts for the project assessment. – The deliverables of these activities will be the following results: evaluation program development as well as internal and external project quality assessment. – The results of the project quality assessment program implementation must be reflected in generating evaluation reports and publishing evaluation digest.
WP1.1&WP1.3 (month 7); WP2.1 (month 7); WP2.3 (month 12); WP3.4 (month 17, 21, 27-28, 33,34);		Monitoring by Internal Experts	
(WP2.1&WP2.2 (month 8); WP2.1&WP2.2 (month 12); WP3.4 (month 21, 28,33);		Control by External Experts	
WP5	month 3 (*1) month 5 (*2).	<p>Dissemination and Exploitation</p> <p>All partners will work together for knowledge & experience exchange between stakeholders (professors, students, alumni, organisations of</p>	Create Dissemination & Sustainability Plan (dissemination (*1); sustainability(*2))



WP	Period	Results	
		Expected Results	Available Results
	all project	employers) in order to organise an informational campaign at the following levels: European level: EU projects & programmes, university networks. National level: National Methodical Commissions, Ministries of Education of PCs, professional associations (like IT-Ukraine), HEIs society of young scientists.	Organize Dissemination Events (1 event from each HEIs).
	WP1.1&WP1.3 &WP2.2 (month 1-8); WP2.3&WP3.4 (month 14-36).	University level: university administration, teaching staff and students.	Strengthen B2U Contacts
WP6	month 1-36	<p>Project Management</p> <p>The management will be based on a strategic thinking in order to define the project measurable results. In order to ensure efficient communication among partners web and IT-technologies will be used cloud service for mutual work Dropbox.com and communication service Skype. For assuring operational project management MS Project will be used. Management Board consists from Coordination, Executive and Control board. Coordination Board includes Project Coordinator (P1), PC&UA National Coordinator (P10), PC&EU Partner Organization coordinators (P1-P18). Executive Board includes WP leaders (supervisors). Control board includes steering Committee for controlling administrative and methodological aspect, intervening for conflicts resolution. Coordination Board - monthly in phone, Skype conferences and every 6 months in person. Executive Board - weekly in phone, Skype. The Coordinator P1 will be responsible for financial management and project handbook.</p>	Operational management (elaborating management strategy; creating project handbook, Management Board & Steering Committee; selecting professional team of project developers (managers, methodologists, authors of training course, trainers, evaluators, IT experts); providing communicational, operational project management and steering, project process planning, informing, executing and monitoring; organizing kick off, coordinating, and final meetings; elaborating project activity progress)
	month 8, 13, 20; 25, 32; 36 month 2, 4, 6, 9, 12, 15, 19, 21, 24, 28, 33, 35, 36		Financial management (financial management of project activities in EU&PC, book-keeping and reporting to the contractor)



3. TARGET AUDIENCE

3.1. Specify target audience for dissemination

Most of the project activities will focus on all the interest groups within the participating institutions (senior management, administration, academic staff, students).

A part of the dissemination activities will also focus on major stakeholders such as business, industrial, labour market institutions, civil society, student organizations, HEIs outside the consortium.

Many events can be expected to have wide target groups including not only internal and external stakeholders, but also the broader public, the media, persons involved in similar projects and researchers.

4. DISSEMINATION ACTIVITIES

4.1. Design communication activities for the different target groups

4.1.1. Specific goals of the communication activities

The specific goals of the communication activities:

- Raising awareness about the challenges and the potential solutions provided by the project.
- Informing and educating the target audience.
- Engaging a good number of representatives of the target audience groups to get input /feedback.
- Promoting the use of the project outputs and results through fostering decision making on use and implementation activities by practical knowledge transfer activities.
- Knowledge & experience exchange between stakeholders (professors, students, alumni, organisations of employers) in order to organise an informational campaign at the following levels:
 - European level: EU projects & programmes, university networks.
 - National level: National Methodical Commissions, PC Ministries of Education, professional associations, HEIs society of young scientists & students.
 - University level: university administration, teaching staff and students.
- Meeting the needs of stakeholders & the society in innovation development.
- Making existing resources, relationships and networks a foundation for building new resources.
- Increasing interactive links between PC & EU universities and IT industry.

4.1.2. Dissemination channels

Dissemination channels are the means, through which the research results are made available to the target audience:

1. Personal, personalised for the users, direct
2. Personal, non-personalised for the users, direct



3. Physical delivery of the information holders to the users
4. Internet
 - 4.1 Web-site, passive
 - 4.2 Web-site, active
 - 4.2.1 e-mails
 - 4.2.2 webcast
 - 4.2.3 podcast
5. Media
 - 5.1 radio
 - 5.2 television
 - 5.3 trade journals, newspapers
 - 5.4 scientific journals
6. Networks
 - 6.1 technology platforms
 - 6.2 innovation clusters
 - 6.3 industry networks
 - 6.4 research networks
 - 6.5 thematic clubs, associations
 - 6.6 social networks, LinkedIn, Twitter

4.1.3. Dissemination tools

In order to achieve the objectives listed above, the results of the exercise will be disseminated in several ways, such as through dissemination workshops, through targeted meetings, as well as through the media and the Internet.

Dissemination of the profiling findings may take following forms:

- A general profiling report;
- An executive summary or leaflet with the main result summarised (different versions can be made for the regional level and the national level).
- A targeted/theme specific profiling report.

These reports and leaflets will be copied and distributed to the targeted stakeholders and the media.

Dissemination through workshops

–Local workshops: local/regional dissemination workshops will be organised in the base of universities and IT companies that take part in the project.

–Targeted meetings: In order to ensure a more targeted dissemination of findings and recommendations bilateral or multilateral meetings can be arranged to ensure that the relevant messages reach the intended stakeholders. Bilateral meetings can be held with for example donors, Agencies, Ministries, etc. Multilateral meetings can be held with donors, clusters, etc.

–Partner Meetings

Dissemination through the Internet

In order to share the results with relevant stakeholders, they should be published on the Internet.

It may be published on the websites of the various stakeholders involved in the study, e.g. the government, agencies, IT companies, universities, as well as websites at a global level.

Also it will be the wikis pages, social networks (FB), YouTube and etc.

Printed information (promotion materials, guidelines, recommendations, reports etc.)

- The flyers, posters and leaflets are very useful for spread basic information on the projects and can also serve as an invitation to a particular event (e.g. workshop, conference).
- The brochures, bigger than the leaflets, provide more detailed information on the project.
- The printed newsletters keep target audience and other stakeholders informed about the progress of the project and should be issued at crucial milestones of its development.
- The certificate of attendance is a kind of recognition for the participation of beneficiaries in pilot actions, etc.
- Finally the books, articles and papers allows spreading relevant information and results to the interested public, reaching potentially a wider-scope of end-users and stakeholders.

4.1.4. Dissemination Toolkit

- template for dissemination presentation
- project poster
- template for business card (шаблон визитки)
- template for A4 letter

4.2. Dissemination & Sustainability plan

All aspects listed in 4.1. is filled in the overview table (Table 1.) for the communication activities.

Table 1. Dissemination plan

Identification number	Activity, dissemination channel(s)	Targeted audience	Tool(s)	Responsible organisation/person	
				Main	Contribution
ID1	Project website	Stakeholders General public Partnership	Reserved and public areas. Registered users Membership Topic (not only project) related materials/news Google analytics Downloadable documents Recommended by (important organisation/body) Linked to other websites (partners, networks, etc.) Virtual tools <i>All partnerships languages</i>		All partners
ID2	National and regional media	Stakeholders General public	Radio, TV <i>All partnerships languages</i>	P8 P14 P14	All partners
ID3	Social media	Stakeholders General public	making and maintaining contacts with others projects/individuals in Twitter	P8 P14	All partners



Identifier	Activity, dissemination channel(s)	Targeted audience	Tool(s)	Responsible organisation/person	
			Group Pages in Facebook disseminate products and methodologies and getting feedback in LinkedIn etc. <i>All partnerships languages</i>	P14	
ID4	Paper media	Stakeholders General public Partnership	All partnerships languages leaflets/flyers, brochures, posters, newsletters, certificates of attendance or books, articles and papers, etc.	P8 P14 P14	All partners
ID5	Events	Students Teaching staff Master and PHD students stakeholders national and local governments society Agency for Quality of Education (Ukraine)	Workshops, roundtables, conferences, seminars, meetings, exhibitions, fairs, campaigns and contests, etc. <i>All partnerships languages</i>	P8 P14 P14	All partners
ID6	Net-based & e-media	Target audience Stakeholders General public Partnership	Email for spreading information, having a high amount of contacts and mailing lists related to topic of interest; Internet calls and video conferencing (by Skype); Chats; Virtual exhibitions; E-journals; E-conference; Web banners. <i>All partnerships languages</i>	P8 P14 P14	All partners
ID7	Workshops	Partnership HEIs managers Business representatives	Local workshops Targeted meetings Partner Meetings <i>All partnerships languages</i>	P8 P14 P14	All partners
ID8	Web-portal for stakeholders network	Partnership	<i>English language</i>		All partners



Table 2. Background information table for dissemination activities

Short title of the activity in the dissemination plan:		URL
Project website		http://mastis.pro/
Social media		https://www.facebook.com/MASTIS2015/?fref=ts https://www.researchgate.net/project/ERASMUS-MASTIS-Establishing-Modern-Master-level-Studies-in-Information-Systems-561592-EPP-1-2015-1-FR-EPPKA2-CBHE-JP
Paper media		
Net-based & e-media		
Partners Web-sites	Project Web-page	<ul style="list-style-type: none"> ✓ http://www.univ-lyon2.fr/international/actualites-internationales/lancement-du-projet-mastis-667211.kjsp?RH=WWW_FR ✓ https://www.uni-muenster.de/forschungaz/project/9821 ✓ http://ktu.edu/lt/informatikos-fakultetas/fakultetas ✓ http://www.uia.no/kk/profil/leifsf ✓ https://www.uni.li/en/university/institutes/information-systems/research-1/research-projects?searchterm=masti
	Link on Project Site	<ul style="list-style-type: none"> ✓ http://www.udg.edu.me/en/cooperation/projects/international ✓ http://ipd.kpi.ua/documents/narady/24-09-2015/Establishing%20Modern%20Master-level%20.pptx ✓ http://lp.edu.ua/news/2016/universytet-bere-uchast-u-proekti-erasmus-zi-stvorenniya-suchasnoyi-magisterskoyi-programy ✓ http://www.kspu.edu/About/Faculty/FPhysMathemInformatics/ChairInformatics/InternationalProjects/Mastis_Erasmus.aspx ✓ http://www.kpi.kharkov.ua/eng/international-activity/international-projects/
WIKI		https://uk.wikipedia.org/wiki/ERASMUS%2B_%22%D0%A1%D1%82%D0%B2%D0%BE%D1%80%D0%B5%D0%BD%D0%BD%D1%8F_%D1%81%D1%83%D1%87%D0%B0%D1%81%D0%BD%D0%BE%D1%97_%D0%BC%D0%B0%D0%B3%D1%96%D1%81%D1%82%D0%B5%D1%80%D1%81%D1%8C%D0%BA%D0%BE%D1%97_%D0%BF%D1%80%D0%BE%D0%B3%D1%80%D0%B0%D0%BC%D0%B8_%D0%B7_%D1%96%D0%BD%D1%84%D0%BE%D1%80%D0%BC%D0%B0%D1%86%D1%96%D0%B9%D0%BD%D0%B8%D1%85_%D1%81%D0%B8%D1%81%D1%82%D0%B5%D0%BC%22
YouTube		



Table 3. Mailing list
(media stakeholders and beneficiaries contacts)

Group in FB “Science & Education in Kherson”	https://www.facebook.com/Science.and.education.Kherson/?fref=ts
Inna Grant	https://www.facebook.com/profile.php?id=100011487711164&fref=ts
Group in FB “Department of Informatics, Software Engineering and Economic Cybernetics of KSU”	https://www.facebook.com/kipiek.ksu/posts/1413804528630898?notif_t=notify_me_page&notif_id=1486056592045183

The link on this file – <https://www.dropbox.com/s/fp49uhp4q3rgifb/MASTIS%20mailing%20list.xlsx?dl=0>

5. SUSTAINABILITY ACTIVITIES

By the end of the project each partner must identify the interested organisations which agree (in written form) to take sustainable use of the project products.

See an example of declaration related with learning material targeted to SMEs managers produced into an EU funded project (by the DiVa Handbook):

<p>[Name], the Coordinator of a [Country] Training Programme targeted to managers in the scope of [VET provider organisation], that he has advised and gave the link to the [project] learning material to the 30 managers as well as to trainers involved with. He adds that he and the trainers consider the material educationally very interesting and enriching and that it will be used during the individual counseling phase of the programme.</p> <p>Date and local Signature and Stamp</p>
--

Information about this organizations must be included in special table (Table 4) as report of this type of work.

Table 4. Support organizations and projects

(relevant contacts of organizations, projects, networks, associations, persons etc.)

Name of organisation or person, Web site URL	Position, name, e-mail, phone of contact person
IT Company “Logicify” http://logicify.com/en/	Chief Technical Officer – Dmitry Berezovsky dmitry.berezovsky@logicify.com +38(099)5050520
IT Company “Wezom” http://wezom.com.ua/	Director – Sergey Trushin tsn@wezom.com.ua +38(095)3645461
IT Company “DataArt” http://www.dataart.com.ua/	Director of Kherson office – Dmitriy Shchedrolosev irina.tretyakova@dataart.com +38(067)5515011
Kherson branch “Raiffeisen Bank Aval” https://www.aval.ua/en/	Staff recruitment manager – Vira Krainiukova vira.krainiukova@aval.ua +38(050)3859569
Company “Auto-planeta” http://autoplaneta.com.ua/	Staff Director – Larisa Kramarovskaya kramarovskaya@autoplaneta.com.ua +38(050)1789273
Company “LAPEK Ltd”	Director – Sergey Laktionov sharplaks@gmail.com +38(066)2453294
Kherson office “Privat-Bank” https://privatbank.ua/	Deputy head of director – Vladimir Chechetkin vladimir.chechetkin@privatbank.ua +38(099)7348276

The link on this file -

https://www.dropbox.com/s/go1dgecm3yf7n6i/MASTIS_Support%20organizations%20and%20projects.xlsx?dl=0



Table 5. Partners' role and planned resources for WP

Partner	Tasks in WP	Number of days
P1 University Lyon2, France	WP5.2, WP5.3	4
P2 Guido Carli Free International University for Social Studies, Italy	WP5.2, WP5.3	8
P3 University of Muenster, Germany	WP5.2, WP5.3	8
P4 Kaunas University of Technology, Lithuania	WP5.2, WP5.3	12
P5 University of Maribor, Slovenia	WP5.2, WP5.3	12
P6 University of Agder, Norway	WP4.2, WP4.3	14
P7 Lulea University of Technology, Sweden	WP5.2, WP5.3	8
P8 University of Liechtenstein, Liechtenstein	WP5 leader (EU) , WP5.1, WP5.2, WP5.3	8
P9 Italian Association for Informatics and Automatic Calculation, Italy	WP5.2, WP5.3	8
P10 Simon Kuznets Kharkiv National University of Economics, Ukraine	WP5.2, WP5.3	28
P11 National Technical University of Ukraine "KPI", Ukraine	WP5.2, WP5.3	18
P12 Lviv Polytechnic National University, Ukraine	WP5.2, WP5.3	18
P13 Vinnytsia National Technical University, Ukraine	WP5.2, WP5.3	18
P14 Kherson State University, Ukraine	WP5 leader (Ukraine) , WP5.1, WP5.2, WP5.3	28
P15 National Technical University «Kharkiv Polytechnic Institute», Ukraine	WP5.2, WP5.3	18
P17 University Donja Gorica, Montenegro	WP5 leader (Montenegro) , WP5.1, WP5.2, WP5.3	28
P18 University "Mediterranean" Podgorica, Montenegro	WP5.2, WP5.3	18

5. EVALUATION OF THE EFFECTIVENESS

The profiling working group will monitor and then evaluate dissemination activities. This will be done through:

- Evaluation meetings with the various stakeholders involved in dissemination.
- Reports, which will be regularly produced by the various actors; at the end of the dissemination phase, the profiling working group will produce a general dissemination report.

Dissemination indicators

- Number of project publications.
- Number of workshops/conferences/roundtables etc. related to the project.
- Number of students who attended dissemination events.
- Number of meeting with stakeholders and level of satisfaction of participants.
- Number of project meeting and participants level of satisfaction.
- Web-page/social media/ portals.
- Number of Certificates for PC HEIs methodologists/ teachers.
- Web-portal attendance statistic.
- Number of students enrolled to a new IS study programs.

Dissemination Report

- Excel file in Google docs (Fig.1) (<https://docs.google.com/spreadsheets/d/1STcz6F2ZzvdY1dJpNJ-azVMnHadp0722UeyK4pO-wX4/edit#gid=985630818>)
- All members has own page in the file
- Is an one page that consist statistic report of all Universities dissemination work

The screenshot shows a Google Sheets spreadsheet titled "Dissemination". The spreadsheet has a header row with the following columns: "Date", "Dissemination tools", "Indicators", "URL", and "WP number". The rows are numbered 1 through 24. The spreadsheet is displayed in a web browser interface with various toolbars and menus visible.

	A	B	C	D	E	F	G
1		Date	Dissemination tools	Indicators	URL	WP number	
2							
3							
4							
5							
6							
7							
8							
9							
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							
21							
22							
23							
24							

Fig.1. Example of Dissemination Report



KEY CONCEPTS (by the DiVa Handbook)

Dissemination

Dissemination is related to making the results / products of a project visible to others, specially the end-users, the target groups and the key-actors that can implement its use. Dissemination means rendering comprehensible all the activities and main results associated with a project close to all interested key actors. Dissemination is the process of promotion and awareness raising that should occur throughout the project. This process should be planned and organised in the beginning of the project through a methodological document (e.g. Dissemination Strategy) that orientates the whole consortium. In any case we are speaking about a planned process that should be carefully considered all along project duration and assure its sustainability after its end.

Exploitation

Exploitation is associated with the use of the project's results at different levels, during and after the implementation of the project. It is related with the necessary action that will bring visibility to the project in order to involve the target groups, end-users, stakeholders and transfer the results/products into their professionals' scope. Exploitation is mostly related to the idea of convincing the key actors to use the main products of a project. Exploitation is closely associated with the sustainability of the project after its conclusion, since exploitation activities should ensure that the results of the project are used by its target groups and possibly are transferred to other contexts (e.g. other countries; other pedagogical areas, other sectors).

The exploitation is split in two components: mainstreaming and multiplication. Mainstreaming meaning to address the decision-makers in order to convincing them to introduce/take into account the results/products of a project, while multiplication is more focused on persuading individual end-users to adopt those products. This usage can be within partnership and outside, at local, regional, national or European level. As in the case of dissemination, the exploitation process should be planned and organised at the beginning of the project by a methodological document (e.g. Exploitation Strategy) that orientates the whole consortium.

Valorisation

Valorisation is a term that includes dissemination and exploitation, and it aims to make the project result / product more valuable to everybody, meaning make "others" use the product. Valorisation is the sum of both dissemination and exploitation activities. The overall objective of valorisation activities is to promote the project and its results and foster their use by different individuals and organisations, with the attempt of constantly spread and improve the usage and the content of the results.

Valorisation involves not only the testing and dissemination of the results of the most innovative projects, but also the exploitation of these results and their development in new contexts and environments. It includes the sustainable application of these results over time in



formal and informal systems, in the practices of organisations as well as in the personal learning goals of every individual.

The two main benefits of valorisation are the return enhancement on public and private investments in the area of training/education as well as innovation in training and educational systems. These benefits easily explain why it is recognised a clear and increased political importance of valorisation in Europe.

Valorisation means planning in such a way that the resources affected to a project generate results that can be used and exploited on a large scale, with the view of benefiting as many individuals and organisations as possible.

Valorisation must be based on a meticulous ex ante analysis of needs to be fulfilled by a project as well as on a clear identification of the results expected and this from the right beginning.

Effective valorisation requires the active involvement, at the project design stage, of the potential users and target groups who are to benefit from the project and who are ultimately expected to exploit the results.

Sustainability

Sustainability is the capacity of the project to continue its existence and functioning beyond its end. The project results are used and exploited continuously. Sustainability of results implies use and exploitation of results in the long term.

A project can be considered as sustainable if its outcomes continue after the end of EU funding. As the sustainability of project outcomes may be difficult to anticipate and to describe – most are not tangible, this Handbook focuses on the sustainability of products and results.

Sustainability may not concern all the aspects of a project. In each project some results may be maintained, while others may not be so necessary to maintain.

A project can therefore be considered as sustainable if relevant results are pursued and products are maintained or developed after the end of the EU funding (i.e. duration of new courses, up-dating of new tools).

It is not easy to achieve a planning in order to generate the desired sustainability of the project and somehow ensure a return on investment at European level by multiplying the benefits that the assimilation of best practices can provide.

Hence, this is often one of the project weaknesses, and simultaneously one aspect that EU values most.

Three major categories of communication within a communication plan:

- Mandatory;
- Informational;
- Marketing.



Marketing communication is designed to convince stakeholders on the value and benefits of the project.

Branding is a more sophisticated form of marketing communication.

Branding activities frequently include:

- Establishing a positive project name. You can build a positive image with an easy-to-remember acronym as well.
- Establishing an image. It can be build up through the association with the project of e.g.: a logo; an email signature; a standard template and communication style; a standard PowerPoint presentation or a promotional video.
- Distributing trinkets and gadgets.
- Holding face-to-face meetings.
- Using consistently the image and all materials generated from outset.

Dissemination tools:

- National and regional media, social media;
- Project website;
- Web-portal for stakeholders network;
- Printed information (promotion materials, guidelines, recommendations, reports etc.);
- International e-workshops, webinars, seminars & conferences for students, teachers, etc.;
- HEIs managers & wider society;
- Electronic media;
- Personal contacts.

Paper media:

- The flyers, posters and leaflets are very useful for spread basic information on the projects and can also serve as an invitation to a particular event (e.g. workshop, conference).
- The brochures, bigger than the leaflets, provide more detailed information on the project.
- The printed newsletters keep target audience and other stakeholders informed about the progress of the project and should be issued at crucial milestones of its development.
- The certificate of attendance is a kind of recognition for the participation of beneficiaries in pilot actions, etc.
- Finally the books, articles and papers allows spreading relevant information and results to the interested public, reaching potentially a wider-scope of end-users and stakeholders.



Events

In this category are aggregated workshops, roundtables, conferences, seminars, meetings, exhibitions, fairs, campaigns and contests, etc.

Some general advises for organizing, participating and generally attending events:

- Involve participants in the activities.
- Make interactive events.
- Identify the key person(s) and talk to them. Network with them.
- Involve stakeholders and decision makers.
- Try to influence decision makers, legislators and officials.
- Choose the right events where your target audience is present.
- Evaluate the impact of your event (feedback).
- Use the proper material and try new ways to animate people.
- Be sure that your message is clear and understandable.
- Identify participants and discover what they are doing.
- Create a common mission and vision to ensure reliable presentations.

Net-based & e-media:

- ‘Blogs’, pod-casts or video-sharing sites such as YouTube;
- Email for spreading information, having a high amount of contacts and mailing lists related to topic of interest;
- Internet calls and video conferencing (by Skype);
- Chats;
- Virtual exhibitions;
- E-journals;
- E-conference;
- Web banners.

Social media

Social media is an important technological trend that has big implications for how we communicate and collaborate. Current trends in digital media focus upon crowd-sourcing, collaboration and bottom-up approaches to material. Projects can benefit from engaging with social media in various aspects of their work. Social media offers a range of tools which can



facilitate finding, use and disseminate information. Social media can open up new forms of communication and dissemination. It has the power to enable to engage in a wide range of dissemination in a highly efficient way. Regular users of social media, consider it a great place to find others working in the field, to share and build on information, rather than multiple users reinventing the wheel. With an increased focus on authenticity, trust and relationships are built through regular interaction, whether that is with new external contacts, or for internal communications, and users become adept at adapting to each new system. Twitter is a form of microblogging that is useful for making and maintaining contacts with others projects/individuals with similar interests. Third party applications, especially via iPhones, expand the usability of Twitter.

In Facebook, projects can create Group Pages, maintaining contacts with interested stakeholders and people most already known in the ‘offline world’, being possible to do successful dissemination campaigns.

LinkedIn has the strongest reputation in the business world. Users can link to Twitter, blogs, and Slideshare. Users can host readings lists and join discussions groups with similar interests and can post recommendations on their connections as well. It is a privileged channel to disseminate products and methodologies and getting feedback especially from peers and experts all over Europe.

YouTube is increasingly used by the projects to upload and share videos, most for dissemination purpose and aiming to reach a wider audience.

Wikis tend to be used to create collaborative websites. Wikis do not offer static content, but actively seek to involve the visitor in an ongoing process of creation and collaboration. Changes can usually be made without review, although entries can be post-moderated, with a record kept of page changes. A wiki invites all users to edit any page or to create new pages within the wiki Web site. This way it is possible to promote meaningful topic associations between different pages by making page link creation almost intuitively easy and showing whether an intended target page exists or not.

General media

- **Newspaper items** can be an effective means of reaching a wide audience to promote your project’s news and achievements.

- **Industry journals** can also inform specific audiences about more detailed project information.

- **Press releases** are helpful for generating interest in your project and can easily be put together with other project documents such as leaflets and newsletters. Press releases should be brief (usually one page is the maximum) and you will need to make sure that they are easy for journalists to use.