Sustainable development of Blue economies through higher education and innovation in Western Balkan Countries – BLUEWBC

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BLUEWBC

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ABBREVIATIONS

CSO   Civil Society Organization
DEP   Dissemination and Exploitation Plan
D&E   Dissemination and Exploitation
EU   European Union
HEI   Higher Education Institution
IT   Information Technology
I&E   Innovation & Entrepreneurship
KPI   Key Performance Indicator
NGO   Non Governmental Organization
WP   Work Package

LIST OF FIGURES

Table of Contents

Introduction

There is an important need to disseminate and exploit the results of projects and programs for having the needed impact to the target groups, key actors, institutions and society at large. Dissemination as stated also in the Program Guide[1] is a planned process to provide information on project results to the key actors. According to the same document Exploitation is a planned process to transfer the project successful results to two categories: appropriate decision-makers in different level in EU systems and individual end-users to adopt and/or to apply the results. The designing of an appropriate process for dissemination and exploitation means developing a plan to ensure the expected benefits and impact of the project to all the categories mentioned above.

Sustainable development of BLUE economies through higher education and innovation in Western Balkan Countries – BLUEWBC – is an initiative of the consortium to improve Innovation & Entrepreneurship (I&E) of Blue economy in higher education in Montenegro and Albania where both countries have little or no experience. In addition, the whole project is based on the similar problems of these countries in the transition to market economy and the opportunities that exist for young people to start their jobs in one of the Blue economy components. There is little of this competence in the partner country societies, while there is a traditional experience in the program countries that will be of support in the process of improvement toward the project success. Starting a business in the Blue economy is very favorable. So, the need to supply the sector with more qualitative and well-prepared human resources will be the target for stakeholders.

Dissemination and Exploitation Plan (DEP) for BLUEWBC project is related to the impact in research and teaching activities as well as transfer the benefits for the actors involved in the Blue economy. BLUEWBC is converted into socio-economic benefits for the society in partner countries Albania and Montenegro. In the first level of impact, the three Universities involved, their teaching staff and students, their departments and faculties will benefit from the improved curricula. Through Exploitation of results it is meant that departments, faculties, HEIs other than those involved directly, can benefit, as well as businesses in the Blue Economy, which constitute the main stakeholders for the project. DEP will lead the action of the BLUEWBC in regard of both target groups and project stakeholders. The actions realized during WP7 and all the tasks will lead all the beneficiaries of the project towards engagement and interrelations with stakeholders in order to achieve the effectiveness of D&E of results.

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[1] *Program guide pg 308*

Full transparency with target groups and stakeholders and also their involvement during the project life-time will constitute the bases for DEP and for assuring a qualitative D&E process. By definition, the Plan for the Exploitation and Dissemination of Results is a document, which summarizes the beneficiaries' strategy and concrete actions related to the protection, dissemination and exploitation of the project results. Exploitation and Dissemination Strategies will show how research results will be implemented and how they will impact on the market, on future developments and policy making in Blue economies in the countries involved, but especially in relation to changes in HEIs curricula towards the market in Blue economies.

CHAPTER 1: Strategy for dissemination and exploitation of results

The strategy for D&E of results will contain the main elements needed to ensure first of all an effective communication within the consortium and between beneficiaries, target groups and stakeholders. The strategy elements will also serve as a guide during the project and implementation for effective dissemination and Exploitation of results. We should highlight the differences among the three terms, communication, dissemination and exploitation:

The project and its results reach out to society as a whole and in particular to some specific audiences, through communication beyond the projects own community. Communication will show the benefits of BLUEWBC in order to demonstrate how EU funding contributes to tackling societal challenges like I&E education and the development of HEIs curricula in Blue economies. Press releases, media conferences, meetings with official bodies and with private companies, printed and/or online contents (newsletters, leaflets/flyers), website and social media will be the communication tools.

Dissemination is only about results transferring new knowledge to whom can best make use of it and maximizing the impact of the project results. Guides and other results in relation to courses improvements will be disseminated through the action plan explained in the second chapter.

Exploitation recognizes stakeholders that can make use of the results and concretize the value and impact of the activity for societal challenges. Datasets, indices, benchmarks, standards, training courses fall into this category.

The strategy of D&E is important to underline the benefits of the project during all the D&E process. D&E activities will help in creating new opportunities for HEIs in Albania and Montenegro to extend results in curricula improvement, creating new networks among

teaching/researcher staff and reinforcing partnership in the consortium, while widening possible new partnership between HEIs and industry in Blue economies. BLUEWBC results will serve as examples how different study programs can benefit from I&E inclusion and inspiring other Departments/faculties/HEIs to act on what is possible to achieve under the Erasmus+ program. D&E according to strategic vision will increase awareness on BLUEWBC contributing to a positive public perception about curricula development and improvement, I&E centers and better understanding and collaboration of HEIs with industry. Strategy will include the necessary elements calling for effective dissemination through monitoring the process with Key Performance Indicators (KPI), assuring return on investment.

Communication should focus first of all in the need that the project is fulfilling, the need of the market in Blue economies for qualitative human resources and the educational need of the labor market for I&E. As a result, problems identified with the curricula will be solved through curricula improvement and development, which will be disseminated for the target groups. New knowledge communicated and disseminated will include the guides on curricula development, the existence and role of I&E centers and also the development of HEIs and centers staff through training and training materials. These results will be available to users: University teachers and researchers will have access to guides developed for improving and developing curricula with I&E concepts; students will have access to improved courses, courses in English, training opportunities and also more labor market opportunities; industry and stakeholders will have access in I&E centers, be part of communication and info sessions, meetings and also information sharing within the hub portal. Other education and training institutions can be part as further benefiting from best practices in these activities. The benefits that should be disseminated and further exploited are the improved and modified curricula as well as better prepared students for the market in the Blue economy. Information on all the above will be spread through info-sessions and media releases, as well as news releases and Internet tools. All is illustrated through Fig. 1.
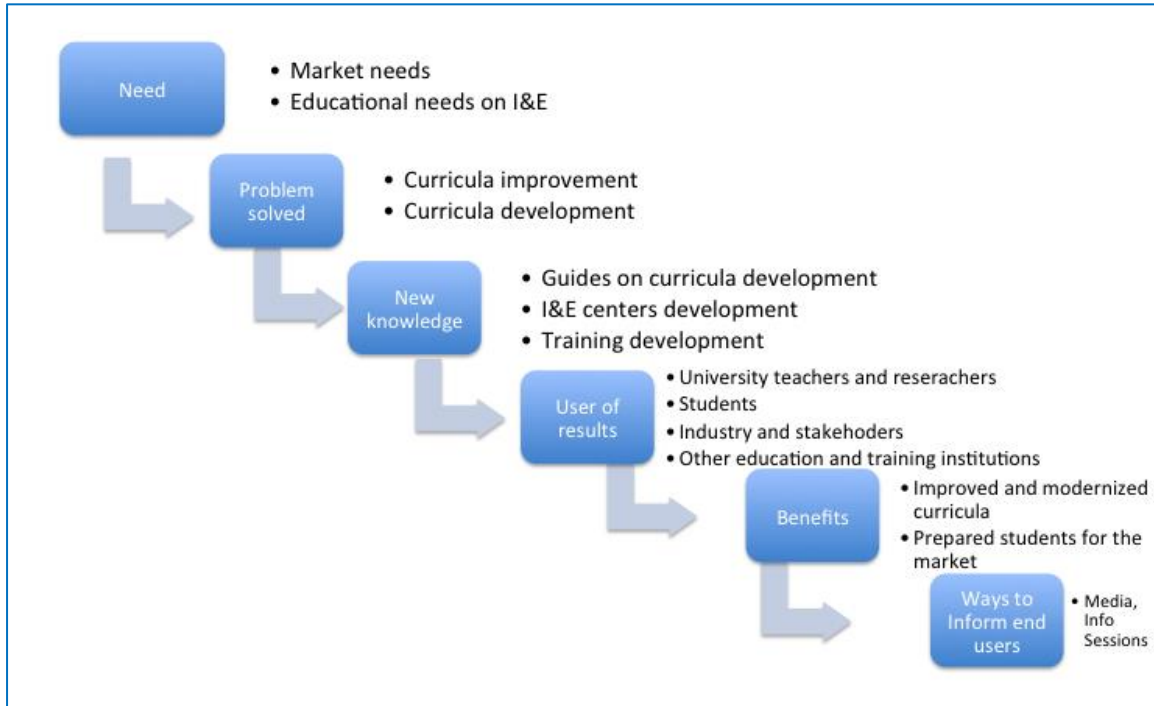
Figure 1: Strategic elements and D&E

The strategy for D&E includes objectives that will be the guide to the D&E action for all the participants involved in D&E and also specific objectives which will guide the tasks for better disseminating and exploiting of outputs and outcomes in relation to key actors, end-users, policy makers and society. They will be measurable and realistic, target groups and stakeholders should be identified carefully and explained in the relation to D&E activities as described in the plan. Measurements will follow the guide of KPIs described in section 1.1 and 5. Methodologies of cooperation are important part of the strategy since guiding all the project partners towards a successful partnership with benefits for all and at last a successful consortium for EU support.

1.1 Objectives of DEP
1.2 Target groups and stakeholders
1.3 Methodologies of cooperation
1.4 Project outputs categorization

1.1 Objective of DEP

- Define the way, the timing and the place where the produced material will be disseminated in order to reach target audiences not directly involved in the project;
- Describes the activities to be performed and the channels to be used to promote and disseminate the project and its outputs, and to exploit the project results.

Specific objectives of the DEP are to:

- Capture key messages and outcomes on curricula development for active knowledge transfer through training and communication tools. This will raise awareness not only about the existence of the project itself, but above all on benefits for target groups. KPIs on trained persons, evaluations and data on media coverage will be monitoring this objective.
- Promote the project activities and results beyond the consortium to the scientific community, industry stakeholders, policy actors and society. KPIs on participating stakeholder groups and number of institutions, companies, organizations will help in monitoring this objective.
- Identify and ensure efficient exchanges with targeted stakeholder, by engaging them in activities such as info-sessions, knowledge hub-portal information and/or experience sharing. Reporting type and level of communication and engagement through activities implementation will monitor the reach of this objective. Number of ideas for future collaboration will be recorded. Number of stakeholder's engagements, registration in digital media such as web-site, hub-portal and social media, comments, shares etc, will be also serving as quantitative measurements.
- Share solutions on bettering curricula with I&E concepts and know-how on trainings and better use of experiences in the stakeholder groups:
  - ⇒ tourism operators;
  - ⇒ other businesses blue economy;
  - ⇒ Ports and marinas;
  - ⇒ Industry associations (such as Chamber of commerce, etc.);
  - ⇒ Local government and administration.

  Same KPIs on target group engagement as in the previous objective will be monitoring this objective.

1.2 Target groups and stakeholders

Target groups are defined as persons or groups in society who are to be directly affected by the impact of a project. The target group analysis and description enables to set up project activities so that they suit the target groups as much as possible. A detailed analysis increases the quality of the project and decreases the risk that target groups will not be actively committed to the activities. A good target group analyses can contribute in lowering some of the risks, which relate to different culture, characteristics and communication needs in different countries, through partner collaboration and communication during the process. Especially in dissemination and exploitation activities, target groups analyses will help in delivering:

⇒ the right messages through communication;
⇒ the desired knowledge to fulfill target group needs through disseminations in different level of target groups.

Target groups can be identified and reached by categorizing them according geographic level and also according to field of beneficiaries[2]. Geographic levels can include target group categories as following:

⇒ Local – for each institution HEI involved in each country, which means in the level of Faculty and departments involved;
⇒ Regional and national– for other similar institutions in regions and countries involved in the project, as well as businesses in Blue economy;
⇒ European – for same target groups in European level who can further benefit from information, communication, tangible and intangible products (project results, such as improved curricula, curricula guides, new and/or improved programs, syllabus, teaching materials).

Target group categorization according the field includes:

⇒ Colleagues in same teaching/researching fields, colleagues and peers in different researching fields inside the faculty and in other faculties and departments inside the university;
⇒ Technical and administrative staff who deal with curricula templates, guides of the department/faculty, its promotion and marketing in the area of expertise, IT staff, librarians who deal with literature needed for curricula development;
⇒ Students who will be part of trainings and developed courses with new concepts of I&E, as well as fulfilling their need for qualitative studies, better related to the

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[2] *Program Guide pg 310*

market in Blue economy, which represent more opportunities for them in the labor market;

⇒ HEIs authorities and Institutions, which will be part of bettering processes toward improving their products in dealing with blue economy developments and human resource needs. They also will improve communication and collaboration with stakeholders and blue economy operators, dealing with related problems and also taking the chances from opportunities that are offered for students and improving Alumni communication;

⇒ Field professionals in Tourism sectors, marinas, ports and other Blue economy sector organizations, which need services of HEIs And centers to improve their capacities in Innovation and entrepreneurship;

⇒ other organizations leading education and trainings in I&E, which can find alternative better ways of including I&E in their curricula in Blue economy, but also in different sectors.

1.2.1 Expected needs of the target group according WPs

In order to achieve effective dissemination and exploitation, the underlining of target group needs and describing the target group as precisely as possible is important. The specified target groups in each WP and dissemination level that will take place is helping in this direction. A description of needs and also dissemination level in each WP is illustrated through table in ANNEX 1 and is explained as following:

WP 1 – Preparation - State of the art on I&E in Blue economy will involve **teaching staff** being part of the analyses as well as being informed on the report in the institutional level, but also in International level, through information in Website and posts in social media. Communication and dissemination will fulfill the need for information and analyses about the actual situation in HEIs on I&E in their curricula, as well as the standards in EU institutions and EU strategies for I&E inclusion.

WP2 – Development - Curricula development will involve more target groups than **teaching staff**. It will include **administrative staff, technical staff and librarians**. Their need for improved capacities for I&E education and also for methodological approaches in curricula development will be fulfilled. Students also will be involved in the e-learning scripts and material, which is task 2.5. During this task D&E should take in consideration Students need for curricula improved as well as for different methods of learning including e-learning as most advanced methods related to new digital

technologies. Dissemination level will be mostly inside the institutions, in the department and faculty level as well as in national level.

WP3 - Establishment of I&E centers at Montenegrin and Albanian HEIs – will involve **all the mentioned target groups** from teaching staff, to students, administrative staff and technical staff, since they will be part of the structure and also they will be trained for leading and supporting activities of the I&E center. The center will be promoted and the activities of dissemination will be focused in the benefits of these centers not only for the HEIs and target groups inside them, but especially for improving relations with stakeholders. Business, professionals in Blue economy sector and relevant stakeholders will participate to info days.

WP4 – I&E program and training of teaching staff and students will involve mainly two categories of target groups: **Teaching staff and students**, since dealing with trainings and certifications. **Technical staff** is also involved during task 4.3. The level of dissemination in the department level will be with the focus on trainings as main deliverable in this WP. Dissemination in International level will keep track of added value from trainings, as well as telling and exchanging best practices among institutions, which will be disseminated in related activities/sessions, web-site, hub-portal etc.

WP5 - Verification of courses will involve again **all the staff categories** mentioned previously, because related to implementation of improved curricula, courses developed, and courses in English language. **Students** will be also directly involved through admission procedures. Dissemination activities in all meetings and info days will focus on delivering teaching and training materials, discussions and evaluations. Dissemination and exploitation level will focus on local, regional and national level and will include media support, info days for students, private and entrepreneurial sector, local stakeholders, external experts etc.

WP6 – Quality plan will involve **all the categories of target groups**, but dissemination will take place in international level, since dealing with assuring qualitative process and quality implementation through monitoring and control.

WP7 – Dissemination and Exploitation activities, as explained further in section 2 will target to all groups, and will involve the **whole target groups**, since dealing with the need to inform and incite them to be part of benefits diffusion and exploitation. The international level dissemination will be supported.

WP8 – Management will involve **teaching staff** as target group that will be either directly involved with management tasks, or indirectly by benefiting from experience of management duties during project lifetime and further, by spreading experience for other projects in the future. The report will be openly available and will target all project partners, including those that could not attend the

meeting.

1.2.2 Stakeholders

In relation to stakeholders and interested parties, during D&E process will be required the contribution of all partners to build the stakeholders database by **mailing list of stakeholders.** Possible contacts of stakeholders in all countries of project consortium regarding Blue economies will be important for dissemination especially for exploitation process. Different stakeholders or interested parties include the following:

1. Professionals in Maritime and Tourism sectors, organizations, businesses which need more capacity building in Innovation and entrepreneurship;
2. Other universities with education in marine fields, tourism and other fields related to blue economy;
3. Innovation hubs;
4. Ports and Marinas;
5. Entrepreneurship Hubs/centers/institutes;
6. Associations of tourism operators/ accommodation industry/chambers of commerce;
7. Associations of youth;
8. Local authorities in towns related to blue economy;
9. Professional high schools related to blue economy or other important high schools in the area;
10. Other stakeholders that partners can think in the area for their projects related to blue economy and/or tourism (NGOs/CSOs) etc.

In relation to data required for the mailing list, we will invite partners to give for each organization the following data:

- *Name of organization;*
- *Type of the organization;*
- *Contact person of the organization;*
- *E-mail;*
- *Telephone number;*
- *Web.*

1.3 Methodologies of cooperation

The DEP will be continuously reviewed and updated periodically throughout the project lifetime to ensure that it remains fit-for-purpose.

Regarding DEP it can be said that in accordance with project outputs and outcomes, it is a form of Knowledge Transfer, one-way promotion, effective in raising awareness and sharing information.

There are some activities that methodologically should be part particularly in the early phases:

- raise awareness of the existence of the project, its objectives, partners and intended impacts;
- public website, press releases, publications, and attendance at events.

A detailed **stakeholder database** will facilitate the communication with all the stakeholders involved. Each partner will keep the records of the stakeholder list in their country, while developing the list during the project. The University of Tirana, as lead partner for WP7, will keep the contact detail of each partner, in the project folder and in the system of communication and collaboration TEAMS. The database of stakeholders will serve also for classifying them according to their level of engagement with the project.

For keeping stakeholders engaged during especially in those WPs needed, different dissemination and exploitation mechanisms will be employed, which are explained in the section 2.

The stakeholder database will aim to facilitate dialogue, relationship building and process generation that will take place between the consortium and other organizations involved or interested in the project. It will be maintained and updated for the duration of the project as well as used after the project as part of the sustainability strategy.

Each Partner has an obligation to protect, disseminate and exploit results it has generated through the BLUEWBC. Annex 4 at the end of this document shows how each partner is responsible for D&E in each phase and WP of the project. Annex 4 contains the orientation for partners that lead the activities, which are the first of the group in column 5 (responsible partner) and other partners involved in that action, according the project. Together with the partners contribution as explained in the next paragraph, the table specifies each partner contribution and role in D&E activities, serving also for orienting the continuous communication with all partners. The table shared with all the partners will be used associated with the list of contacts for the close group of D&E.

Partners' contribution:

- Initial discussions on first phase of DE activities *(logo, project website, first info sessions)* During kick-off meeting all partners discussed about the communication and the process of contributing with feedback on further creating the identification elements for the BLUEWBC. Some suggestions
- Discussion and approval of DEP for the project. This step is *initiated by P4 as required according to all documents of the project, the presentation is done in the kick-off meeting, partners review it and some comments were taken. This document is the finalization of the process.*
- Contribute with content for web page and activities that will be organized in partner countries. As explained further in the activities section the website will be one of the most important tools for communication, dissemination and exploitation. It can be such, only with contribution of all partners with information about all project phases, WPs, tasks, results and qualitative and quantitative output.
- Identify key stakeholders at their local and national level, which will be targeted in DE activities. An initial communication has already taken place on identification of stakeholder list with all project partners. The categories of data required are also decided and communicated. This is not an exhaustive list, which means that during all WPs that require engagement of stakeholders, especially in info-sessions and Web-site design and hub-portal engagement, more stakeholders can be added to the database. Changes will be reflected in the plan as well as in communications during the project implementation.
- Contribution for alumni database will be required from all project partners in their respective institutions. Identification on data fields and data formats will be important in constructing the database, which will serve as a communication and dissemination tool. In order to fulfil with requirements of the legislation and EU standards, the right policy on data privacy will be considered.
- Participate in media, info sessions – when required different representatives of partners according to WPs and their tasks participating in project activities will be part of media releases and interviews and info-sessions organized.
- Use and share the project website to increase visibility will be also part of a communication policy through digital media and especially social media.

A two way communication to inform about upcoming events, relevant news and significant project results for the purpose of publishing data on the project website will insure the proper and effective collaborate with P4 through D&E process.

1.4 Project output

If project output can be analyzed for the purpose of D&E strategy, there can be identified several categories of this output: Products, policy lessons, experience, EU cooperation, transfer technologies. The categorization in BLUEWBC is as following:

1. State of the art reports, which will include the state of the art in EU in general, in program countries and also in partner countries as far as it can be reached, the standards and as a consequence the educational and training needs in I&E in Blue economy. It can be categorized in the product category, as a research that will affect the actions and tasks in the following WPs.

2. Curricula development and improvement of I&E in Blue economy, as well as development of courses in English language, again will be categorized as product, since it is the main output in this form for the project. It is the reason of collaboration for further reaching the project main goals.

3. I&E centers established can be categorized as transfer technologies, since the methodologies and technologies already used and tested in experienced institutions with relation to I&E, will be transferred in three partner universities. In addition, they will intermediate HEIs in linking with the target groups and other stakeholders.

4. Training of staff, students and professionals completed. Certification, is categorizing as an experience which will be related to bettering the quality of service in HEIs in Montenegro and Albania, but also will be bettering the experience of this target group.

5. Pilot master courses in English launched – product as it is the tangible output of the development WPs and the related actions and tasks within.

6. Website launching and knowledge sharing hub/portal establishing – will be categorized as a product of Dissemination and Exploitation WP7, so ensuring EU cooperation among countries. This is achieved not only in the finalization of these outputs, but during the process as well, through improved collaboration and communication from the beginning to the project end.

Finally it can be said that some of the outputs are directly related to the process of D&E, such as web-site and hub-portal, training of staff, establishment of I&E centers and curricula development and/or improvement. Gap analyses and Pilot master courses are only indirectly related to DEP, which means no specific activities of D&E are related to WPs with these products and deliverables. In the case of the directly related products, either they are deliverables of D&E WP, or specific activities such as media sessions, info-sessions, newsletters etc are planned for those products. This will be further explained in section 2.

CHAPTER 2: Dissemination and exploitation activities and planning

Dissemination and exploitation of results are an integral part of the BLUEWBC project not only during its implementation, but also aiming to ensure its sustainability after the project completion. Therefore, determining the activities that will be carried out as well as setting up a timetable for these activities together with target group specification is crucial for the success of the project itself. The D&E plan under WP7 (deliverable 7.1) will serve to define the way, the timing and the activities where the produced materials and project outputs will be disseminated in order to reach target audiences.

This work package specifically includes:

- creation and implementation of a detailed plan for dissemination and exploitation activities
- design of project web site
- organization of info sessions with the representatives of stakeholders
- publishing promotional materials
- development of common knowledge sharing hub/portal
- organization of info days
- development of alumni database

All the dissemination activities aim to:

- Increase awareness of target groups and public audience on the blue marine involvement in the higher education curricula, innovation and entrepreneurial initiatives in this field, etc.
- Involve the target groups in the project's activities;
- Enhance visibility and increase the impact of the project outputs;
- Exchange knowledge and experiences between project partners and target groups;
- Create sustainable relations between project partners, target groups and business enterprises;
- Ensure sustainable results after the project completion.

The dissemination and Exploitation strategy will be delivered through the following activities:

2.1 Website of the project

The first dissemination activity is the design of the project website which will be one of the key dissemination channels in order to wider and diverse audience. It will be a key source of information for all target groups: teaching staff, students, trainees, administrative staff, technical

staff, librarians, different categories of stakeholder, such as field professionals and other external users. The design of the website will be agreed and approved by all partners.

The website will provide information regarding:

- Project scope and objectives;
- Project partners;
- Project activities and events;
- Achievements and testimonials from target groups;
- Upcoming events, etc.

It also will include the soft copy of all issued newsletters, flyers, brochures and other dissemination materials, as well as info sessions and other multimedia channels used during the events organization.

The website will be continuously updated with information, data, photos, videos and other deliverables. And will be set up with two levels of information disaggregation: public (information shared with public audience) and private (used for project management purposes). All partners will contribute with content on the activities they are responsible for and other inputs needed for a higher impact.

The website will be in English but specific information will be provided also in Albanian and Montenegrin (project identities, consortia, aims and objectives). It will be created before July 2020 and will be active for at least three years after project completion in order to assure sustainability. Furthermore, it will be linked to and from partners' institutional websites, which will share the information of website creation to their institution audience.

2. 2 Social Media

Social media will be used to establish a continuous and interactive relation with project target group and stakeholders aiming to share information on project initiatives, activities and stories, promote discussions and encourage interactive engagement. It will follow the design, philosophy and visibility criteria of the project website, but at the same time allowing for a less formal dissemination and communication strategy. All target groups: teaching staff, students, trainees, administrative staff, technical staff, librarians and other categories of stakeholders can share experiences, opinions and also provide direct feedback or recommendations that can help to adjust the communication strategy. Almost all posts will be supported with visual content and hashtags in order to increase visibility.

A Facebook page named 'BLUE WBC' has been created on 21ˢᵗ of February 2020 and it accounts for 96 likes, 98 follows, 867 post reach, 332 post engagements in the first month. The page will be further improved in design and enriched with content after the finalization of the project website and project logo. It will be continuously updated aiming to increase the page parameters (number of likes/ shares/ followers/ etc.).
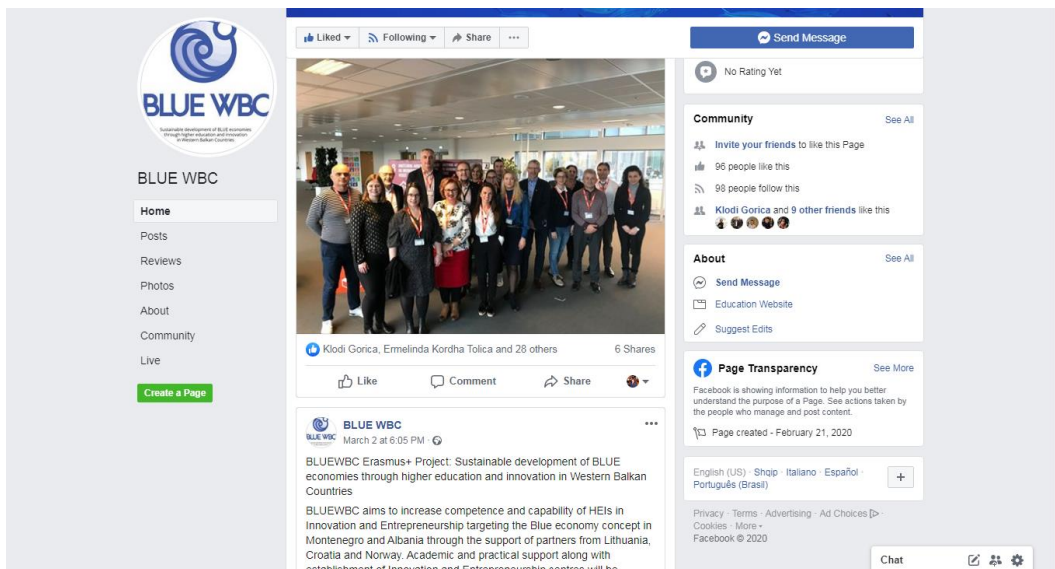
Figure 2: Projebook page

2.3 Knowledge sharing hub/portal

The hub-portal is an electronic tool where professors, students and interested stakeholders can be connected and can create and share lectures and other online content. It will give the users the possibility to connect digitally, share knowledge, insight and best practice. It will be developed in a separate website and will be maintained active for at least three years after project completion to ensure project sustainability. The main target groups are: teaching staff, students, trainees, administrative staff, technical staff, librarians and other categories of stakeholders.

The hub will be designed and set up following the visual identity of the project and will be actively improved based on the feedback of users. University of Montenegro is responsible for outsourcing the service of Hub-portal development.

2.4 Dissemination products and materials

In order to strengthen the project's dissemination activities, different promotional materials will be designed. The dissemination materials are an effective way to disseminate information, project progress, results and events to target groups such as teaching staff, students, administrative staff and other stakeholders. They will be produced in English, but also in Albanian and Montenegrin in specific cases depending on the audience. The project visual identification is a key component in dissemination; therefore all materials and products will have the same design and will include project logo and will follow the visibility requirements of the European Union and the Erasmus+ Programme.

More specifically, the dissemination products and materials include:

1. Creation of project logo for project's visual identity;
2. Creation of project flyers in electronic and hard copy form;
3. Creation of project poster to be used as a marketing instrument at events;
4. Different types of promotional material with logo (pens, notebooks, tags, backpacks)
5. Newsletters, catalogues, brochures, etc.

The dissemination materials will be produced during the project duration and all partners will contribute to boost distribution channels by using their network of contacts and the stakeholder database. They will also be available in electronic format in project website and also shared in Facebook page.

2.5 Development of alumni database

As one of the most important target group of BLUEWBC project are students, a very important aspect becomes maintaining relationships with the graduate students after completion of studies and when entering the labour market. Therefore an alumni database will be developed aiming to establish tight relationship between universities and graduate students. The database will be used as a channel to maintain the graduate students informed regarding project activities, providing them with information on additional education and training opportunities in I&E as well.

The database will be prepared by gathering inputs from all partners and will be actively updated until completion of the project (February 2023). Despite of students, this activity aims to target also teaching staff, trainees, administrative staff, technical staff, etc. The database will be provided in a separate section of the hub/portal.

2.6 Info sessions for media and stakeholders

In addition to the above mentioned activities, in order to increase the success of planned dissemination strategy, info sessions for media representatives and different stakeholders will be organized. They will be used to target a larger audience consisting not only in direct project target group (teaching staff, students, trainees, administrative staff, technical staff, librarians), but also other potential stakeholders/beneficiaries (high school students, graduate students, master students, professionals and maritime sector enterprise representatives, etc.).

All partners will use national/local media and will contribute to ensure a high coverage of project events. Press releases will be organized to promote I&E centres and hub at P2, P3 and P4 (July 2022), promote I&E concept in private sector, at ports, marinas and coastal tourism (October 2022). Also the Kick-off meeting, midterm and end-of-project meeting will be covered by media. The info sessions will be shared also in the project webpage and facebook page.

All dessimination activities under the Workpackage 7 are summarized in Annex 2.

CHAPTER 3: Sustainability

The final objective of the BLUEWBC project is to ensure optimal use of results within the project timeline and afterwards. The dissemination strategy and all activities listed above are designed in such a way to contribute to sustainable results and impact lasting after project completion. The means of communication and the dissemination channels are chosen to target not only the direct beneficiaries of the project (students, teaching staff, technical and administrative staff, blue economy enterprises, etc), but a wider audience in the program countries and worldwide.

The **project website** and the **social media** will be publicly accessed and will be active for at least three years after the project lifetime, thus enabling further communication and dissemination after the project end and providing long-term benefits and resources to all interested audience. They will be maintained as a part of partner countries HEIs websites.

Media promotions, info sessions, press releases, workshops which are foreseen to promote the results and impact of the project will also ensure:

- Better and longer international recognition in program countries HEIs and wider;
- Sharing of good practices and achievements of the project which can be followed by other HEIs;
- Raising awareness of future students and professionals on the study programs they can attend in the future;

The **knowledge sharing hub / portal**, which also will be maintained for at least three years after project completion, will aim to:

- Establish a culture where students and professionals see opportunities leading to new businesses and improved attitude towards establishing new activity;
- Establish bridges between HEIs (students and academicians) and the private sector/labor market which could bring benefits for both parties in sharing knowledge, business practices, market needs and gaps, etc.

Development of the **alumni database** is of high importance in context of dissemination beyond the project lifetime and will be used to ensure:

- Support to Lifelong education of graduate students;
- Continuous feedback from graduate students and professionals on aspects related to project focus.

CHAPTER 4: Reporting

Reporting is last but not least step in the process of D&E. It should be mentioned and planned to ensure the proper objectives of DEP has been reached and specific objectives has been fulfilled. The reporting will include information on:

- The project's identity;
- The main target groups of the project's outcomes and the end users envisaged;
- The dissemination activities;
- The way the planned events are organized (venues, dates, duration, number of participants, source and target languages);
- The communication material to be produced (e.g. mailing list, electronic newsletter with resume of reports and event agenda, articles on specific topics) in order to promote project's results;
- The responsibilities as realized by each partner;
- Methodologies of cooperation with relevant bodies and organizations, their implementation;
- The categorization of all project outputs according to their nature (products, policy lessons, experience, European cooperation, transfer technologies);
- Definition of target groups and means of reaching those target groups through training events, network clustering, scientific cooperation.

CHAPTER 5. Monitoring and evaluation

The monitoring and evaluation of dissemination and exploitation activities is of high importance for assessing the performance of dissemination activities, measuring their impact, assessing effectiveness to reach the target audience, obtaining feedback and providing recommendations which can lead to improvements in future activities. This process will be done by using the Key Performance Indicators (KPIs) for each dissemination activity that will be carried out during the timeframe of the project. The set of KPIs are directly linked to the to the dissemination objectives and will be continuously reviewed, monitored and updated based on inputs and feedbacks from partners and / or target groups.

The KPI matrix in ANNEX 3 comprises a set of quantitative SMART indicators (Specific, Measurable, Achievable, Relevant, Time-bound) for evaluating the dissemination activities. But, quantitative evaluation without its qualitative aspect can be misguiding. Therefore, when reporting, these criteria will be combined with information, reactions, attitudes identified and gathered during the realized activities.

REFERENCES

- BLUEWBC project description document, WP7, pg. 54 - 59.
- DiVa (2011). Handbook for Dissemination, Exploitation and Sustainability of Educational Projects.
- Erasmus+ Programme Guide. Dissemination and Exploitation of results. Annex pg. 313 – 319.
- Erasmus+ webpage.
- Kick off meeting notes.
- Visibility strategy from the Grant Holders' Meeting in Brussels. Presentation on 27-28 January 2020.

Annexes

Annex 1   TARGET GROUPS AND DISSEMINATION LEVEL

Work Package	Tasks	Target group	Dissemination level
WP 1	1.1	Teaching staff, Other	Institution, International
	1.2	Teaching staff	Institution, local, International
	1.3	Teaching staff, Other	Institution, International
WP 2	2.1	Teaching staff, Administrative staff, Technical staff, Librarians	Faculty, National
	2.2	Teaching staff, Administrative staff, Technical staff, Librarians	Faculty, Local, Regional
	2.3	Teaching staff, Administrative staff, Technical staff, Librarians	Department, Faculty
	2.4	Teaching staff, Administrative staff, Technical staff, Librarians, Other	Department, Faculty, Local, Regional, National
	2.5	Teaching staff, Students, Administrative staff, Technical staff, Librarians	Department, Faculty,Local, Regional, National
WP 3	3.1	Teaching staff, Students, Trainees, Administrative staff, Technical staff	Department, Faculty, Regional, National
	3.2	Teaching staff, Students, Trainees, Technical staff	Department, Faculty
	3.3	Teaching staff, Students, Trainees, Technical staff, Other	Department, Faculty, Local, Regional, National, International
WP 4	4.1	Teaching staff	Department, International
	4.2	Teaching staff	Department, International
	4.3	Teaching staff, Technical staff	Department
	4.4	Students	Department, National

WP		Target group	Level
WP 5	5.1	Teaching staff, Students, Administrative staff	Department, Local, National
	5.2	Teaching staff, Trainees, Administrative staff	Department, Local, National
	5.3	Teaching staff, Students, Trainees, Technical staff, Other	Department
	5.4	Teaching staff, Trainees, Other	Department, International
WP 6	6.1	Teaching staff, Administrative staff, Technical staff, Librarians	International
	6.2	Teaching staff, Administrative staff, Technical staff, Librarians	International
	6.3	Teaching staff, Administrative staff, Technical staff, Librarians, Other	Institutional, International
	6.4	Teaching staff, other	Institutional, International
	6.5	Teaching staff, Administrative staff, Technical staff, Librarians, Other	Institutional, National, International
WP 7	7.1	Teaching staff, Students, Trainees, Administrative staff, Technical staff, Librarians, Other	Department, Faculty, institution, International
	7.2	Teaching staff, Students, Trainees, Administrative staff, Technical staff, Librarians, Other	International
	7.3	Teaching staff, Students, Trainees, Administrative staff, Technical staff, Librarians, Other	International
	7.4	Teaching staff, Students, Administrative staff, Other	International
	7.5	Teaching staff, Students, Trainees, Administrative staff, Technical staff, Other	National, International

	7.6	Teaching staff, Students, Trainees, Administrative staff, Technical staff, Librrarians, Other	Institutional, Regional, National, International
WP 8	8.1	Teaching staff, Other	International
	8.2	Teaching staff, Other	International
	8.3	Teaching staff, Other	International
	8.4	Teaching staff, Other	International
	8.5	Teaching staff, Other	International

Annex 2   WORK PLAN ACTIVITIES ACORDING TO TIME AND DISSEMINATION LEVEL

DEV. No	Work plan activity	Timeline	Outcome	Target	Dissemination level
7.1	**Dissemination & Exploitation Plan**	M1 - M2	Report	Teaching staff, Students, Trainees, Administrative staff, Technical staff, Librrarians, Other	Department, Faculty, Institution, International
7.2	**Website of the project**	M3 - M6	Project website	Teaching staff, Students, Trainees, Administrative staff, Technical staff, Librrarians, Other	International
7.3	**Knowledge sharing hub/portal**	M24 - M36	Service /Product	Teaching staff, Students, Trainees, Administrative staff, Technical staff, Librrarians, Other	International
7.4	**Dissemination products and materials**	M8 - M24	Service /Product	Teaching staff, Students, Administrative staff, Other	International

7.5	**Development of alumni database**	M24 - M36	Service /Product	Teaching staff, Students, Trainees, Administrative staff, Technical staff, Other	National, International
7.6	**Info sessions for media and stakeholders**	M3 - M36	Service /Product, event	Teaching staff, Students, Trainees, Administrative staff, Technical staff, Other	Institutional, Regional, National, International

Annex 3   KEY PERFORMANCE INDICATORS MATRIX

Means of communication	Timeline	Target group	Indicator
Project website	From April 2020 and active at least 3 years after the project completion	Students, professionals, teaching staff, stakeholders, trainees, technical staff, librarians, alumni, seafarers, enterprises in the Blue economy, academic community, governmental organizations	• Number of visits counting, • Reports, studies, results, tools, multimedia, newsletter, informational material freely available

Knowledge sharing hub/portal	From February 2022 and active at least 3years after the project completion	Students, professionals, teaching staff, stakeholders, trainees, technical staff, librarians, alumni, seafarers, enterprises in the Blue economy, academic community, governmental organizations	• Number of visits counting, • Use of e-forms of materials, i.e. total measured activities of the user, number of registered/active users
Dissemination products and materials	From September 2020 to the end of the project	Students, professionals, teaching staff, stakeholders, seafarers, enterprises in the Blue economy	• Logo, • Number of flyers, posters for project visual identity, • Number of pens, notebooks, tags, backpacks
Alumni database	From February 2022 and active at least 3 years after the project completion	Students, professionals, teaching staff, stakeholders, trainees, technical staff, librarians, alumni, seafarers, enterprises in the Blue economy	• Number of registered / active alumni users
Media promotion	From April 2020 to the end of the project	Students, professionals, teaching staff, stakeholders, trainees, technical staff, librarians, alumni, seafarers, enterprises in the Blue economy, academic community, governmental organizations	• Number of info sessions organized, • Number of participants, • Number of spectators, media reports/press clipping, newspapers, local tv and radio services, social networks

Teaching and training materials	From October 2020 to the end of the project	Students, professionals, teaching staff, trainees, technical staff, librarians	• Number of organized training courses in the project

Annex 4.   PARTNER RESPONSIBILITIES AND TIMELINE IN DEP ACTIVITIES

WP no.	DEV. No	Activity	Dissemination activity	Responsible partner	2020				2021				2022				2023
					M1 – M3	M4 – M6	M7 – M9	M10 – M12	M1 – M3	M4 – M6	M7 – M9	M10 – M12	M1 – M3	M4 – M6	M7 – M9	M10 – M12	M1 – M3
WP1	1.1	2-day study visits will be organized at P6	Website Social media	University of Vlora University of Tirana	Mar -20												
	1.2	Two trainings (1-day duration) at local level in Montenegro and Albania will be held (organized by P2 and P3, respectively)	Website Social media	University of Vlora University of Tirana University of Montenegro (providing information)		May -20											
WP2	2.1	Two 2-day meetings (including roundtable and workshop) will be held at P2 and P4	Website Social media	Vilnius Gediminas Technical University University of Montenegro University of Tirana			Sep -20										
	2.3	A newsletter will be delivered	Newsletter Website Social media	Vilnius Gediminas Technical University University of Tirana					X	May -21							

WP	No.	Activity	Means	Partner													
	2.4	2-day meeting at P5	Website Social media	Vilnius Gediminas Technical University University of Tirana									Mar-22				
	2.4	2-day meeting at P6	WebsiteSocial media	Vilnius Gediminas Technical University University of Tirana									Mar-22				
	2.5	The e-learning platforms will be purchased and adapted for students, teaching, administrative, technical staff and librarians at P2, P3 and P4.	Website Social media	Vilnius Gediminas Technical University University of Tirana									X	X	Jul-22		
WP3	3.3	Info day and establishment of I&E center at P2	Info sessions	University of Montenegro							X	X	X	X	Jul-22		
			Website Social media	University of Montenegro													

WP																		
				University of Tirana														
	3.3	Info day and establishment of I&E center at P3 and P4	Info sessions	University of Montenegro University of Vlora								X	X	X	X	Jul-22		
			Website Social media	University of Montenegro University of Tirana								X	X	X	X	Jul-22		
WP4	4.1	Training programs will be organized at P1	Website Social media	University of Split University of Tirana						X	X	X	X	Jan -22				
	4.2	Teaching staff certification	Website Social media	University of Split University of Tirana										Feb -22				
	4.3	Advanced staff training for new and upgraded equipment will be organized at P2 and P5	Website Social media	University of Split University of Tirana								X	X	Jan -22				

WP		Description	Type	Institution														
	4.4	Two students facilitator training programs in duration 3-5 days will be held. Events will be organized at P2 and P3	Website Social media	University of Split University of Tirana University of Montenegro and University of Vlora (providing information)											Feb -22			
WP5	5.1	This activity includes the promotional activities and student's enrolment.	Promotional materials	University of Montenegro									X	X	X	X	Oct -22	
			Website Social media	University of Montenegro University of Tirana														
	5.1	A guideline for students and a newsletter of the approved pilot master courses will be reported	Promotional materials	University of Montenegro University of Vlora and University of Tirana (providing information)									X	X	X	X	Oct -22	

5.1	Description	Activity	Partner													Date
		Website Social media	University of Montenegro University of Tirana													
5.1	To promote this innovation at P2 (with a support of P10) and P3and P4, an info day within meeting will be organized at P2, P3 and P4 also for the P1, P5, P6, P8, P9 and P10, local stakeholders and entrepreneurial sector.	Info sessions	University of Montenegro University of Vlora									X	X	X		Oct -22
		Promotional materials	University of Montenegro								X	X	X	X		Oct -22
		Website Social media	University of Montenegro University of Tirana											X		Oct -22
5.1	Dissemination activities will also	Promotional materials	University of Montenegro								X	X	X	X		Oct

	include the promotion of I&E concept in private sector, at ports, marinas and coastal tourism	Website Social media	University of Montenegro University of Tirana								X	X	X	X		-22	
5.1	Media promotion will be organized at the national level	Media promotion	University of Montenegro All partners									X			Oct		
		Website Social media	University of Montenegro University of Tirana											X	-22		
5.2	Promotion of I&E concept (in English) in private sector, at ports, marinas and coastal	Promotional materials	University of Montenegro University of Vlora and University of Tirana (providing information)								X	X	X	X	Oct -22	

		Means	Responsible													
	tourism	Website Social media	University of Montenegro University of Tirana									X	X	X	X	
5.2	Trainings will be organized at P2, P3 and P4 along with DEV 4.3. Additional trainingat P2 as a hub will be organized.	Website Social media	University of Montenegro University of Tirana University of Vlora (providing information)										X	X	Oct -22	
5.3	At least 6 teaching staff from programme countries HEIs will participate in introductory lessons and trainings for 4-7 days at P2 and P3	Website Social media	University of Montenegro University of Tirana University of Vlora (providing information)											X	Dec -22	

WP	No.	Activity	Channel	Responsible partner													
WP6	6.4	The evaluation report will be published in electronic form	Website Social media	NTNU University of Tirana												Aug -22	
	7.2	Website of the project		University of Tirana(Support in content from all partners)		X	Jul -20	X	X	X	X	X	X	X	X	X	X
WP7	7.3	Knowledge sharing hub/portal		University of Tirana University of Montenegro Chamber of Commerce of Montenegro Innovation and Entrepreneurship Centre Technopolis								X	X	X	X	X	Feb -23
	7.4	Dissemination products and materials - Creation of project logo and		University of Tirana University of Montenegro (Support in content			X	X	X	X	X	X	X	X	X	X	Feb -23

		other documents for project's visual identity - Creation of project flyers - Creation of project poster - Different types of promotional material		from all partners)															
7.5	Development of alumni database		University of TiranaUniversity of Montenegro University of Vlora									X	X	X	X	X		Feb -23
7.6	Kick-off meeting, midterm and end-of-project meeting will be covered by national and local media	Info sessions, (Web-site Social Media)	University of Tirana NTNU University of Montenegro University of Vlora	X						X						Dec -22	
		Website	University of Tirana	X						X							

						Apr-20						Aug-21						Feb-23
			Social media															
WP8	8.1	Establishment of Project Management Board, Kick-off meeting	Website Social media	NTNU University of Tirana		Apr-20												
	8.2	The PMB will meet at P3 and P6 for 3-day meeting	Website Social media	NTNU University of Tirana		Jun-20												
	8.3	Project midterm meeting will be organized at P5	Website Social media	NTNU University of Tirana								Aug-21						
	8.5	Final Project Meeting	Website Social media	NTNU University of Tirana														Feb-23

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