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Development of a flexible, innovative and practical framework for Work-based Learning in higher education of Armenia and Russia
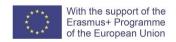
FlexWBL
Flexible Work-Based Learning

FlexWBL Dissemination & Exploitation Plan

FlexWBL sustainability base

Project acronym	FlexWBL
Project full title	Development of a flexible, innovative and practical framework for Work-based Learning in higher education of Armenia and Russia
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Lead Partner	TvSU (P4)
Co-leaders	P8 (YSULS - BSU) and PSU (P6)
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Abstract	The present Dissemination and Exploitation Action Plan (D&E Plan) introduces the FlexWBL project dissemination, exploitation and communication strategy and its implementation plan to be used by the consortium partners to ensure the high visibility, accessibility and promotion of the project and its results during the grant period and an efficient exploitation of its results after the end of the project maximising the potential of the funded activities. This D&E Plan is a reference framework to provide quality communication and dissemination activities and to be updated and adjusted as the project progresses.

VERSIONING AND CONTRIBUTION HISTORY

Version	Date	Revision description	Partner responsible
1	15.05.2020	Draft version	P4 (TvSU)
2	28.05.2020	Draft version, amendments from P5 (DSTU)	P5 (DSTU)
3	O2.06.2020	Draft version, revision after Moscow NEO feedback, Annex was cancelled and moved to a separate file	P4 (TvSU)
4	30.06.2020	Draft version, revision by PSU	P6 (PSU)

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Content

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Acronyms

D&E = Dissemination and Exploitation

VET = Vocational education and training

ETF = European Training Foundation

LMS = Learning Management System

OER = Open educational resources

WBL = Work-based Learning

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Executive Summary

The present Dissemination and Exploitation Action Plan (D&E Plan) introduces the FlexWBL project dissemination, exploitation and communication strategy and its implementation plan to be used by the consortium partners to ensure the high visibility, accessibility and promotion of the project and its results during the grant period and an efficient exploitation of its results after the end of the project maximising the potential of the funded activities. This D&E Plan is a reference framework for evaluating the impact of communication and dissemination activities and will be updated and adjusted as the project progresses.

In order to achieve the highest possible impact of its activities and best contribute to support and strengthen EU-Russia-Armenia collaboration, FlexWBL will focus on maximising the effectiveness and scope of its dissemination and communication activities. These specific activities will not only address the general public to raise awareness on the project and its achievements, but also target key stakeholders having a relevant role in the field of activities undertaken by the project.

The FlexWBL D&E Plan has been structured in various sections presenting the dissemination and exploitation objectives, players, time schedule, target groups, impacts and implementation measures and tools: ownCloud Community, visual identity, documents for sharing, media articles, videos, publications in academic and professional journals, online channels, FlexWBL web site, FlexWBL Open Educational Resources and Learning Management Systems, Contact databases, Social media, training and WBL Labs, training workshops and conferences, Sustainability plan, etc.

Time Schedule for Dissemination and Exploitation Activities

The following time schedule has been developed to achieve the dissemination and exploitation aims previously defined in the project proposal and described mostly in WP4.

1. PLANNING OF ACTIVITIES (M1 – M8)

Identify the dissemination and exploitation strategy and plan to ensure the best impact of FlexWBL outputs and outcomes.

2. STRATEGY IMPLEMENTATION (M8 – M36)

Design and develop a comprehensive set of tools (supports and channels) to share outcomes and deliverables, engage stakeholders and identified target groups in a way that encourages them to integrate FlexWBL outputs and outcomes into their work.

3. MONITORING ACTIVITIES (M5 – M36)

Carefully analyse and assess the impact and success of dissemination and exploitation activities against pre-established performance indicators.

4. REVISION (M18 – M24)

Review and possible revision of the FlexWBL D&E Plan relevant to the Erasmus + general objectives and specified aims of the project.

5. SUSTAINABILITY PLAN (M12 – M36)

Identify and set up the mechanisms needed to ensure visibility and the systemic impact of FlexWBL outputs and outcomes during and after the project life referring to sustainability that is explored during the project implementation and finalized in a concrete sustainability plan, which will be agreed and signed by all partners.

General

Work-Package 4 (WP4) "Dissemination and Exploitation" as described in the FlexWBL project proposal is the key structural element of the project and produces 7 Deliverables:

- WP4.1. Dissemination & Exploitation Plan

- WP4.2. Project Branding

- WP4.3. Networking & Exploitation at Partner Level and European Level

- WP4.4. WBL Policy Recommendation Report

- WP4.5. WBL – Policy Conference – Rostov-on-Don

- WP4.6. Sustainability Plan

- WP4.7. Social Media Support

This activity is divided into 2 distinct but highly related and inter-linked activities with the following aims.

A. Dissemination and FlexWBL Awareness Campaign

• The implementation of a targeted dissemination activity in order to create visibility and strengthen the impact of the project and its outcomes on a Partner Country and European level.

• Raise awareness regarding the FlexWBL benefits for higher Education, the industry and labour force, and society in general - targeting HE interested parties, Industry Stakeholders and Policy Makers.

B. Exploitation and Sustainability Plan

• The exploitation and transferability of project results to offer HE institutions across the Partner Countries with the overall aim of transferring and adopting the FlexWBL system on a national level in the two Partner Countries.

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Dissemination and Exploitation Strategy

A highly targeted Dissemination & Exploitation Plan is prepared from the onset while the Exploitation Plan will undergo further adaptations during the project progress. The exploitation and sustainability plan will move to the central stage in the last 12 months of the project duration when project results are ready.

The responsibility for actual targeted dissemination and awareness raising on the Partner Country level will lie at the Universities of the RF and Armenia. In addition, the Programme Countries will have the responsibility for dissemination at national level and in Europe in general – through EU forums and conferences. The key involvement and on-going consultation of the core partners with national stakeholders will be utilized accordingly. Special emphasis will be put on creating the necessary project links with other relevant national and EU initiatives through http://www.net-wbl.eu/ and other platforms.

The exploitation activities will culminate in the promotion of the online course for tutors and teachers on FlexWBL framework attracting learners from HE and VET institution, industry, and other interested parties of the two countries. Each university will offer a dedicated and fully equipped professional training space for delivering FlexWBL training workshops under the guidence of trained instructors who have participated in the FlexWBL project. Information about the operation of the FlexWBL training classrooms will be published on the project's website. The university staff trained within the project implementation will present FlexWBL Framework and methodology to inform potential partners and learners after the end of the project.

All the Consortium partners are going to disseminate project results and engage participants in different workshops and other project activities.

Methods applied in order to ensure effective and efficient dissemination and exploitation are:

• Management and exploitation of the significantly extended stakeholders and target audience contact databases that each partner brings into the consortium on a national and transnational level.

• Target group identification and segmentation at Partner Country and European level.

• Media Relations, Press Releases & Important Developments creating interest of the key stakeholders in Partner Country level and EU level.

• 3 National FlexWBL Workshops at each Partner Country.

• The development of the FlexWBL network of National FlexWBL Representatives.

• Networking at EU level through the participation in 2 highly visible events.

Objectives of the dissemination and exploitation activities

Dissemination and exploitation activities will support all Work Packages (WPs) ensuring maximum visibility, accessibility, and impact of the project activities. Tailored dissemination activities will be designed to make the project's outputs and outcomes visible and accessible to the different target stakeholders.

The objectives of the dissemination activities will be to:

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Plan - Identify targets, target groups, messages, tools, and channels. Build an adequate and effective dissemination and exploitation plan to ensure the best impact of project's outputs and outcomes and awareness of the target groups.

Produce - Produce dissemination and exploitation tools: design a comprehensive set of communication materials to ensure an easy identification and attractiveness of the project activities and deliverables transferring the successful results of the project to appropriate decision-makers in regulated local, regional, national or European systems and convincing individual end-users to adopt and apply these results.

Implement - Use the dissemination channels (both internal and external). Organise project's events and participate in workshops, conferences, and international/EU meetings. Contribute to the implementation and shaping of national and European policies and systems.

Operate - Ensure a persistent and long-lasting visibility of the project's activities and outcomes. Create sustainability plan to continue and use project's results beyond the end of the funding period.

Efficient publicity and wide exposure of FlexWBL and its achievements will increase stakeholders' engagement with the FlexWBL initiative, and the use of FlexWBL results beyond the project's lifetime. Ultimately, dissemination and exploitation activities will maximize FlexWBL impact on prompting dialogues, cooperation, coordination and establishing connections between EU, Russian and Armenian players.

Dissemination and exploitation performers

TvSU(P4), YSULS - BSU(P8) and PSU(P6) as WP4 leaders, will carry out the leadership of the project dissemination and exploitation activities following the dissemination and exploitation strategy defined in the present D&E Plan in general. TvSU and YSULS - BSU will (i) set up the most appropriate mechanisms and tools for maximum visibility, dissemination, and impact, (ii) ensure that all partners contribute to dissemination and exploitation activities, and (iii) assess the dissemination and exploitation results. The following Table 1 presents in more details each partner's tasks and responsibilities for dissemination and exploitation activities where the following symbols are used to define leadership – **L**, co-leadership – C, and simple participation – •.

Table 1. Responsibilities for dissemination and exploitation activities

	LIEPU	KU	PH-Linz	TvSU	DSTU	PSU	ATI	YSULS-BSU	GSU	NUACA
Website										
Design and management	•	•	•	C	L	•	•	C	•	•
Constant update	C	C	C	C	L	C	C	C	C	C
Learning Management System (LMS)	•	•	•	C	L	C	•	C	C	C

	LIEPU	KU	PH-Linz	TvSU	DSTU	PSU	ATI	YSULS-BSU	GSU	NUACA
Information accessibility in RU, AR, EN	•	•	•	•	L	C	•	C	•	•
Working state of the links	C	C	C	C	L	C	C	C	C	C
Visuality and Branding										
Project Logo and Design	•	•	•	L	C	•	•	C	•	•
Word Template	•	•	•	L	C	•	•	C	•	•
PPTX Template	•	•	•	L	C	•	•	C	•	•
Flyer No 1	•	•	•	L	C	•	•	C	•	•
Flyer No 2	•	•	•	C	L	•	•	C	•	•
Roll-up	•	•	•	L	C	•	•	•	•	C
Page making of FlexWBL Manual	•	•	•	L	C	•	•	•	•	C
Page making of Vision paper	•	•	•	L	C	•	•	•	•	C
	All partners committed to generate articles for newsletters about the project's progress									
Networking & Exploitation at Partner Countries and European Level										
Conferences and workshops	All partners committed to the task									
Participation in EU forum	L	C	C	•	•	•	•	•	•	•
Facebook	•	•	•	L	C	•	•	C	•	•
Content and exploitation	All partners committed to provide networking and exploitation									
Publications	All partners committed to the task									
Meetings with stakeholders	C	C	C	L	C	C	C	C	C	C
Events										
Planning and organization of trainings	L	C	C	•	•	•	•	•	•	•
Workshop 1. Yerevan. December 2019	C	•	•	•	•	•	•	C	•	L
Workshop 2. Liepaja. June 20202	L	C	C	•	•	•	•	•	•	•

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	LIEPU	KU	PH-Linz	TvSU	DSTU	PSU	ATI	YSULS-BSU	GSU	NUACA
Workshop 3. Klaipeda. October 2020	C	L	C	●	●	●	●	●	●	●
Workshop 4. Linz. March 2021	C	L	C	●	●	●	●	●	●	●
Workshop 5. Tver. June 2021	C	●	●	L	●	C	●	●	●	●
Workshop 6. Gavar. October 2021	C	●	●	●	●	●	●	C	L	●
Workshop 7. Perm. April 2022	C	●	●	●	●	L	●	●	●	C
Final Conference 1. Rostov-on-Don. October 2022.	C	●	●	C	L	●	●	●	●	●
At least one Training Workshop at each Partner Country Institute	●	●	●	C	C	C	C	C	C	C
Produce printed and audio-visual materials to be distributed at the events	All partners committed to the task									
Presentations of project's outcomes at external events	All partners committed to the task									
Assessment and revision dissemination and exploitation activities										
Assessment of the project's D & E activities (M12 - M24)	L	●	●	●	●	C	●	C	●	●
Revision of the project's D & E strategy (M24)	C	C	C	L	C	C	C	C	C	C
Infrastructure for dissemination and exploitation										
WBL Lab	●	●	●	C	L	C	●	C	C	C
National WBL Representatives	C	C	C	L	C	C	C	C	C	C
Sustainability										
Sustainability plan and agreements	C	C	C	L	C	C	C	C	C	C
Vision Paper of WBL implementation in HE of Russia and Armenia	●	●	●	L	C	C	C	L	C	C
MoUs	●	●	●	L	C	C	C	L	C	C

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Target groups and key performance indicators

At the stage of preparing application, partners have identified the following 14 main groups of stakeholders likely to be interested by the project outputs and outcomes, and therefore targeted by the consortium for dissemination and exploitation activities with short term impact (Table 2) and long term impact (Table 3), and Means of Communication to Reach These Target Groups (Table 4).

Table 2. Short term impact on target groups

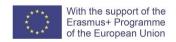| Short term impact	Target groups/potential beneficiaries	Quantitative indicators (in numbers please)	Qualitative indicators
Best practice where WBL has been successful	HE learners from 7 HEIs of the Consortium	Each HEIs will implement at least 12 components from 21 selected ones of the FlexWBL Framework	The extent to which work-based learning have been individually tailored; the extent to which universities actively plan a progression path for learners
A new flexible, innovative and practical framework for the development of work-based learning programs	HE institutions of Consortium and HEIs engaged in a discussion	7 HE institutions of the Consortium & at least 50 HE Institutions from Russia and Armenia engaged in discussion of work-based learning deployment	Perceiving and exploiting available opportunities of new knowledge and skills at national and transnational level
New capacity and expertise in work-based learning	HE institutions of Consortium	28 teacher trainers will be trained: 15 for Armenia and 9 for Russia	Consultancy and expertise in European approaches and practices in WBL in HE available in Russian and Armenian languages
Knowledge and Competence: learning and exchange with HE teachers	HE teachers engaged in the project	120 teachers from Partner Institutions and their HE networks including enterprise	A manual for WBL framework development and implementation
Qualified training force according to the industry needs and a new opportunity to develop work	Industry connected to the converted programs by WBL approach	30 enterprises, which approved new knowledge and skills of WBL learners	Better qualified training force according to the industry needs (learning outcomes will be defined according to the industry

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| processes with HEIs | | | inquiry) |

Table 3. Long term impact on target groups

Long term impact	Target groups/potential beneficiaries	Quantitative indicators (in numbers please)	Qualitative indicators
Open access and routine usage of the FlexWBL results (Training Manuals, Methodology, Information)	HE Community at large in the two Partner Countries	Up to 100 institutions	A discussion and structuring their own perspectives on implementing and using European WBL approach in educational system of the two Partner Countries for greater innovation and flexibility
A commonly agreed approach for providing recommendations to non-partner HEIs, policy makers and the wider society	HE &Business Community at large in the two Partner Countries	Up to 100 organizations	Discussion, workshops, conferences, forums of new ways of modernisation and internationalisation, partially with open space technology
Opportunity to seeking WBL programs tailoring learners needs agreed with enterprise demands and for lifelong learning	HE Learners at large in the two Partner Countries	Up to 10000 learners	The state of being relevant to bridging the gap between required and delivered skills; transparency and visibility for employers of their learning outcomes, particularly for mobility purpose
Transnational mobility with HE providers from Russia and Armenia	Russia & Armenia HE providers	Up to 20 providers	Transnational projects solving societal problems with HEIs from Russia and Armenia;
More visibility and transparency in the knowledge, skills and competence acquired by the labour force	Industry	Up to 500 enterprises	Better qualified training force according to the industry needs (learning outcomes will be defined according to the industry input)
Harmonization of the HE sector within EU Member States	European Union	Member States and 2 CIS Countries	Permeability of educational systems; example to follow other

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as well as with neighbouring countries			Partner Countries
Project-based results for the policy making in the area of HE/Life Long Learning	Ministries of Education and Science in Russia and Armenia	2 Ministries – one in Russia and one in Armenia	Adaptation of a key EU approach for reforming the national HE sectors relevant to business demands

Table 4. Means of Communication to Reach the Target Groups

Means of Communication to Reach These Target Groups	Target Group	Indicators	Indicators to measure the effectiveness of the means of communication
Open access and routine usage of the FlexWBL results (Training Manual, Methodology, Information)	HE Community at large in the two Partner Countries	Up to 100 institutions	A discussion and structuring their own perspectives on implementing and using European WBL approach in educational system of the two Partner Countries for greater innovation and flexibility
A commonly agreed approach for providing recommendations to non-partner HEIs, policy makers and the wider society	HE &Business Community at large in the two Partner Countries	Up to 100 organizations	Discussion, workshops, conferences, forums of new ways of modernisation and internationalisation, partially with open space technology
Opportunity to train on WBL programmes tailored for learners' needs and agreed with enterprise demands; lifelong learning is expected	HE Learners at large in the two Partner Countries	Up to 10000 learners	The state of being relevant to bridging the gap between required and delivered skills; transparency and visibility for employers of their learning outcomes, particularly for mobility purpose
Transnational mobility with HE providers from Russia and Armenia	Member State HE providers	Up to 20 providers	Transnational projects solving societal problems with HEIs from Russia and Armenia;

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More visibility and transparency in the knowledge, skills and competence acquired by the labour force	Industry	Up to 500 enterprises	Better qualified training force according to the industry needs (learning outcomes will be defined according to the industry input)
Harmonization of the HE sector within EU Member States as well as with neighbouring countries	European Union	Member States and 2 CIS Countries	Permeability of educational systems; example to follow other Partner Countries
Project-based results for the policy making in the area of HE/Life Long Learning	Ministries of Education and Science in Russia and Armenia	2 Ministries – one in Russia and one in Armenia	Adaptation of a key EU approach for reforming the national HE sectors relevant to business demands

Dissemination tools

In order to successfully convey the project's results to the respective target audiences and reach the highest impact possible, the project consortium will use three methods involving (i) online and interactive tools and channels, (ii) physical interactive tools and channels, and (iii) a combination of (i) and (ii) as in the case of blended learning. By dissemination tools we mean any material (document) used to present the content of the project to the external audience. By dissemination channels we mean all media through which the project results are conveyed and relayed to the target audiences.

Some of the dissemination tools and channels will also be used for communication purposes. In particular, we distinguish internal and external dissemination tools and channels, as displayed below.

Having clearly identified what kind of results should be disseminated, we need to think about the target groups of the disseminating activities. This requires some analysis of various stakeholders, which are presented in the table 5. A stakeholder can be defined as: "Any group or individual who can affect or be affected by the achievement of the projects objectives - or can influence these objectives." (Mike Jones – 'Getting the message across' Dissemination Seminar - Bridging the Gap)

It should be noticed that some channels can be both internal and external: this is the case of social networks and mailing lists. In the first case, project results will be disseminated through the YouTube, Instagram and Facebook groups created on purpose for the project (internal channel) and through external groups that can be of interest to FlexWBL, either because they are related through external initiatives and activities (external channels).

Table 5. Dissemination tools and channels, and target audience

Dissemination tools and channel	Connected			External	Internal	
	Potential users (students/employer)	Suppliers (Event organisers etc)	Distributors (Libraries etc)	Local and Central Government; Environmental Groups; Media	Employees (Project staff / Department Staff)	Managers (Department Heads / Senior Staff)
Project website	√	√	√	√	√	√
LMS	√		√		√	
Other websites (partner websites, EC services, etc.)	√	√				√
Social media and professional networks	√	√	√	√	√	√
Project events (Briefings, Workshops, Round Tables, Conferences, One-to-one)	√	√		√	√	√
Target publications, leaflets, newsletters	√	√	√	√	√	√
Reports	√			√	√	√
Mailing list and contact databases	√				√	√
Media (radio, tv)	√	√	√			√
Training course	√				√	

In the case of mailing lists and contact databases, the FlexWBL project is building the contact network on the base of educational activities of 4 Russian and 3 Armenian institutions, which will use targeted communications via their own database of contacts to disseminate information on the project to their networks.

A major expression of external dissemination is the production of deliverables. Over the entire project duration, the FlexWBL consortium will produce 38 official deliverables. All of them will be made publicly available in the project website resources area and other channels in order to spread the project excellence and disseminate outcomes to our target groups.

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Visual identity

Reinforcing the implementation of FlexWBL in a sustainable way is one of the core objectives of the FlexWBL project. Hence communication activities ensure that the project improves the visibility of FlexWBL tools and benefits and builds foundations for long-term branding and Public Relations management. Consequently, the corporate identity of FlexWBL shows clearly that this is a FlexWBL-related initiative, while giving the project its own identity as an EU-funded cooperation action.

Color palette, fonts and logo, and templates are designed by TvSU's subcontracting partner. The templates ensure that the FlexWBL visual identity is consistent throughout the duration of the project and after the funded period.

Website is the basic source for different branding elements such as colors, fonts, logos and others.

Documents

A lot of FlexWBL documents will be produced during the project life. These documents include, for example: D & E Plan, Sustainability Agreements, Quality Plan, MoUs, FlexWBL User Guide, etc. Partially, depending on the target groups and available financing some documents will be performed as printed matters. All documents are distributed online, sometimes in the form of clear and appealing infographics (as .jpg files), that can be much more easily spread through social networks and interested websites.

This plan is to be used as an example of a deliverable performed as a document.

All files containing deliverables should be titled as **WP(n)_Deliverable_Title_Lead Partner_V(n).docx**. Templates for deliverables performed as documents are placed on the ownCloud Folder

http://files.flexwbl.org/index.php/apps/files/?dir=/FlexWBL/WP4_Dissemination/WP4.2.Branding&fileid=389.

Other project materials such as brochures, souvenirs, posters, rollups etc. will be created with the same principles as project's website and documents.

Media articles

Media articles refer to all types of written press articles focusing on presenting the project, its activities, its outputs, and outcomes, etc., that are published on different channels. They may take the form of news, announcements, press releases, LinkedIn & Facebook posts, published on the project website, on external websites including partners' websites, on social networks, etc.

Videos

Easily shared on the web, and displayed on wide screens at events, videos trailers and learning diaries are another highly effective way to communicate. Three short video trailers (< 3 min) will be produced to promote clearly and succinctly the projects objectives and challenges; They will be used on the website, shared on social networks, and used during events.

Publications in scientific journals

Utilising existing dissemination channels - such as peer-reviewed journals, specialised magazines and websites, institutional newsletters, etc. – makes it possible to build on pre-existing communities and is often more effective than creating project-specific media. A strong focus will be put on regularly publishing news and articles in those existing media. Over the project duration: project partners commit to release at least 10 academic and professional publications.

Beneficiaries must clearly acknowledge the European Union's support in all communications or publications, in whatever form or whatever medium, including the Internet, or on the occasion of activities for which the grant is used.

This must be done according to the provisions included in the grant agreement or grant decision. If these provisions are not fully complied with, the beneficiary's grant may be reduced.

Other specific tools

Specific thematic brochures and flyers will also be created by FlexWBL team in support of the different activities of the project, for example in support of the dissemination materials promoting the benefits of FlexWBL tools and benefits for all target groups.

Posters and/or roll-up banners will also be designed and used at events that the project consortium will organise or contribute to. Specific posters and/or roll-up banners will be created for the project events.

Dissemination and Exploitation online channels

FlexWBL ownCloud Comminity

The basic communication channels for the consortium are organized on the base of the **ownCloud Community** managed by LIEPU(P1). It gives us possibility to

- Share data within our consortium (Custom groups, Activity stream, Comments)
- Share data with guests and external users (Public links, File drop for external users, Set expiration dates)
- Go mobile, work from anywhere (Web App, Desktop App, iOS & Android App)

http://files.flexwbl.org/ is the link where partners may find all materials connected to the FlexWBL project.

FlexWBL Website

The project website constitutes a key communication tools to increase the project visibility and impact, especially towards wider communities and the general public. Online at M8, and constantly updated, the FlexWBL website will contain all relevant information about the project (project objectives, information, news, event announcements, public reports, analysis, particularly, this document). However, postings will not be limited to project activities and results but will also include all information from the field of e-learning and connection to Open Educational Resources. It will serve both as a dissemination and exploitation tool.

It has been carefully designed and set up to highlight the link between the project and the FlexWBL pilot implementation in Russia and Armenia and to address policy makers, industry, HE&VET community, learners and general public, in the most effective way through a user-friendly interface, accessible from mobile devices and connected to the specially designed project's Web Mobile Apps.

The website highlights the key FlexWBL pillars: learning outcomes, mutual trust, mobility, recognition, validation of non-formal and informal learning, which lead to the description of the project activities in the respective areas. Specific pages are dedicated to the description of Networking & Exploitation at Partner Level and European Level.

The invitation to join the FlexWBL community on the social networks and opportunity for a HE or VET institution to be a National Contact Point is also highlighted on the homepage, inciting to interaction and exchange, as this is what the project is about.

The FlexWBL website will not duplicate services offered by other related initiatives or programmes. Links to other initiatives guided by FlexWBL will be made, and the website will be used for further dissemination of the results. Links to this website from each partner's website and from other useful websites will be ensured (including European Commission's websites).

All information on the site must be correctly spelled out and available in three languages (Eng, RU, AR). All links must be in operational status. Ethical standards should be obeyed.

The project website will be maintained and updated permanently in order to increase the project's dissemination and sustained impact for the national approval of FlexWBL system in Russia and Armenia.

FlexWBL Open Educational Resources and Learning Management Systems

Open educational resources (OER) are teaching and learning resources that reside in the public domain that permits their free use and re-purposing by others through the Partner Institutions' Learning Management Systems (LMS). Project's Open Educational Resources (OER) offer opportunities for systemic change in teaching and learning content through engaging educators in new participatory processes and effective technologies to be engaged with learning.

OER will include courses description, materials, modules, guides, manuals, streaming videos, tests, and other tools, materials, or techniques used to support access for learners and other stakeholders to learn and know how to use FlexWBL tools and principles in VET. Open educational resources give educators the ability to adapt instructional resources to the individual needs of their students, to ensure that resources are up-to-date, and cost is not a barrier to access high-quality educational resources.

All materials and tools for FlexWBL OER will be clearly tagged or marked as being in the public domain or having an open license.

Web sites of all partners will also reflect all basic activities and achievements of the project.

Contact databases

FlexWBL team will build database of contacts made through the different project activities and from the previous work as HE&VET Institutions, which will be used in order to keep this audience interested in the project and regularly updated on its developments during and after the project

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lifetime. The databases will be segmented (newsletter subscriptions, project events, partners' contacts, etc) in order to have a targeted communication when needed. Newsletters, emails distribution, invitations to events and evaluation surveys, etc., will be regularly sent.

Social media

The project social media activities were started at an early stage of the project, focusing on strengthening its presence in the Russian and Armenia Social Media space.

Branding the FlexWBL project under common Facebook, YouTube, Instagram accounts appears to be a mutually beneficial action that the projects' respective partners welcomed and agreed upon. The idea is to build around a HE community new links and communication regarding FlexWBL tools and benefits for VET systems of two partner countries and involve in the discussion partners from EU.

The content of activities and number of followers will be monitored every 3 months to assess the growth and necessary steps to enlarge activities and sharing ideas around FlexWBL perspectives for two partner countries.

Dissemination and Exploitation offline channels

Trainings and WBL Labs

The establishment (M16) of 6 FlexWBL Labs – 3 in Russia and 3 in Armenia will create necessary infrastructure for online and offline trainings. Each lab will offer a dedicated and fully equipped professional training space for delivering off-line FlexWBL workshops under the instruction of trained instructors who have participated in the FlexWBL project. The training labs will organize and promote FlexWBL info sessions/training seminars/workshops and in general serve as FlexWBL/ECTS labs. Information about the operations of the FlexWBL training labs will be published on the project's website. These FlexWBL labs will be also platforms for teachers dedicated to the project to design and develop courses, course materials etc. for delivering training off-line and on-line as well.

One more action to disseminate and exploit project's results is through the establishment (M24) of a network of national FlexWBL National Contact Representatives & FlexWBL experts – total 28 from Partner Countries - to be featured on the project website with the aim of promoting project results.

The Labs and National Contact Representatives will remain in full operation for at least 3 years after the end of the project serving the main goals and objectives of the FlexWBL initiative.

Training Workshops and Final Policy Conference

FlexWBL team will organise a total of 6 FlexWBL Training Workshops in each FlexWBL Training Lab (3 in Russia and 3 in Armenia) in order to disseminate and exploit the project products and results while promoting the national network of FlexWBL National Contact Representatives for further support.

The trainings will be hosted by each institution to ensure greatest geographical spread.

An event report will be produced, and it will compile all the outcomes of the workshops. It will include proceedings, attendee list, press clippings, and the results of the working sessions.

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![FlexWBL Flexible Work-Based Learning]

A final FlexWBL Policy Event will take place in Rostov-on-Don following the last project meeting. The event will be coordinated by DSTU (P5) with the collaboration of all national partners.

All project partners will contribute to the event implementation. The goal of the conference will be to introduce the project results and promote the adoption of FlexWBL in Russia and Armenia at the highest policy level.

External events

Any national regular and widely attended events are unique opportunities to reach and meet targeted communities. The FlexWBL partners will use them to disseminate key results and will do so by carefully selecting the events that will allow optimal impact. The objective is to represent the project in at least 6 events.

All partners will look for major events in the field in order to contribute to the project and will report their contributions to FlexWBL management. A shared internal document is set up in order to list the relevant events and follow partners' contribution. All partners have to fill it in regularly.

Sustainability plan

Specific actions referring to sustainability activities will be explored during the project implementation and finalized in a concrete sustainability plan, which will be agreed and signed by all partners. Special focus of the sustainability plan will be put on the operations and activities of the six FlexWBL Labs (3 in Russia and 3 in Armenia), which will be created and housed in the 6 HEIs (TvSU, DSTU, PSU, YSULS - BSU, GSU, NUACA). A common agreement plan about the operations will be developed.

The following potential areas of sustainability have been identified:

- The six National FlexWBL Labs (3 in Russia and 3 in Armenia) will remain in effect and in full operation for at least three years after the end of the project;

- The project's website, OER and LMS which will provide electronic access to all of the project's results – as well as feature a transnational list of FlexWBL experts/representatives will remain active for at least 3 years after the end of the project.

Sustainable Outcomes	Strategy to ensure their sustainability	Resources necessary to achieve this	Where will these resources be obtained?
A new flexible, innovative and practical framework for the development of work-based learning programmes	To make the WBL study programme attractive for those who wish to combine work and learning and other target groups by generating	- the seven universities will continue (after the project end) providing the short courses/workshops in Armenia and Russia on WBL	- institutional resources - employers support and sponsorship to arrange learning environment at work places - payment for

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	permanent public interest that 1) there is a very flexible and innovative approach promising a real learning pathway for learners, 2) employers hire the employee who really aimed at the development of the work place with the university support	provision offering training courses for payment - number of tuition paying students who wish to take such type of study programmes will grow annually - employers' financial support and promotion in companies among employees	courses
WBL Educators' Network and events	Advertising of the new innovative approach for employers and policy-makers; Flexibility and usability for students	- Deserved reputation of the primary source on WBL deployment for all universities in the two partner countries - Connection to other WBL Networks on the EU level and other countries	- institutional resources - Consultancy contracts with other institution
The consortium of 10 partners enlarging their capacity and readiness to develop transdisciplinary WBL Framework	To complete the project with the mark "Very Good"; To strengthen cooperation for the development of new projects enhancing innovative teaching and learning	- EU funding under this proposal	- institutional resources - national and international grants - employers support and sponsorship
Staff capable to develop and implement new WBL study programme	To transfer all study programmes of the university into WBL format where study learners who work	Approval and support from the university administration and employers	- institutional resources
Classroom for WBL development	6 WBL Labs will remain in effect and in full operation for at least three years after the end of the	- pressure from the labour Market - institutional maintenance and support	- institutional resources - national and international grants

	project and apply for funding in target national programmes;	- EU funding under this proposal	
Study of WBL theory and practice	To enlarge the number of teachers involved in professional development and study of WBL theory and practice.	WBL Educator's Network will be a tool and information source for further research	- institutional resources - national and international grants

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Assessment of Dissemination Activities

It should be assessing of the various dissemination tools outlined above in relation to the stated objectives of the dissemination strategy. For this, we employ the following criteria:

Dissemination activity	Selection criteria
Relevant	Suitable for a particular stakeholder segment.
Effective	Capable of eliciting a strong response or call to action from the particular stakeholder segment.
Targetable	Capable of direction to a stakeholder segment.
Economical	Disseminating the deliverable efficiently both operationally and technically without burdensome aspect or cost.
Measurable	Capable of being measured and distinguishable with reasonable amount of effort and accuracy.

We present an analysis using these criteria of the dissemination tools to be used in FlexWBL in the table below:

	Appropriate	Effective	Targetable	Economical	Measurable	Selected
Project website						
Personal communication						
Flyers & posters						
Newsletter						
Academic Publications						
Policy papers						
Media & press releases						
Workshops						

Presentations at external events & conferences						
Social media & blogs						

Monitoring of Dissemination Activities

All activities of each partner will be placed on a special sheet with the following sections:

- Distribution of the FlexWBL info, news, and materials via Partners' websites

- Distribution of the FlexWBL info, news, and materials via external websites

- Distribution of the FlexWBL info in printed version (flyers, newsletters, etc.)

- Internal (institutional) and External FlexWBL workshops & meetings e.g. with national Stakeholders, Agencies etc.

- Presentation of the FlexWBL project within the related non-project internal and external events (including interproject coaching)

- Contribution to the FlexWBL project web page

- Project Links at European Level, e.g. project presentation, participation in any events, EU forums, Member State conferences etc.

- Social Media

- Published Articles & Reports

The data is collected in the specially developed MS Word file, which template is performed as an Annex to the D&E plan (see the figure below). Each project partner should fill the correspondent cells in regularly (each half a year). These ten Excel files form the base for intermediate and final D&E reports.

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Partner
Dissemination Activities
FlexWBL - 610072-EPP-1-2019-1-LV-EPPKA2-CBHE-JP

STARTING MONTH – END MONTH:	**15.11.2019 – 14.11.2020**	**PARTNER NAME (Pn):**	

	Performed dissemination activities in FlexWBL project				Level*					
Activities	**Please specify if necessary** (short description, names, titles, web-addresses etc.)	**Date(s) Duration Frequency**	**Place / website**	**R**	**N**	**I**	**Characteristics of Target Group**	**Size / number of organisations / persons reached (approximately)**	**Kind of documentation available (language)**	
Distribution of the FLEXWBL info, news and materials via Partners' websites										
Distribution of the FLEXWBL info, news and materials via external websites										
Distribution of the FLEXWBL info in printed version (flyers, newsletters, etc)										
Internal										

* R = regional; N = national; I = International

Figure: A template for partner reports on dissemination activities