



DISSEMINATION AND EXPLOITATION PLAN

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University of Nis



Strengthening of master curricula in water resources management
for the Western Balkans HEIs and stakeholders

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List of abbreviations

AUTH	Aristotle University of Thessaloniki
BOKU	University of Natural Resources and Life Sciences, Vienna
CBHE	Capacity Building in Higher Education
EACEA	Education, Audiovisual and Culture Executive Agency
HEI	Higher Education Institution
LFM	Logical Framework Matrix
NEO	National Erasmus Office
NMBU	Norwegian University of Life Sciences, Norway
PWMC VV	Public Water Management Company "Vode Vojvodine"
SWARM	Strengthening of master curricula in water resources management for the Western Balkans HEIs and stakeholders
UACEG	University of Architecture, Civil Engineering and Geodesy, Bulgaria
UNI	University of Nis, Serbia
UL	University of Lisbon, Portugal
UoM	University of Montenegro
UNIRIFCE	University of Rijeka, Croatia
UNMO	Dzemal Bijedic University of Mostar
UNS	University of Novi Sad
UNSA	University of Sarajevo
UPKM	University of Pristina in Kosovska Mitrovica
TCASU	Technical College of Applied Sciences Urosevac with temporary seat in Leposavic
WB	Western Balkan
WP	Work package
WRM	Water Resources Management

1. Introduction

The project goal of SWARM project - Strengthening of master curricula in water resources management for the Western Balkans HEIs and stakeholders, co-funded by the Erasmus+ Programme of the European Union under Grant Agreement no. 597888-EPP-1-2018-1-RS-EPPKA2-CBHE-JP, is development and implementation of the advanced and modern master curricula in line with Bologna requirements and national accreditation standards that enable education of the specialists in the field of water resources management (WRM).

The wider objective of the SWARM project is to improve the quality of higher education (HE) in WRM field, strengthen its relevance for the labour market and society, enhancing the level of competences and skills of experts for WRM in Western Balkan (WB) partner countries (Serbia, Kosovo*, Bosnia and Herzegovina and Montenegro) by developing new competence-based or improving of existing master curricula in line with EU trends. This wider objective is fully compliant with the priorities of the Capacity Building projects within the Erasmus+ program.

The specific objectives of SWARM are:

1) to improve the level of competencies and skills in HEI's by developing new and innovative master programmes in the field of WRM in line with the Bologna requirements and national accreditation standards,

2) to design and implement new laboratories in WB and

3) to develop and implement LLL courses for professionals in water sector in line with EU Water Framework Directive.

The project expects to achieve these objectives through the implementation of seven interconnected Work Packages (WPs). Dissemination is one of the award criteria on which the application was assessed. WP6 (Dissemination and Exploitation) runs in parallel with the other WPs over the project lifetime and its deliverable 6.1, the Dissemination and Exploitation Plan, which introduces the strategy for dissemination, communication and exploitation, will be requested and further assessed. It focuses on defining a comprehensive and consistent project dissemination and exploitation strategy, which will ensure maximum visibility of project results during and beyond the project lifetime.

Efficient communication and timely information delivery of project activities ensures short and long term success of the project that is a core interest of SWARM project. Therefore, dissemination activities are fundamental in order to create project visibility and to reach various target groups.

The dissemination methodology proposed includes phases that form the processes to ensure efficient and sustainable information sharing in SWARM even beyond the lifespan of the project. SWARM dissemination methodology has seven basic questions to building blocks for a coherent dissemination approach. The questions are:

1) TO WHOM and WHERE to disseminate,

2) WHAT to disseminate,

- 3) WHO to disseminate,
- 4) WHEN to disseminate,
- 5) HOW to disseminate, and
- 6) WHY to disseminate (expected achievements).

The dissemination activities which will form the answers to these questions, not only guarantee comprehensive dissemination, but also realize the skill of all SWARM-consortium partners to communication and dissemination activities. Creation of the clear message of SWARM is supported by the creation of dissemination materials and activities such as social media updates, a dedicated website, articles, newsletters, mailing lists, strong branding through logos and document style, project presentations, and workshops participation.

Internal and external communication activities will provide the relationship between operational work packages and stakeholders to ensure the building of clear SWARM messages. All communication and dissemination activities and related material will acknowledge Commission guidelines. This will ensure that all information shared on SWARM is in line with the norms of EU and Commission and promote the set standards of best practice.

1.1 Purpose

The main purpose of the Dissemination and Exploitation Plan is to provide guidelines for the project's partners throughout WP6 in order:

- 1) to help partners better understand WP6 goals and their individual responsibilities,
- 2) to give consortium members a clear idea of how to communicate the project's goals, progress and results through the most appropriate tool to select audience targets, in a timely manner,
- 3) to help partners better understand the importance of their coordination and timely dissemination and exploitation.

This document clarifies in more detail the work division between SWARM Consortium partners according to dissemination and communication, share the information about these activities and provide a clear structure of the means of communication to generate a clear SWARM message. The document will provide an overall understanding of the key target groups of the SWARM project. The communication protocols and processes will work as guidance for the whole duration of the project's existence.

This document will support the creation and delivery of communication materials and channels. It will clarify the protocols for organizing and attending workshops, symposium, trainings, info days and roundtables for different target groups. The plan will describe the planned activities in order to spread the knowledge of the SWARM project goals and deliverables. Moreover, it will support all the education exploitation opportunities of SWARM results. Finally, the plan will provide the basic understanding of how communications and dissemination can support strengthening of capacity

building of WB HEIs. All this together will ensure effective dissemination plan and support success of the project.

Although generally one partner will take the responsibility for the coordination of dissemination and exploitation activities of the whole project, the responsibility for the implementation will be shared among all partners. Each partner will be involved in these activities according to the needs and roles in the project which is stated in the Partnership Agreement.

Reporting on the dissemination and exploitation activities carried out to share the SWARM results inside and outside participating organisations will be requested at final stage.

1.2 Dissemination

Dissemination is a planned process for spreading project results to key actors and contributing to national and EU policies and systems related to the project domain. It occurs as and when the project results become available. During the process of the dissemination planning, own ideas to achieve dissemination goals should be developed. Type and intensity of dissemination activities should be tailored in line with specific project objectives and they should be specified by why, what, how, when, to whom and where in order to effectively disseminate project results. The activities related to dissemination will start from the very beginning of the project, continue during its realization and after its completion as a permanent process which is important to raise the awareness of including new experts to strength master curricula in water resources management in WB countries.

This dissemination plan determines

- objectives (identify the project dissemination objectives),
- target groups (identify crucial target groups and bodies that are interested in the project),
- key messages (identify core project messages for specific target groups),
- strategy (define clear guidelines with all operational elements for achieving dissemination goals),
- activities (transform strategy into activities to reach the objectives – define concrete actions),
- methods (identify dissemination tools and channels),
- overall dissemination time plan (define a time scheduling of dissemination activities),
- evaluation of dissemination (define indicators to assess dissemination activities – measuring of dissemination efforts and impact).

The project results will be disseminated in an effective manner to the relevant target groups with appropriate content and on time. The content, timing and frequency of the various dissemination activities are defined in this dissemination plan.

Sharing the results to public in general will increase awareness of opportunities offered by the Erasmus+ Programme and encourage wider participation.

Significance of dissemination activities for a project is summarized in Erasmus+ projects guidelines:

Having a strong plan for dissemination and exploitation from the beginning of a project is a key priority and should form an integral part of the CBHE throughout its lifetime. The objective of dissemination and exploitation is to maximise the impact of project results by optimising their value, strengthening their impact, transferring them to different contexts, integrating them in a sustainable way and using them actively in systems and practices at local and international levels.

Source: Erasmus+ Programme Capacity-Building projects in the field of Higher Education (E+CBHE), Guidelines for the Use of the Grant, 2017.

1.3 Communication

Communication as a broader concept of the SWARM promotion comprises the measures for promoting the project itself and its results to a wider audience. Making project visible to society at large, including transferring messages regarding project results requires use of appropriate communication channels and tools for targeting general public. Communication methods will be tailored to the needs of various audiences including target groups beyond the scope of project participants.

SWARM project, besides producing master curricula for WRM (tangible deliverables), is a part of wider initiative (national, regional and EU) for development of WRM (process-oriented). Visibility of the part of the SWARM project that raises awareness, engages stakeholders and influences policy and practice in the field of WRM will be achieved by envisaged communication methods. Posting on-line the following SWARM deliverables - Report on WB regional issues related to WRM, Report on EU water policies and innovation and EU recommendations and legislation in water sector, Survey of water sector needs in WB will be the communication tool towards public in large and initiate raising awareness about the importance of WRM.

1.4 Exploitation

The SWARM project is prepared and organized in such a way that all the produced materials (reports, documents, platform, web pages, presentations, etc.) can be used even after the project lifetime.

Quality planned and consistently implemented dissemination, communication and exploitation activities with regular quality control will ensure that by the end of the project financing and by multiplying the benefits provided from acquiring EU best practices, the participating WB HEIs will be able to carry out the main achievements of the project independently by them.

All envisaged measures defined by exploitation strategy of the Dissemination and Exploitation Plan will be in function of achieving sustainability of the following main project results:

- 7 strengthen master programmes in WRM at the WB HEIs will be developed and implemented;
- at least 15 novel courses will be developed with learning materials and involved in master curricula;

- 7 three-day trainings for professionals in water sector organised (one per each WB HEI) with developed training materials;
- 90 retrained teaching staff with up-to-date knowledge in WRM to teach on the new master programmes;
- advanced teaching and learning process introduced;
- designed 7 new laboratories with laboratory equipment, library units and software necessary for the continuation of the new master programmes.

After the completion of the project, master study programmes will be financed by the relevant governmental bodies and through scholarships. Best students will be awarded with Government scholarships. Through the improved cooperation with non-academic and public sector, a substantial number of scholarships will be available for students because of the lack of WRM experts at labour market.

WB partner HEIs will provide dedicated human and financial resources (premises, available equipment and staff) to maintain the project outcomes after the end of the Erasmus financing. The financial sustainability will be also achieved because the state HEIs in WB countries receive financial support for accredited study programmes from their ministries of education.

Trainings for professionals in water sector will be free of charge during the project lifetime and after the project they will be organized and realized in line with the needs of water sector and financed from funds of this sector.

1.5 Visibility of the European Union and the Erasmus+ Programme

Acknowledgement of EU funding through the Erasmus+ Programme will be visible by using the European emblem (the 'EU flag') and the name of the European Union spelled out in full in all communication and promotional material and with the following text 'Co-funded by the Erasmus+ Programme of the European Union' next to the EU emblem:



The following disclaimer shall be added to the inner pages of the publications and studies written by external independent bodies with support from the European Commission:

"The European Commission support for the production of this publication does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein."

In addition to the Dissemination and Exploitation Plan, partners should also consider the relevant European Commission documents (http://eacea.ec.europa.eu/about/eacea_logos_en.php), including:

- Guidelines for beneficiaries and other third parties,
- Guidelines on studies and publications co-financed by the European Commission.

2. Dissemination, Communication and Exploitation Strategy

The dissemination strategy of the project will be conducted at internal and external dissemination levels. Internal dissemination activities within WB partner institutions are important issues. The teaching staff members from HEIs involved in the trainings at EU HEIs will be requested to disseminate the knowledge and experiences acquired abroad to their colleagues at organized meetings, trainings and workshops. Project newsletters will be written and distributed via email biannually to all project partners and stakeholders to inform them of the progress of the planned project activities. In order to inform the potential students of the project content and new curricula development, seven information days will be organized at the end of each academic year, student guide and promotional leaflets for master curricula will be printed and distributed.

External dissemination activities will target non-partner HEIs, wider community, bodies and agencies in water sector and general public with the aim to promote project, its results, and project participants. The main tools of external dissemination are presentations and different media channels (social networks, newsletters, TV, radio and newspapers).

Project website will be developed and regularly updated with new information in order to inform all target groups about the project realization and achieved results. Project participants can exchange documents via web-oriented project platform. Social networks will be utilised to spread information about the project to the experts in WRM (using YouTube channel) and to reach student population (using Facebook and Instagram). Printed materials - leaflet, brochure, pencil, bag, notebook, and folder will be prepared and distributed to target groups.

Effective dissemination will also be achieved by including students in dissemination process. Students trained during winter/summer schools will present their experiences at meetings, conferences, and website.

Exploitation will be achieved through the accreditation of new developed master curricula and organisation of trainings for professionals in water sector.

The dissemination and exploitation strategy will define clear guidelines with all operational elements for achieving dissemination and exploitation goals. The SWARM project will use various actions in order to ensure high project visibility and maximal impact. Project dissemination will involve institutional, national and international activities. It will be focused on promotion the project results and raising awareness of the public in general about the potential benefits of the project results in WRM.

One of the first tasks is creating the Dissemination and Exploitation Plan at the very beginning of the project with intention to update it regularly throughout the project. Other important activities to be performed at the beginning of the project are also to define project's visual identity (logo) and design and print promotional material (flyers, posters, etc.) that will be distributed during the project span. Besides, the project website is developed and maintained (regularly updated with new information). Function of the website is to inform all target groups about the project realization and achieved results. Project participants can exchange documents via website. Social networks are utilised to spread the information about the project to the experts in the field (using LinkedIn) and to

reach student population (using Facebook, Instagram). The awareness campaign will include advertising on TV, radio, magazines and newspapers.

Special attention will be paid to promoting new master curricula in WB HEIs and developing educational trainings for citizens and public sector. The promotions for WB non-partner HEIs will be organized in order to promote master studies in the field of water resources management (WRM). Promotions in HEIs will perform teachers and students. All events will be documented and displayed on the project website.

Dissemination and exploitation of the project outcomes in order to achieve a wider and more long-term impact after the funding period will be carried out also through the postgraduate SWARM students, well educated in WRM.

In the long-term perspective of the SWARM project it is necessary to increase the public and state authorities' awareness for the significance of the management of natural disasters. This goal will be achieved mainly through different communication channels to provide interested stakeholders with all relevant project information i.e. the distribution of brochures and leaflets, usage of social networks, as well as publishing information about SWARM in mass media.

The sustainability will be expressed through the following:

1) WB HEIs will continue to implement the developed master curricula. The SWARM master studies will be financed both by the public sources (national budgets for education) and private sources (students fees), as well as the eventual scholarships offered by interested companies.

2) The formed LLL courses for professionals in water sector will be offered to all interested stakeholders. The participation fees paid by the interested stakeholders (public services, companies, individuals) will cover costs for the courses, after the project completion.

3) WB HEIs will continue to maintain the formed laboratories and the new teaching environment. SWARM HEIs will use their own budgets in order to maintain the laboratories and the new teaching environment, after the project is finished.

2.1 Dissemination and communication objectives

The objectives include implementing suitable communication and dissemination initiatives to ensure the maximum visibility and institutional take-up of the project results as well as project within stakeholders' communities.

The dissemination objectives of SWARM are to:

- identify target groups at different territorial levels: national, regional, EU,
- identify the communication needs of different target groups,
- establish core messages of the project tailored to the target groups,
- identify dissemination methods - tools and channels for public in general,
- disseminate the results, solutions and knowledge collected within a project to the general audience,
- define concrete dissemination activities and a time scheduling of dissemination activities,

- define partners' responsibilities in dissemination activities,
- define indicators to assess dissemination activities.

The objectives for the external communications and dissemination are to:

- ensure efficient communication,
- create project visibility,
- reach various target groups,
- guarantee sustainability of the project results by implementing Dissemination and Exploitation Plan.

The objectives for internal communications are to:

- monitor the status of SWARM developments in order to keep WPs aware of the project progress,
- ensure coherent internal communication between WPs,
- make relevant internal information available also to external communication,
- support delivery of the SWARM results according to the work plan mentioned in the project proposal.

2.2 Dissemination activities

To achieve the dissemination objectives, the SWARM activities grouped in work plan are following:

- Development of project website and promotional materials,
- Info days for student enrolment.
- Roundtables with non-academic sector,
- Winter/summer schools,
- Symposium for promoting WRM in WB.

All planned dissemination activities will meet the requirements for dissemination of the Grant agreement i.e. to make project results visible, all produced material to be available and to use correct logo and disclaimer.

The main purpose of SWARM dissemination activities is to achieve involvement of all relevant stakeholders and to provide updated information of project results. The dissemination activities will be therefore focused on:

- making accessible tangible SWARM products (outputs),
- raising awareness and extend the impact (SWARM outcomes).

Dissemination activities at different stages of the project cycle are:

- **before the project starts**
 - ❖ drafting the dissemination and exploitation plan,
 - ❖ definition of the expected impact and deliverables,
 - ❖ consideration of how and to whom dissemination outcomes will be disseminated,
- **during the project**
 - ❖ contacting relevant media e.g. at local or regional level,

- ❖ conducting regular activities such as training, workshop,
- ❖ assessing the impact on target groups,
- ❖ involving other stakeholders in view of transferring results to the end users/new areas/policies,
- ❖ evaluating the dissemination in the mid-term period,
- **at final report stage**
 - ❖ uploading the final project results on the Erasmus+ Project Results Platform,
- **after the project**
 - ❖ continuing further dissemination,
 - ❖ developing ideas for future cooperation;
 - ❖ evaluating achievements and impact,
 - ❖ contacting relevant media,
 - ❖ contacting policy-makers if relevant,
 - ❖ cooperating with the European Commission by providing useful inputs to its dissemination and exploitation efforts.

The SWARM project partners must be involved as much as possible in making dissemination materials especially presentations, flyers, brochures and newsletters. Their contribution will be requested particularly in areas where they'll have more opportunity for capacity building. In order to build a systematic approach to delivery of publishable material, WP6 Lead partner has prepared the templates to be used when writing the external communication material. All SWARM beneficiaries will be potential contributors for WP6 dissemination.

2.3 Target groups

To achieve the best possible results during the project realization and its dissemination, the target groups that will be affected by project results will be identified by using the following questions:

- Who has an interest in our project?
- Who can contribute to our project?

Identification of target groups of SWARM is crucial in order to ensure their integration and engagement throughout the project. Target groups engagement ensures the SWARM project results will meet with the actual SWARM users needs to be addressed. This supports project results to fulfil the required needs providing sustainability to the project. Identification of target groups in terms of dissemination must be clarified both at the project level and finally in the exploitation level.

The scope of the project and the importance of mentioned activities results in a variety of target groups:

- students of bachelor studies related to WRM,
- WB teaching staff,
- representatives of bodies and agencies for WRM, and
- engineers from non-academic and water sectors in WB countries.

Dissemination activity related to new/improved master curricula and organization of winter/summer schools will involve students and teaching staff. Promotion of new master curricula will be done using promotional leaflets for master curricula, student guide for master curricula and

spreading information by website and social networks. Promotions will be organized for WB non-partner HEIs in order to promote master studies in the field of WRM during info days. Promotions in HEIs will perform teachers and students. All events will be documented and displayed on the project website.

Survey and reports related to water resources issues and educational materials and trainings will be oriented to representatives of companies for WRM as well as engineers in water sector in WB countries. Leaflets for training promotion in WB countries will be used to promote educational trainings for the professionals in water sector during the organized roundtables.

At local level, all target groups will be reached by dissemination tools such as delivering promotional materials to students and professionals, the project website, social and digital media. This kind of informing will raise the awareness about the importance of improving knowledge and skills in WRM. Students will be reached through the call for enrolment at newly developed or improved master curricula.

At institutional level each of the WB partner HEIs will enrich their educational potential by implementation of master study programmes, improved teaching staff skills through acquiring up-to-date knowledge, upgraded laboratories with appropriate hardware and software infrastructure for analysis water resources and the new library units.

At national level at WB partner countries, the cooperation will be settled between HEIs and professionals in water sector. Through the inter-project coaching will be disseminated the SWARM key messages.

At European level, WB partner HEIs will benefit the rich experience of EU HEIs in WRM forming master curricula. Students from WB HEIs will be included in realization of winter/summer schools. The teaching staff will be involved into the teaching trainings into EU partner countries through the planned theme-based trainings. The EU teaching staff and students will be also in position to apply their knowledge to the specific cases in WB region, enriching in that way their experience.

2.4 Key messages

This Dissemination and Exploitation Plan supports the SWARM project to build clear messages between the project consortium partners to the public audience of stakeholders and end users.

Once the purpose and audience of the dissemination are clear, the key messages can be defined. We will distinguish messages linked to dissemination of project results and messages linked to communication for wider society in order to easy explain the SWARM results and their relevance to professionals in water sector. Our key messages will:

- be clear, simple and easy to understand;
- tailor to the target groups;
- inform stakeholders using correct and realistic information.

The key messages are:

- Water resources became the greatest global challenge and an indispensable requirement for sustainable development,
- New educated professionals in the field of water resources management,
- New LLL courses for enhancing the skills of personnel in water sector contributes to use new and innovative methods in solving problems in water sector.

The following key words will be used in dissemination materials:

- Strengthening of educational base: modern curriculum, harmonization, competencies, Bologna, interdisciplinary, innovative, master, innovative learning,
- Enhancing professionals' in water sector awareness and skills: drinking water, pollution, sewage, purification, watershed, lack of water, water shortage, discharge, drainage, irrigation, irrigation, lifelong learning, trainings, skills.

2.5 Dissemination tools

Different types of dissemination tools will be created:

- SWARM website and social media such as Instagram and Facebook (used for online dissemination),
- project publications and promotional materials such as flyer, brochure, poster, videos, newsletters, newspapers' and magazines' articles (used for offline dissemination),
- dissemination events at institutional, country or regional level with possible participation of external stakeholders.

For the purpose of internal dissemination, partners will use special online platform named Project Management Platform.

The SWARM dissemination tools which will be used are presented in Table 1.

Table 1 SWARM dissemination tools

Tool	Purpose	Description
Project website	<ul style="list-style-type: none"> - Awareness - Inform - Engage - Promote 	Project website is the most versatile dissemination tool that gives plenty information to wide and different audiences. It will be launched at the beginning of the project and regularly updated. Information about project, wider and specific objectives and work packages will be available in languages of the SWARM partner countries. Project Management Platform will be formed as a part of website for internal communication.
Newsletter	<ul style="list-style-type: none"> - Awareness - Inform 	Newsletter announces the project, gives regular updates. It will be posted bi-annual at the project website and send by e-mail to prescribe persons.
Flyers/brochures	<ul style="list-style-type: none"> - Awareness 	Flyers/brochures are printed materials

	- Promote	those will be distributed at different events. The electronic version (e.g. PDF file) can be also available at the SWARM website and circulated electronically.
Posters/roll-ups	- Promote	Posters/roll-ups are printed materials that can be used to promote project at different events.
Pencil/notebook/folder	- Promote	Pencil/notebook/folder can be used as a promotional material at different events (conferences, workshops, meetings, seminars) and during realization of project activities such as trainings for citizens and public sector, introduction campaign for enrolment students at newly developed master curricula and student and staff mobility.
Banner	- Promote	Banner is on-line communication tool that is visible at the partner HEIs institutional websites.
Newspapers/magazines	- Awareness - Inform - Promote	Newspapers/magazines (on-line or printed mass media) can be used to publish information about realized project activities.
Radio/television/video	- Awareness - Inform - Promote	Radio/television/video is mass media tools that can be used for widely spreading project information.
Conferences/workshops/meetings	- Awareness - Inform - Engage - Promote	Conferences/workshops/meetings (interpersonal, two-way communication) are interactive events held to achieve specific project objectives. They can be used to get feedback from users and for discussion on particular issues and future project development.
Presentations/publications	- Inform	Project presentations in different languages (PPT files)/publications in WRM (PDF files) are posted on project website, accessible to a wider audience and freely downloaded.
Social networks	- Awareness - Inform - Engage - Promote	Social networks (Facebook, Instagram, YouTube) is two-way communication activity used to inform public at large about project activities and results.

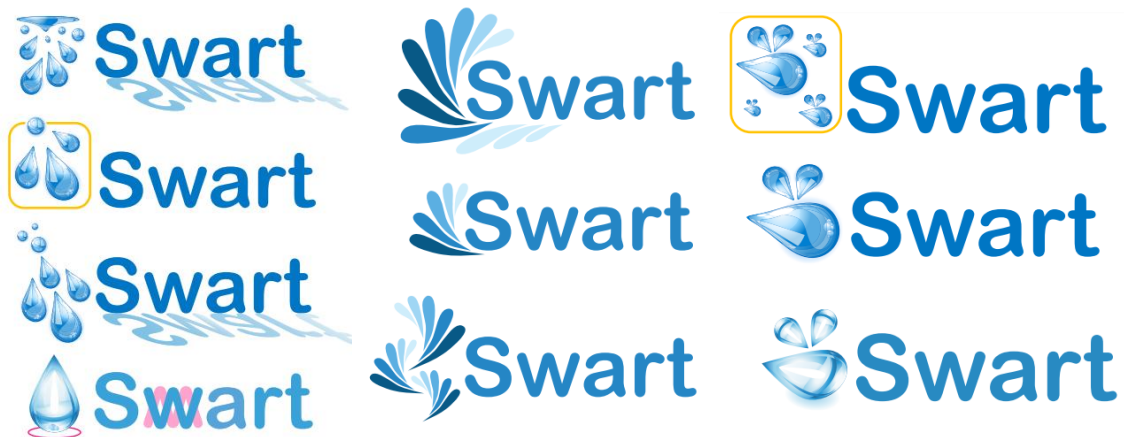
Communication materials and tools will be developed to provide concrete support to dissemination activities. The manner to use the materials and tools is also clearly stated in this plan so as to ensure all partners use these in the same way, to create a cohesive message.

The primary, core tool for internal communication and information sharing is the project website (internal and external communications) and the online platform accessible via project website (internal communications). For external communication, social media will be heavily used, specifically Facebook.

2.5.1 SWARM logo

A memorable logo is a key project communication and dissemination material to raise awareness of the project, its activities and results visually and build recognition amongst stakeholders. The logo must be used in every communication and dissemination material created during the life span of the project. The logo must be used every time the project is presented. The final logo was decided through a vote among the Consortium partner between a few logo options. The selected logo represents the project's key visibility and color scheme. The rights to use the logo belong to the Coordinator and project partners as well as the Commission. Third parties are expected to ask permission to use the logo in writing if they wish to use it. In the case of events using the logo, this should be included in event agendas, participant lists, and any promotional materials.

There were a few proposals of SWARM project logo:



The SWARM project logo is designed and will be used in all project documents:



2.5.2 SWARM templates

Templates are used to bring a coherent visual image to all information produced on SWARM including official communication to the Commission, and presentations to wide audiences. Templates are used in every occasion when SWARM is presented or information on project is shared. The templates are also provided in order to ease the communication inside consortium, and this ensures coherent and smooth work flow. The templates are provided either in Windows Word Document or Power Point Document format.

The templates include three core elements that are always requested to present when SWARM is presented: project logo, EU emblem and the official information requested by the Commission (disclaimer).

The following templates are developed:

- Annex DE1 – Word document template,
- Annex DE2 – Power Point presentation template,
- Annex DE3 – Dissemination activity form,
- Annex DE4 – Newsletter template.

2.5.3 General SWARM presentation

A General SWARM Presentation will be provided by the Coordinator and will entail basic details on SWARM. This is to ensure that all information provided on the project is conducted in coherent manner during the life span of the project. The presentation is provided in the beginning of the project, on the project platform and will be updated according to the project milestones or when the Coordinator sees the need for this. The presentation is provided in Power Point format includes space for information of funding and duration, consortium and contact details, description of the aim and goals of the project.

2.5.4 SWARM project website

The SWARM project website (www.swarm.ni.ac.rs) is an important dissemination tool for presentation of project results as well as place where all the information on the project activities and other relevant data are being published. The website contains all information related to the project: description, objectives, outputs of the project, the list of the Consortium Members with their short presentations, Logical Framework Matrix (LFM) and Work plan documents, the contact details of the coordinator.

Development of the website and the continuously updated information will be ensured by University of Nis (UNI).

Statistics related to website visits will be done using Google Analytics to track interest of target groups. Boosting project visibility by Search Engine Optimisation service will achieve spreading of project objectives and results.

Information about SWARM project will be published in the languages of project partners i.e. English, Serbian, Bosnian, German, Bulgarian, Norwegian, Portuguese, and Greek.

All partners will regularly provide information for dissemination on website. Website will be linked with all partners' web sites and interested stakeholders.

Initial version of the SWARM project website structure consisted of 6 categories (Figure 1):

1. Home
2. Project

- 3. Activities
- 4. News and Events
- 5. Gallery
- 6. Project management



Figure 1 Screenshot of SWARM home page

2.5.5 Social network profile

Social networking is the major tool that students today utilize to communicate with each other and to be informed on current issues. For this reason, social media will be utilized to access and engage future targeted students into SWARM activities.

The project will be active on Facebook and Instagram. These social networks have different aims, tools and targets, so it is worth highlighting how partners should use them.

Facebook is the most widely utilized social network in the world. Through the SWARM Facebook page, information, events, pictures and links can be shared, and the public can react by “liking” the page, giving “likes” to single elements and writing directly to the Project account.

The typical user is a young adult, who wants to keep in touch with friends and relatives. Therefore, a conversational, informal communication style is to be preferred.



Figure 2 SWARM Facebook page

SWARM YouTube channel will be used to upload original project content and share it with friends and public in general.

SWARM Instagram profile will be used to share photos, videos and messages with public in general.

2.5.6 Project Management Platform

Online platform Project Management Platform (available at the SWARM website, <http://mngt.swarm.ni.ac.rs/>) is used for effective overall project management, document management and communication between partners. After registration of the partner institutions' members, the platform allows large number of functionalities needed for the project management:

- documents and files management;

- creating and tracking project issues;
- making calendars – scheduling meetings;
- E-mail notification of any action.

After any change made on the platform, all the partners registered to that activity are informed instantly via their registered E-mails, and allowed to participate in discussions and other actions related to the project activity, like uploading supporting documents.

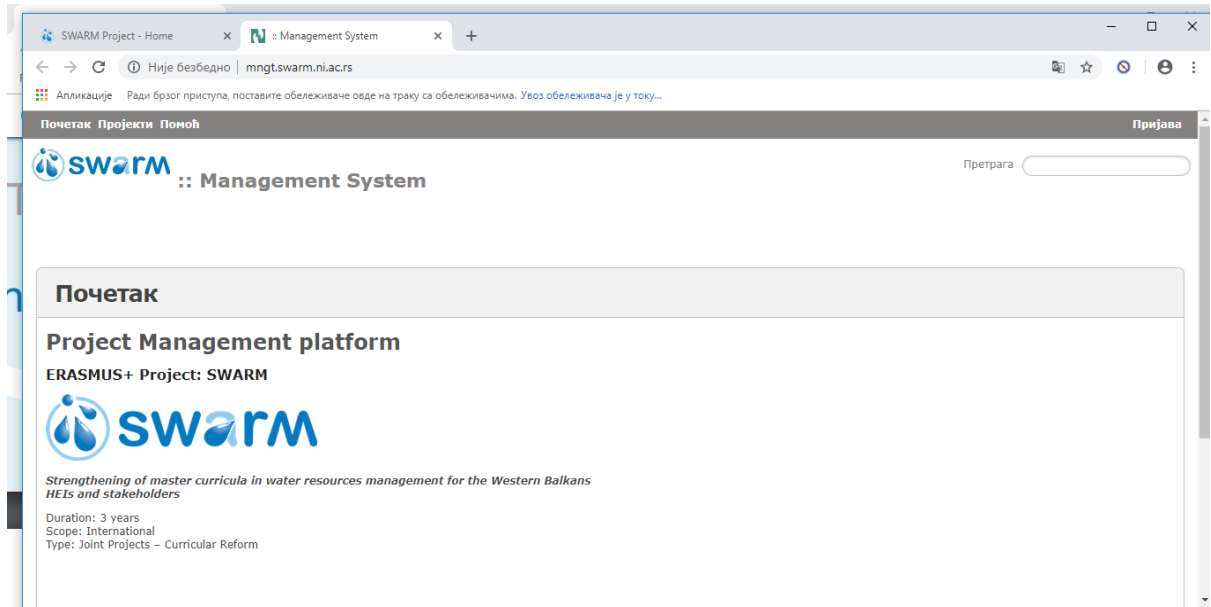


Figure 3 Screenshot of Project Management Platform

2.5.7 Newsletter

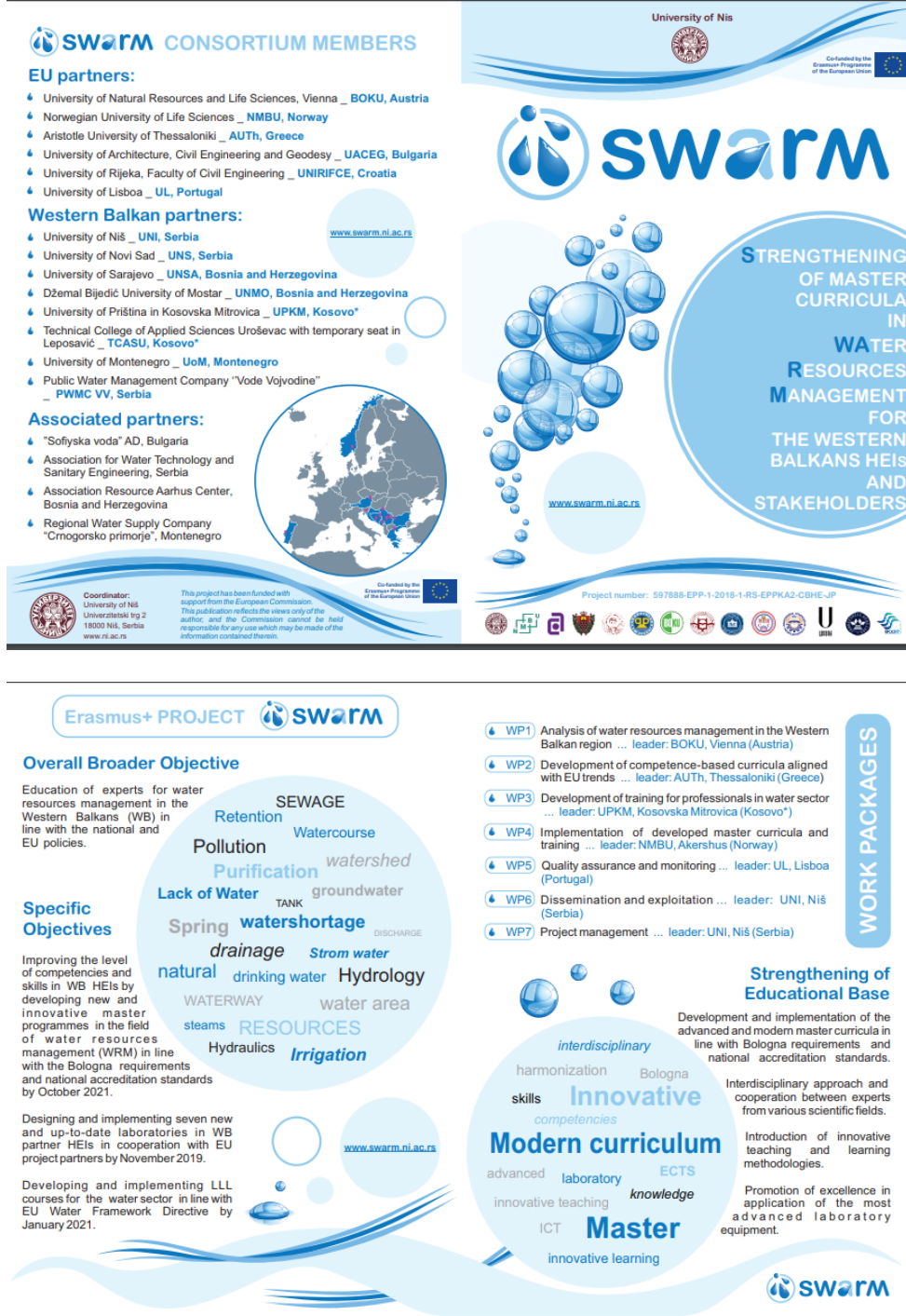
An electronic newsletter will be produced to ensure stakeholders remain well aware of the project. The newsletter template (Annex DE4) will be provided by WP6 Leader in Word document format and the template structure includes at minimum following elements to fill in:

- Introduction, main text and summary section,
- Bullet points section to highlight core information delivered,
- Project contact information details,
- List and short description of project events,
- Picture or image.

The Newsletter is connected to the milestones described in the project description or when it will be commonly assessed to be needed or beneficial for other reasons, with a minimum of biannual publication to maintain interest of existing subscribers.

2.5.8 Project brochure

Project brochure is designed with idea to present briefly main information about SWARM project to potentially interested parties. Text in the brochure gives short info on the type of the project, partners involved, main and specific objectives as well as the goals.



The figure shows two pages of a project brochure. The top page (front page) features the 'swarm' logo, 'CONSORTIUM MEMBERS' list, and project title 'STRENGTHENING OF MASTER CURRICULA IN WATER RESOURCES MANAGEMENT FOR THE WESTERN BALKANS HEIs AND STAKEHOLDERS'. The bottom page (back page) details 'Overall Broader Objective', 'Specific Objectives', 'Work Packages' (WP1-WP7), and 'Strengthening of Educational Base'.

swarm CONSORTIUM MEMBERS

EU partners:

- University of Natural Resources and Life Sciences, Vienna _ **BOKU**, Austria
- Norwegian University of Life Sciences _ **NMBU**, Norway
- Aristotle University of Thessaloniki _ **AUTH**, Greece
- University of Architecture, Civil Engineering and Geodesy _ **UACEG**, Bulgaria
- University of Rijeka, Faculty of Civil Engineering _ **UNIRIFCE**, Croatia
- University of Lisboa _ **UL**, Portugal

Western Balkan partners:

- University of Niš _ **UNI**, Serbia
- University of Novi Sad _ **UNS**, Serbia
- University of Sarajevo _ **UNSA**, Bosnia and Herzegovina
- Džemal Bijedić University of Mostar _ **UNMO**, Bosnia and Herzegovina
- University of Priština in Kosovska Mitrovica _ **UPKM**, Kosovo*
- Technical College of Applied Sciences Uroševac with temporary seat in Leposavić _ **TCASU**, Kosovo*
- University of Montenegro _ **UoM**, Montenegro
- Public Water Management Company "Vode Vojvodine" _ **PWMC VV**, Serbia

Associated partners:

- "Sofijska voda" AD, Bulgaria
- Association for Water Technology and Sanitary Engineering, Serbia
- Association Resource Aarhus Center, Bosnia and Herzegovina
- Regional Water Supply Company "Crnogorsko primorje", Montenegro

STRENGTHENING OF MASTER CURRICULA IN WATER RESOURCES MANAGEMENT FOR THE WESTERN BALKANS HEIs AND STAKEHOLDERS

Project number: 597888-EPP-1-2018-1-RS-EPPKA2-CBHE-JP

Erasmus+ PROJECT **swarm**

Overall Broader Objective

Education of experts for water resources management in the Western Balkans (WB) in line with the national and EU policies.

Specific Objectives

Improving the level of competencies and skills in WB HEIs by developing new and innovative master programmes in the field of water resources management (WRM) in line with the Bologna requirements and national accreditation standards by October 2021.

Designing and implementing seven new and up-to-date laboratories in WB partner HEIs in cooperation with EU project partners by November 2019.

Developing and implementing LLL courses for the water sector in line with EU Water Framework Directive by January 2021.

WORK PACKAGES

- WP1** Analysis of water resources management in the Western Balkan region ... leader: BOKU, Vienna (Austria)
- WP2** Development of competence-based curricula aligned with EU trends ... leader: AUTH, Thessaloniki (Greece)
- WP3** Development of training for professionals in water sector ... leader: UPKM, Kosovska Mitrovica (Kosovo*)
- WP4** Implementation of developed master curricula and training ... leader: NMBU, Akerhus (Norway)
- WP5** Quality assurance and monitoring ... leader: UL, Lisboa (Portugal)
- WP6** Dissemination and exploitation ... leader: UNI, Niš (Serbia)
- WP7** Project management ... leader: UNI, Niš (Serbia)

Strengthening of Educational Base

Development and implementation of the advanced and modern master curricula in line with Bologna requirements and national accreditation standards.

Interdisciplinary approach and cooperation between experts from various scientific fields.

Introduction of innovative teaching and learning methodologies.

Promotion of excellence in application of the most advanced laboratory equipment.

Modern curriculum

interdisciplinary
harmonization Bologna
skills Innovative competencies
advanced laboratory ECTS
innovative teaching knowledge
ICT Master
innovative learning

Figure 4 Project brochure (front and back page)

2.5.9 Other promotional materials

The most important print material for project promotion is the project brochure, designed to briefly present objectives and outcomes of the project. Other print materials (poster, rollup, folder, notebook) are designed for the use during project events (workshops, trainings).

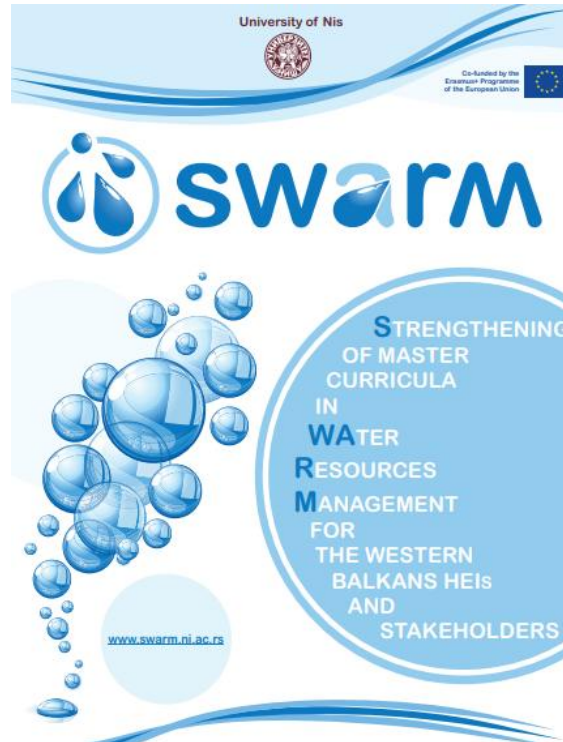


Figure 5 Poster



Figure 6 Folder (front page)



Figure 7 Bag



Figure 8 ID cards

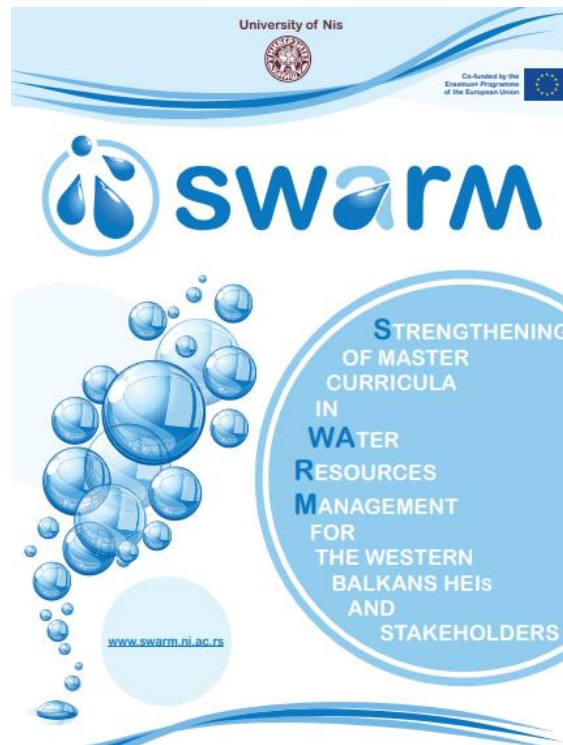


Figure 9 Roll-up

2.5.10 Erasmus+ Project Results Platform

The Erasmus+ Project Results Platform (<http://ec.europa.eu/programmes/erasmus-plus/projects/eplu-project-details/#project/597888-EPP-1-2018-1-RS-EPPKA2-CBHE-JP>) will enable to achieve wider visibility of project results. The platform also makes available products/deliverables/intellectual outputs which are the result of the projects funded.

The SWARM project summary will consist of the following elements:

- context/background of the project,
- objectives of the project,
- number and profile of participants,
- description of activities; methodology to be used in carrying out the project,
- a short description of the results and impact envisaged; the potential longer-term benefits.

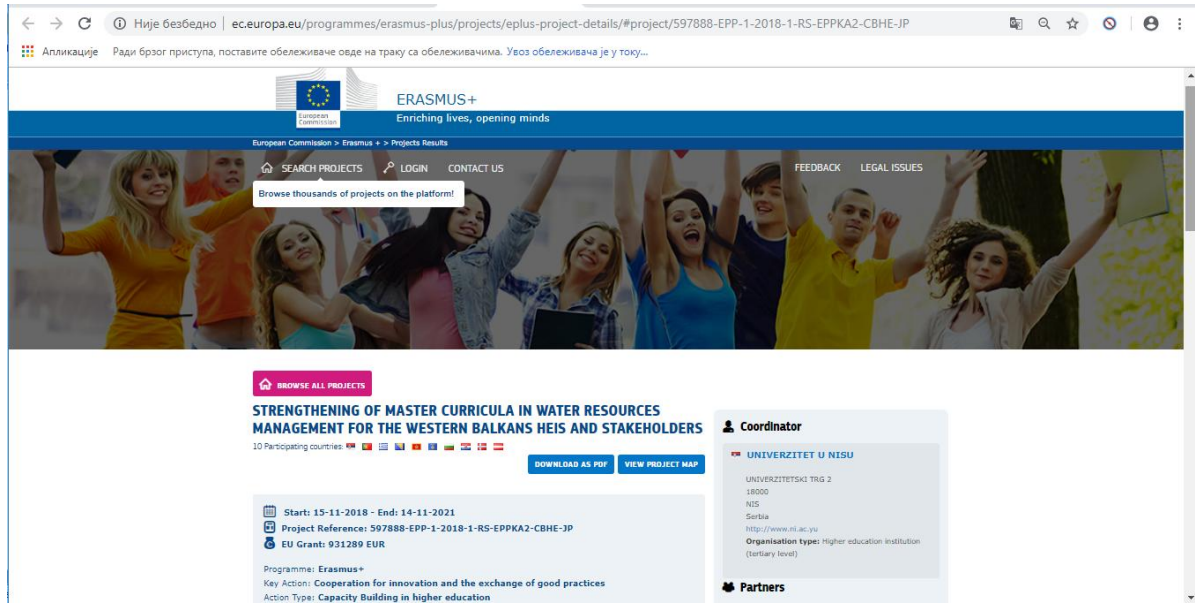


Figure 10 Erasmus+ Project Results Platform

2.5.11 SWARM partners' websites

The SWARM partners' websites will be used to disseminate results.



Figure 11 a) UNIRIFCE website, b) UNSA website

3. Time plan of dissemination, communication and exploitation activities

Several events will be organized during the SWARM implementation period with the purpose to disseminate project results. Event calendar will be posted on the SWARM website in order to provide information to partners, students and other website visitors about relevant events in appropriate areas of interest. The organization of events will be undertaken by every Consortium partner, but in coordination with the partner responsible for dissemination activities.

Table 2 shows the timeline of the key moments of communication with the target groups.

Table 2 Time plan of dissemination activities

Deliverable	Dissemination level	Target groups	Start and end date	Indicators to assess dissemination
Website created, launched and updated with developed documents (presentations, reports, survey, plans, etc.), news about upcoming events and meetings, and gallery	- International	- Project team - Teaching staff - Students - Non-academic sector (companies in the field of WRM, NGO, private sector) - Wide public	November 2018 - November 2021	Number of visits of the project web pages
Social media accounts launched and updated	- International	- Project team - Teaching staff - Students - Non-academic sector (companies in the field of WRM, NGO, private sector) - Wide public	November 2018 - November 2021	Number of page actions (page views, post engagement, followers, etc.)
Project management platform developed and maintained	- Internal	- Project team	November 2018 - November 2021	Number of uploaded documents
Promotion material (project brochure, notebook with project logo, folder, pencil, etc.) created and delivered	- Local - Regional - International	- Participants of SWARM project events and events organized by other with participation of project team members - Teaching staff - Students - Non-academic sector (companies in the field of WRM,	November 2018 - November 2021	Number of printed and distributed materials

		NGO, private sector)		
Videos, presentations and biannual e-newsletters regarding project results developed and uploaded on project website	- International	- Project team - Teaching staff - Students - Non-academic sector (companies in the field of WRM, NGO, private sector) - Wide public	November 2018 - November 2021	Number of visits of the project web pages, number of e-mails
Report on WB regional issues related to WRM uploaded on project website	- International	- Project team - Teaching staff - Non-academic sector (companies in the field of WRM, NGO, private sector) - Wide public	April 2019	Number of visits to website page
Report on EU water policies and innovation and EU recommendations and legislation in water sector uploaded on project website	- International	- Project team - Teaching staff - Non-academic sector (companies in the field of WRM, NGO, private sector) - Wide public	April 2019	Number of visits to website page
Report on master curricula related to WRM in EU and WB partner countries uploaded on project website	- International	- Project team - Teaching staff - Non-academic sector (companies in the field of WRM, NGO, private sector) - Wide public	May 2019	Number of visits to website page
Report on needed resources for harmonization of WB laboratory environment uploaded on project website	- International	- Project team - Teaching staff - Non-academic sector (companies in the field of WRM, NGO, private sector) - Wide public	May 2019	Number of visits to website page
Report on innovative practices for WRM in EU uploaded on project website	- International	- Project team - Teaching staff - Non-academic sector (companies in the field of WRM, NGO, private sector) - Wide public	June 2019	Number of visits to website page
Catalogue of competencies uploaded on project website	- International	- Project team - Teaching staff - Students - Non-academic sector (companies in the field of WRM,	October 2019	Number of visits to website page

		NGO, private sector) - Wide public		
SWARM unique set of courses uploaded on project website	- International	- Project team - Teaching staff - Students - Non-academic sector (companies in the field of WRM, NGO, private sector) - Wide public	January 2020	Number of visits to website page
Promotion of equipped laboratories – news posted and gallery uploaded on project website	- Regional	- Project team - Teaching staff - Students - Non-academic sector (companies in the field of WRM, NGO, private sector) - Wide public	December 2019	Number of visits to website page
News about trainings of WB teaching staff posted, related material and gallery uploaded on project website	- International	- Teaching staff - Other stakeholders	February 2020	Number of visits to website page
Promotion of accredited master curricula in WB countries by project website and social networks	- Local - Regional	- Teaching staff - Students - Other stakeholders	March 2020 - October 2020	Number of visits to website page
Promotion of student enrolment by social networks and project website	- Local - Regional	- Teaching staff - Students - Other stakeholders	March 2020 - October 2020	Number of visits to website page
Promotion of student enrolment by direct contact at concerned WB HEI with prospective students during info days	- Local - Regional	- Students - Other stakeholders	March 2020 - October 2020	Number of interested participants
Organized events regarding new/modernized master study programmes	- Local - Regional	- Management of companies of WB partner countries in the field of WRM	March 2020 - October 2020	Number of interested participants
Promotion of trainings by social networks and project website	- Local - Regional	- Non-academic sector (companies in the field of WRM, NGO, private sector) - Wide public	November 2020 - February 2021	Number of visits to website page

Promotion of roundtables regarding WRM agencies for promotion of project objectives and results	- Local - Regional	- Non-academic sector (companies in the field of WRM, NGO, private sector) - Wide public	August 2020 - November 2020	Number of interested participants
Promotion of winter/summer schools by social networks and project website	- Institution - International	- Students	October 2020 - July 2021	Number of visits to website page
Promotion of symposium by social networks and project website	- Regional	- Non-academic sector (companies in the field of WRM, NGO, private sector) - Wide public	October 2020 - July 2021	Number of visits to website page
Gallery and reports on realized trainings, roundtables, winter/summer schools, and symposium uploaded on project website	- Regional - International	- Non-academic sector (companies in the field of WRM, NGO, private sector) - Wide public	October 2021	Number of visits to website page

The main communication channels (website and social networks for trainings for professionals in water sector and new master curricula promotion) will be maintained after end of project funding to ensure project exploitation.

4. Responsibilities for dissemination, communication and exploitation activities

4.1 Division of the work

Table 3 shows responsibilities for dissemination, communication and exploitation activities among consortium members regarding WP6 activities.

Table 3 Responsibilities for dissemination, communication and exploitation activities

Activity	Description of activity	Partner in charge
6.1 Creation of the dissemination and exploitation plan for the project	Dissemination and exploitation plan will be created at the beginning of the project and will include the following key elements: purpose, audience, message, methods and timing. It will identify and organise the activities to be performed in order to promote the exploitation of the project's results and the widest dissemination of knowledge of the project. It will be planned in consultation with the project partners and approved by the Steering Committee.	Led by UNI, contributions from all partners
6.2 Development of project website and promotional materials	The project website will be created and regularly maintained and updated. Contents will be updated throughout the project's life cycle with information about events, outcomes and overall progress. The website will also serve as a platform for internal communication between partners. Profiles of the project on various social networks will be created and regularly updated. The promotional materials such as posters, brochures, pencils, calendars and bags will be printed and distributed to WB and EU partners. It will also serve for raising awareness of HEI staff, students, citizens and stakeholders on relevance of reduction of natural disasters risk.	Led by UNI, contributions from all partners
6.3 Promotional activity (Info days) for student enrolment	The info days for promotion enrolment of master students will be performed at the WB HEIs (covering consortium partners and the other related HEIs). The promotional materials will be delivered to inform future students about newly developed or improved master curricula.	Led by UNI, contributions from WB partners
6.4 Promotional activity for LLL courses (roundtables with non-academic sector)	The promotions (roundtables with non-academic sector) will be performed by HEIs staff to promote LLL courses for professionals in water sector. The promotional materials will be delivered to all interested parties.	Led by UNI, contributions from WB partners

6.5 Winter/summer schools	<p>Three winter (January 2021 – UL and AUTH, February 2021 – UNIRIFCE) and three summer schools (June 2021 – NMBU and BOKU, July 2021 – UACEG) in duration of 5 days will be organized with a participation of 13 WB students per school. The schools will be organized during the third project year.</p> <p>Selected students from each WB HEI will visit EU partner HEIs, attend lectures/exercises, compare teaching/learning methodologies in the HEI of origin and acquired knowledge with the teaching/learning methodology in EU partner HEIs and knowledge and skills of students from EU.</p> <p>The teaching staff from EU partner HEIs will define topics in line with applying innovative techniques in water resources management.</p> <p>During the same period 17 teaching staff from WB partner HEIs will be trained how to use up-to-date laboratory equipment and software purchased during the SWARM project realization.</p>	Led by UNI, contributions from EU partners
6.6 Symposium for promoting WRM in WB	<p>Symposium for promoting WRM in WB countries will be organized in the third project year by UNS in July 2021. Participants from the partner institutions (24 teaching staff) will prepare and present materials. Also, invited speakers from other HEIs and non-academic sector will take part and present material. The invited speakers' presentations will be recorded and available on-line at the project website.</p>	Led by UNI, contributions from WB and EU partners

Partner responsibilities in dissemination activities were defined and updated at the project's kick-off meeting. During the project implementation, new tasks will be allocated to partners and the table will be updated.

The division of work in internal and external communication and dissemination activities gives the basis to create and acknowledge operational procedures and dissemination protocols for news and information collation and processing. In addition, there will be clear understanding on lead staff with their assigned roles and responsibilities in internal and external communication and dissemination activities. The key in successful dissemination is that everyone knows who will do what; in other words the roles are clearly defined.

The division of core responsibilities in external and internal dissemination and communication activities is defined in Table 4.

Table 4 Division of core responsibilities in external and internal dissemination and communication activities

Coordinator	WP6 Leader
<ul style="list-style-type: none"> ➤ Responsible for internal communication ➤ Approving all communication and dissemination material ➤ Conducting internal communication and dissemination activities ➤ Approving SWARM Dissemination and Exploitation plan ➤ Providing and maintaining internal information sharing project platform ➤ Deciding the need and time to update and revise initial dissemination strategy and objectives ➤ Approving suggested updates to initial dissemination strategy and objectives ➤ Tasking all WP partners to their dissemination activities to all media, target groups and stakeholders ➤ Contacting partners periodically to ensure the smooth running of the strategy and deal with any snagging required 	<ul style="list-style-type: none"> ➤ Establish responsible staff and assign roles and responsibilities to its communication and dissemination activities in SWARM ➤ Conducting external communication and dissemination activities ➤ Creating Dissemination and Exploitation plan ➤ Reporting to the coordinator on dissemination activities ➤ Requesting permission from the coordinator for all external communication and dissemination material ➤ Reminding the coordinator on need to update initial dissemination strategy and objectives ➤ Proposing and updating dissemination and exploitation tactics ➤ Tracking dissemination progress and to provide additional direction and clarification on activities according to needs ➤ Measuring and evaluating the impact of the dissemination and exploitation strategy using indicators such as number and nature of event attendees/ end-user feedback ➤ Monitoring partner delivery/ attendance in relation to planned dissemination events in order to avoid duplication of dissemination activities ➤ Conducting media evaluation on SWARM ➤ Planning and providing uniform generic presentations, logos, brochures and other promotional material to SWARM ➤ Preparing content material to project publications and dissemination ➤ Providing and maintaining SWARM website, and to share information via website on SWARM ➤ Providing and maintaining SWARM social media (Facebook and Instagram) tools, and to share channels information via the social media ➤ Providing templates to internal and external use, including newsletter, presentations ➤ Delivering SWARM newsletters ➤ Ensuring that project information is disseminated ➤ Participating and delivering information on the SWARM in conferences, training events, seminars ➤ Disseminating project results for the peace keeping community ➤ Conducting media evaluation on SWARM dissemination activities

4.2 Internal communication and dissemination

Well delivered internal communication aims to increase the efficiency of the work of all partners and increase the understanding of the consortium members on the mutual goals of the project whilst decreasing the unintentional duplication of work causing inefficient use of resources. The Coordinator will hold the main responsibility for internal information delivery inside the project between partners and WPs.

The primary tool for internal communication and information sharing is the internal online platform and managed by the Coordinator. The platform will contain a well structured document library covering all the WPs and dissemination material enhancing the knowledge sharing, project planning and management of the project by all members of the consortium. The online platform will be accessible via the project website which will be created and maintained by WP6 Lead Partner. The website is another primary tool for internal communication and information sharing.

Timely and steady internal information sharing is supported by Project Management Committee (PMC). PMC meetings have been arranged biannually, and it consists of the Coordinator and representatives from each Work Package (leader of WP). All PMC representatives are requested to prepare summaries of the activity in their WP, generated by seeking updates from their WP partners. PMC will also suggest what kind of information on certain internal activities and project results will be delivered for external dissemination while the final decision on the content of the information is the Coordinator's responsibility. Therefore, newsletters will be carried out in coordination with the Project Coordinator and WP6 Lead Partner.

Well defined internal information delivery will ensure that all WPs and partners are well aware of the project proceeding and other central information that will ensure the project achieves its set goals. Internal communication and information sharing to members of Steering Committee (SC) is also the responsibility of the Coordinator. However, WP6 Lead Partner is responsible for creating materials and planned events according to the acceptance of the Coordinator.

4.3 External communication and dissemination

External communication and dissemination of project results is needed to ensure that project the achievements are well circulated and raise the awareness and understanding of the key target groups, ensuring sustainability to the project. The aim is to ensure that the activities, outcomes, results and benefits of SWARM are communicated effectively to all external stakeholders. The long term, durable benefits of SWARM need to be expressed effectively and appealingly in external communications for different wide audiences. In order to achieve these goals both internal communication procedures and clear external communication planning is essential. The Coordinator is responsible for internal communication and WP6 Lead Partner for external communication as agreed with the Coordinator. To ensure smooth external dissemination activities WP6 Leader will assign responsible staff with defined roles and responsibilities to conduct and complete these tasks to a high standard. The WP6 Leader will report directly to the Coordinator, which will ensure the necessary harm and dissemination initiatives.

The external communication will be carried out through various tools (e.g. project web site, social media, electronic mailing list, project presentations in conferences, training events etc.) and especially

social media will be heavily used. The external communication will be strengthened through the use of the uniform materials (e.g. generic presentations, logos, brochures and other promotional material).

WP6 activities to ensure effective dissemination and exploitation will include following activities:

- Managing, coordinating, monitoring and implementing the dissemination and exploitation strategy and related activities.
- Tasking the partners with sourcing and driving information for dissemination to all media, target audiences and stakeholders.
- Contacting partners periodically to ensure the smooth running of the strategy and deal with any snagging required.
- Proposing and updating dissemination and exploitation tactics.
- Regular reviews and updates on the progress of the strategy including briefings, implementation and delivery and produce an activity plan.
- Monitoring partner delivery/ attendance in relation to planned dissemination events in order to avoid duplication of dissemination activities.
- Measuring and evaluating the impact of the dissemination and exploitation strategy using indicators such as number and nature of event attendees/ end-user feedback.

5. Monitoring and evaluation

Monitoring of dissemination and exploitation activities is vital, since the impact of those activities contributes to the successful project implementation and significantly strengthens sustainability of the project.

It is important that this evaluation is carried out on a continuous basis to ensure:

- an effective impact assessment and update or redefinition of dissemination activities,
- the quality of the dissemination carried out.

The following monitoring and evaluation tools will be set up:

- Statistics on the usage, reach and engagement of the website and the social networks: UNI will be in charge of analyzing trends, statistics, and the impact of each activity performed on the website and on social networks. This will allow partners to better understand the most appropriate timing, communication style and target audience of each message.
- Monitoring of workshop, trainings and other relevant events: Communication and dissemination activities within this framework will be carefully evaluated *ex ante*, *in fieri* and *ex post*, in order to maximize the visibility of the project.
- Facts and figures related to the website of project organisers: Project partners will disseminate project results by their own websites.

5.1 Evaluation criteria

In order to measure the impact and thus conduct the most accurate assessment of the dissemination activities, both quantitative and qualitative indicators will be considered.

Quantitative indicators of planned activities are:

- 7 new and up-to-date laboratories designed and equipped,
- At least 15 novel courses and learning materials developed and implemented,
- At least 90 members of WB teaching staff trained in WRM in EU partner countries,
- 6 master curricula (UNI, UPKM, UoM, UNSA, UNMO, UNS), one professional specialist studies program (TCASU) and one bachelor study program (UNI) in WRM developed, modernized and implemented by introduction of novel SWARM courses,
- At least 100 students enrolled in new and modernised master curricula,
- 7 three-day trainings conducted for the professionals in water sector by implementation,
- At least 210 participants from WB countries' water sector trained,
- 78 students participated in winter/summer schools,
- 17 teaching staff trained in using new laboratory equipment,
- Design and printing of promotional material - 3500x student guide for master curricula (20 pages per unit), 7000x promotional leaflets for master curricula, 2x roll-up banner, 100x poster, 350x notebook with project logo, 1500x folder with project logo, 1500x pencil with project logo, 1500x bag with project logo, 2000x project brochure (4 pages),

4000x promotional leaflets with project results, 420x material for training of professionals in water sector, 200x proceedings for symposium.

Qualitative indicators of planned activities are:

- individual feedback by all partners,
- feedback by enrolled students,
- feedback by trained professionals in the field of WRM,
- specific ideas about what has been successful, how to do things differently next time or new ideas for future projects.

Qualitative indicators will be obtained through the implementation of the following tools:

- evaluation lists distributed to participants at a workshop, meetings and other events,
- activities conducted within WP5 regarding quality assurance,
- self-evaluation forms for master curricula,
- self-evaluation forms for trainings of professionals in the field of WRM.

5.2 Monitoring procedures: reporting and feedback

To facilitate an accurate monitoring and assessment of the dissemination activities, and to understand the impact of the actions carried out, it is necessary for all partners to register the activities that they implement, therefore:

- all partners should prepare their dissemination activities accordingly to this plan,
- all partners should report all dissemination activities, at least every six months, as part of the project's overall reports,
- all partners should save evidence of the activities conducted.

By performing regular monitoring of the activities it is possible to assess if the dissemination plan is being carried out properly and on time. It will also be possible to see which activities had the biggest impact on the stakeholders (both in quantitative and qualitative terms) and to improve communication actions if necessary.

The monitoring is a continuing process that will assess the overall WP6 activities/results, but also evaluate each individual activity and its impact on the project as a whole. It is most likely that the Dissemination and Exploitation Plan will be updated according to the results of such evaluations.

To facilitate the process of collecting information on dissemination activities, project platform will be created to upload most relevant documents in order to be accessible to all SWARM partners.

5.3 Overview of short and long term impact indicators

Impact assessment evaluates project deliverables i.e. measure progress and quality level of final achievements. Questionnaires, observations, assessments and analysis will be used to measure project impact.

In the following tables the short and long term impact indicators of the SWARM project are presented:

Short term impact	Target groups/potential beneficiaries	Quantitative indicators	Qualitative indicators
Innovative knowledge gaining	Students	7 info days for promotion enrolment of master students organised in WB partner countries; at least 100 of enrolled and graduated students;	Knowledge assessment
Professional development	Teaching staff	6 trainings for teaching staff organised at EU partner HEIs; 90 trained teaching staff;	Professional performance, assessment, self-evaluation
Capacity building	Institution	7 new laboratories with up-to-date laboratory equipment and software; upgraded 7 libraries with new library units	Better working conditions
Raised awareness about new educational trainings for professionals in water sector and their significance	Professionals from SME and public agencies in water sector	7 roundtables organised with participation of professionals from non-academic sector; at least 210 registered participants	Interest in trainings' participation
Improved competences through educational trainings	Professionals from SME and public agencies in water sector	At least 210 trained participants; organised 7 three-day trainings	Knowledge assessment
Innovative skill and knowledge gaining	Students/Teaching staff	78 students and 17 teaching staff of realized mobilities; 3 winter and 3 summer schools organised at EU partner HEIs	Skill and knowledge improvement
Promotion of WRM in WB region	Teaching staff/professionals from SME and public agencies in water sector	1 symposium organised; 24 teachers from WB and EU HEIs presented their experience; at least 80 participant registered	Interest in implementation of new technologies

Long term impact	Target groups/potential beneficiaries	Quantitative indicators	Qualitative indicators
Quality of teaching staff	Scientific community	Number of scientific papers in international journals in the field of WRM	Quality of scientific papers
Permanent modernisation and update of master curricula	Experts in WRM in WB region	Number of new or updated courses with WRM content	Periodical reaccreditation
Graduated students with acquired knowledge that can be immediately implemented in practice	Labour market in WB region	Number of new employees/ Average time for a new graduate student to get permanent or temporary employment	Feedbacks received from employers
Collaboration among SWARM partners	Wider community	Number of joint project applications related to WRM	Quality of application achieved through the practice

5.4 Media evaluation

Media evaluation will be conducted to follow the success of the SWARM dissemination and communication activities so as to maximize the project's impact. The media evaluation also supports the recording and evaluation of the dissemination and communication strategy implementation, and highlight possible needs for changes. The media evaluation will be conducted annually, with the core focus in media evaluation being that it is conducted according to Commission communication reporting needs. Media evaluation is an integral part of the overall evaluation of the project.

The media evaluation (Table 5) will be based on quantitative and qualitative data collection and follow up on SWARM dissemination activities, followed by scientific analyze of the results.

Table 5 Media evaluation

Action	Quantitative recording	Qualitative recording
Follow up on project partners activities to share information on GAP in events, seminars and conferences	<ul style="list-style-type: none"> ➤ How often information is shared ➤ How large audience the information has reached 	<ul style="list-style-type: none"> ➤ Does the audience to whom information has been shared belong to key target groups? ➤ Has the shared information been tailored to the audience? ➤ How does the information shared support the success of SWARM?
Follow up on project partners activity to share information on SWARM in their electronic	<ul style="list-style-type: none"> ➤ How often information is shared ➤ How large audience the information has reached e.g. 	<ul style="list-style-type: none"> ➤ Has the shared information been tailored to the audience ➤ How does the information sharing supports the success of

and paper media channels	number of unique visitors on organizational website	SWARM
Has the SWARM webpage been noticed?	<ul style="list-style-type: none"> ➤ What is the amount of visits ➤ What is the amount of visits in each subpage of SWARM webpage 	<ul style="list-style-type: none"> ➤ Do visits in SWARM webpage show interests to learn more on the project ➤ Does SWARM web page show that core content information page is most visited and this supports to share the basic information on the project
Have SWARM Facebook postings been noticed	<ul style="list-style-type: none"> ➤ What is the amount of visits ➤ What is the amount of comments 	<ul style="list-style-type: none"> ➤ Do the comments written in Facebook refer to interest to follow SWARM ➤ Do the likes in Facebook point out interest of key stakeholders ➤ Do the activities in Facebook show growing interest to the project

The results of media analyze will be analyzed in order to suggest possible improvements for dissemination and communication activities and strategy, and also to record the level of knowledge and interest of stakeholders and target audience on the project.

6. Exploitation

The central objective of the exploitation plan is to maintain the main project tangible outputs (master programme and LLL courses) and intangible outputs (gained knowledge, experience and skills by students, teaching staff and participants) after the end of the SWARM project funding. Develop high quality project results is major factor that can ensure further sustainability. The following are crucial points in achieving that objective:

- Master programme
 - ❖ The attractiveness and up-to-date of the master programme based on EU best practices to the main target groups, i.e. students and professionals in water sector;
 - ❖ The accreditation of the master programmes in Western Balkan countries which will confirm quality standards of national study programmes;
 - ❖ The funding of the master programme will be achieved by incorporating into the national system of financing; self-financing students will secure revenues that will be reinvested in favour of the students or to reinforce the attractiveness of the developed or improved master;
 - ❖ The permanent management of the master programme and the maintaining connections with the WB partner HEIs.

- LLL courses for professionals in water sector
 - ❖ The quality of LLL courses is based on previously created reports in WP1 and WP3;
 - ❖ The long-term training sustainability by possible accreditation;
 - ❖ The permanent improvement of training materials.

Trainings for professionals in water sector will be free of charge during the project lifetime and after the project they will be organized and realized in line with the needs of companies in water sector.

Sustainability of the master programme will be based on two main sustainability principles:

- SWARM project attractiveness through communication, study programme quality, curricula evaluation and update, students' employability, employers' awareness,
- SWARM project operational capacity through the cohesion and involvement of the partner HEIs and a stable project environment i.e. WB partner HEIs will maintain the formed laboratories and the new teaching environment and provide dedicated staff and a regular financial resources.

7. Conclusions

This Dissemination and Exploitation Plan provides the SWARM project with a solid framework around which to begin disseminating project activities, outcomes and results. The SWARM consortium will use this as an initial strategy but the strategy will be reviewed, revised and updated according to the media evaluation results on the success of the dissemination activities. This is to guarantee effective information sharing to the key stakeholders and key audience and their involvement to the project, also to ensure short and long term success of the project.

The SWARM dissemination activities do not only rely on profoundly planned dissemination plan and strategy and their implementation but also to use of different instruments. The plan has been established by defining the objectives of dissemination, the project content to be disseminated, the target groups to be approached, the tools to be used, acts for the action plan and detailed dissemination methodology. The plan will be reviewed and updated during the project cycle in order to ensure that dissemination activities will be efficient and reach the set goals. Efficient and timely dissemination is also ensured by providing clear plans for dissemination activities in different time periods.

The instruments to be used in SWARM dissemination include both dissemination activities and concrete tools that support delivery of the SWARM key message to key stakeholders, wide audience and media. Concrete tools and materials create visibility to the project and this supports recognition of the project. The tools such as logo, website, poster, templates, and flyer also ensure that key information on SWARM is coherently disseminated and the key message and information is exactly delivered.

All project partners are involved with dissemination. This guarantees that information on each project milestone result is well disseminated. The main dissemination objective is to widely spread the project's goals and results and to reach the variety of target groups according to the project's scope. Clearly planned division of external and internal dissemination responsibilities and assigned staff to conduct the work ensure the success in the dissemination activities and the whole project.

Annex DE1 – Word document template

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**REPORT ON XXXXXXXX XXXXXX XXXX
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University of Nis



**Strengthening of master curricula in water resources management
for the Western Balkans HEIs and stakeholders**

Project number: 597888-EPP-1-2018-1-RS-EPPKA2-CBHE-JP

www.swarm.ni.ac.rs

PROJECT INFO

Project title	Strengthening of master curricula in water resources management for the Western Balkans HEIs and stakeholders
Project acronym	SWARM
Project reference number	597888-EPP-1-2018-1-RS-EPPKA2-CBHE-JP
Funding scheme	Erasmus+ Capacity building in the field of higher education
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Coordination institution	University of Nis
Project duration	15 November 2018 – 14 November 2021

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Version	Date	Revision description	Partner responsible
v.01			

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1. Heading First

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Annex DE2 – Power point presentation template



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Presentation title

Name of presenter
Name of organization

Name of Event/ Date

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Strengthening of master curricula in water resources management
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Annex DE3 – Dissemination activity form



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DISSEMINATION ACTIVITY FORM

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**Strengthening of master curricula in water resources management
for the Western Balkans HEIs and stakeholders**

Project number: 597888-EPP-1-2018-1-RS-EPPKA2-CBHE-JP

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Dissemination activity description

Date	
Place	
Author	
Institution	
Title	
Description:	

Attachment

Photos (.jpg) or other media files (.mp3; .mp4, .avi) *	Title(s)
Other personal remarks	

* Please note that a few media files (photo, video or audio) should be attached to this document as an integral part of this report and uploaded together with this .doc file.

Location, date

Signature

Annex DE4 – Newsletter template



Strengthening of master curricula in water resources management for the
Western Balkans HEIs and stakeholders (SWARM)
(597888-EPP-1-2018-1-RS-EPPKA2-CBHE-JP)

SWARM newsletter, Issue x/month year

IN THIS ISSUE

❖ **Example**



Welcome to the SWARM newsletter!

This bulletin provides information on the latest SWARM project activities.



Enjoy your reading and visit the SWARM website (www.swarm.ni.ac.rs) to find more information.

With the best regards,

SWARM project team



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EXAMPLE

Example.



For further information about the project please refer to the website www.swarm.ni.ac.rs, and feel free to get in touch with us also via swarmuni@gmail.com or on one of our other social media channels.



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