Improving *Governance* Practices at Palestinian Higher Education Institutions

Deliverable Title

Dissemination and exploitation plan

Project Coordinator:

An-Najah National University

About UniGov

The overarching goal of UniGov seeks to support the modernization, accessibility, and internationalization of HEIs in Palestine, through addressing five cross-cutting aspects of governance.

More specifically, the project seeks to:

1. Create an enabling environment to adopt decent governance, management and accountability practices;

2. Establish a clear governance framework, including well-defined and clear mission and goals;

3. Establish an effective governance and management structures;

4. Stimulate autonomy and accountability;

5. Strengthen links with different stakeholders (i.e. improve participation) in strategic planning and development activities (this will reduce the gap between recent graduates and the industry).

UniGov seeks to address weaknesses in the existing governance systems across HEIs in Palestine. By establishing a comparative study with European benchmark universities, the project seeks to establish a governance framework and then adopt innovative practices to improve existing structures.

UniGov also aims at improving the quality of higher education in Palestinian universities as it will improve the communication between the university and the labor market/other stakeholders (increase participation). In addition, it will form strong bases for the university excellence toward internationalization through establishing partnerships with European institutions.

Consortium Members

- ANNU, An-Najah National University, Palestine (coordinator)
- BZU, Birzeit University, Palestine
- IUG, The Islamic University of Gaza, Palestine
- AAUJ, Arab American University Jenin, Palestine
- PPU, Palestine Polytechnic University, Palestine
- UNISI, Università di Siena, Italy
- UL, University of Ljubljana, Slovenia
- U.C.C., University College Cork, Ireland
- UNIMED, Mediterranean Universities Union, Italy
- UE, University of Évora, Portugal

Document Information

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Abstract (for dissemination)	The current document is the Dissemination and Exploitation Plan (D.5.1) of the UniGov project. The aim of the Dissemination and Exploitation plan is to establish and run the visibility and communication infrastructure of the project, so that all activities that will be carried out during the project lifetime will be widely known with the highest possible visibility, in EU and in South- Mediterranean countries. In addition, a strategy for exploitation of project results after termination is defined as a valorisation strategy, aiming to fulfil the goal of sustainability.

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Sommario

Introduction

The current document is the Dissemination and Exploitation Plan (D.5.1) of the UniGov project. The aim of the Dissemination and Exploitation plan is to establish and run the visibility and communication infrastructure of the project, so that all activities that will be carried out during the project lifetime will be widely known with the highest possible visibility, in EU and in South-Mediterranean countries. In order to guarantee an effective promotion and exploitation of the project results, special attention will be given to make dissemination messages attractive and engaging for new stakeholders. Web-based tools, together with publications and event strategies, will be identified. Detailed information on timing, deadlines, dissemination products and target groups will also be included in the plan.

For the dissemination aspect, the project is embedded in a strong partnership of universities that will contribute all in specific dissemination activities to ensure the highest visibility of the project. Additionally UNIMED (WP leader of the WP5 Dissemination and Exploitation) can guarantee a wide network of contacts for a successful dissemination of project news, events and results.

The exploitation of this project will be implemented through ensuring the sustainability of results and impact of this project at the long-term by making its resources and educational content available to all consortium members and to other external beneficiaries. This content will include the self-evaluation tools and the "Good Governance Guideline Handbook (D3.3) and other general reports prepared during the implementation stages of WP1-3. It is also important to secure the exploitation of the project through sharing recommendations, lessons learned and results of the project with all other Palestinian HEIs directly, through direct involvement in related project's activities and workshops, or indirectly through the Ministry of Higher Education and the participation of higher education policy makers. Universities in Palestine are playing a very central role in transferring knowledge and values among the Palestinian society. Staff and students who will participate in the project activities will act as a link between the university and the larger society by disseminating and implementing the values of good governance in their daily life after graduation, thus, this would be an extended indirect exploitation for the project.

The objectives of the Dissemination and Exploitation package (WP5) are to:

- provide useful information about project results and raising awareness about the existence of those results;
- actively engage all partners in promoting project in their countries and in particular in the target countries and in general in the South- Mediterranean region;
- directly involve the target groups and stakeholders during the different phases of the project's development.

In order to guarantee effective promotion and dissemination of the project, the project has been identified different tools that will be developed and delivered within the lifetime of the project (i.e. project website, branding materials, brochures, papers, newsletter, final workshop with stakeholders ect…) On the other hand, the Exploitation Plan foresees multiplication and mainstreaming activities, the analysis of project transferability, and a set of Recommendations.

UNIMED - Mediterranean Universities Union - coordinates the dissemination and exploitation activities, and all partners are actively involved in disseminating project results and making them sustainable on the long-run. Consortium members have also actively participated in the discussion of the initial dissemination activities, such as the selection of the project logo and dissemination opportunities in their countries.

The dissemination plan will provide rich and thorough information of the project's outputs and outcomes.

It involves the dissemination of information at different levels:

1. Dissemination within the institutions involved in the project

Those activities will allow staff members each participating institution to have full knowledge and understanding of the project and the results through direct communication, public presentations,

informative materials, demonstrative activities. At least one public presentation to the staff will be organized.

2. Dissemination in other institutions

Presentation to other staff members in Institutions not taking part in the project (not part of the consortium). They will have knowledge the project and the results through direct communication, public presentations, and informative materials.

3. Dissemination to the Public (other stakeholders)

This can be achieved through public events and presentations. For instance, at the end of the project, there will be a closing conference focused on informing the public about the project, the results and the available resources and the way it can be accessed.

Task of WP5

T5.1.   Forming dissemination and results exploitation team

T5.2.   Generation of a dissemination and results exploitation plan

T5.3.   Managing project's documents, media work and training material on project website

T5.4.   Dissemination and exploitation of joint scientific production outputs

T5.5.   Disseminate project activities and outcomes at relevant events or similar projects

T5.6.   Preparation and implementation of Final Workshop to decision makers and key stakeholders

List of deliverables

Deliverable	Delivery Date
D5.1 Dissemination and results exploitation plan	28-02-2017
D5.2 Project Website	30-01-2017
D5.3 Miscellaneous Project presentations and training content	30-11-2017 30-11-2018 14-10-2019
D5.4 Final Workshop to decision makers and key stakeholders	14-10-2019
D5.5 Final Dissemination and results exploitation report	14-10-2019

1. What is Dissemination?

"… [dissemination is the] planned process of providing information on the quality, relevance and effectiveness of the project results to key actors." ***European Commission***

Dissemination is a pre-planned and constantly running process that can be understood as the transversal activity of promoting the project and its results to an extended audience beyond the project consortium.

The dissemination and communication of the project results (such as research findings, reports, tools, events, learning material etc.) move towards the direction of raising awareness about the project objectives, activities and results, as well as the needs it is addressing. Dissemination activities also support exploitation of the project results, by encouraging stakeholders to engage in and foster new initiatives, be involved in existing initiatives, as well as use the project results and share them amongst their networks.

This Dissemination Plan should be considered a working document outlining activities to be carried out, but flexible and open to changes as the UniGov project progresses.

While the three strands of awareness raising, dissemination and exploitation are likely to occur at the same time (ongoing throughout the project), the logical sequence of the three phases is:

1) **Awareness raising** (promote UniGov and inform about the existence and nature of the project)

    = Visual identity of the project, project postcard and mission statement, communication tools;

2) **Dissemination** (inform about project results as they are achieved)

    = Networking, events participation, dissemination of key achievements

3) **Exploitation** (encourage the further use of UniGov results and ensure sustainability)

    = Stakeholders involvement, national agencies for quality assurance involvement, education policy makers.

When combined together, the above three activities will maximize the impact of the project and contribute to its sustainability. In other words, the impact and sustainability of any project largely depends on the effectiveness of the dissemination activities, which build a profile for the project and a plan for valorization.

Communication will take place at two levels: the general level and the partner-based level. Disseminating results at the general level means giving them global visibility and giving UniGov a high profile at EU level. Disseminating results at the partner-based level means focusing activities of dissemination within each partner country, with a specific context-based communication strategy. In the case of UniGov, it means running activities to raise awareness in partner countries, with an extra focus on promoting Good Governance and sharing best practices in Palestine and in the South-Mediterranean countries of the region.

2. Target groups and beneficiaries

In order to achieve maximum outreach and audience involvement, it is crucial to understand who our audience is: who do we need to communicate with? As a result, all communication actions will eventually be targeted towards these stakeholders, which will be our target groups for the communication activities.

The project seeks to target two main groups, namely direct and indirect beneficiaries. Direct groups are administrative staff, whereas indirect groups are academic staff, students, stakeholders, and policy makers. These two groups were involved in the project during the planning and design phase, and will take a leading role during the implementation and execution of the different activities of the project.

The administrative staff from five different HEIs in Palestine are:

1. *Direct group/beneficiary* of this intervention. The intervention will allow the administrative staff to adopt new governance practices, while embracing new values. In addition, this targeted group will strengthen their knowledge and competencies in establishing governance and accountability systems while taking into account the cultural aspect in Palestine. The modernization of existing governance practices is an important feature to improve the quality of HEIs in the South Mediterranean institutions. At least 12 administrative staff from each Palestinian University will be trained in order to strengthen their skills and competencies. They will be selected based on their role in the organization (e.g. vice presidents for administrative affairs, college deans, financial staff, quality assurance, etc.).

2. *The indirect group* includes students, academic staff, stakeholders, and policy makers. These groups will provide input and will be involved during the development phases. They will be invited to take part in the training workshops and final conference. These parties will act as strategic partners and they will guarantee the coverage of this intervention at different levels, i.e. industry (companies and associations), government, and the larger community through the participation of and community members. Establishing and strengthening the strategic links with these different parties is the role of each individual partner.

Therefore, **sustainability** on the long run of the UniGov initiative is crucially tight to the involvement of stakeholders in Higher Education Institutions and policy makers in the Region. The UniGov project intends to modernize education and widening participation in open education, which will consequently increase the volume of virtual mobility in Europe and in South-Mediterranean Countries, opening up new flexible learning pathways and exposing students to international approaches and internationally minded educators.

3.   UniGov Visual Identity

At the beginning of the project, Partners focused on defining the project vision. Along with the definition of the project identity in terms of mission and goals, Partners also developed the project visual identity. A number of suggestions for the project logo were developed by the WP dissemination coordinator UNIMED, and presented to the Consortium members.

The following logo is the final one selected by Partners:

Partners are invited to use consistently the project logo, the templates proposed by the PM, and all materials generated from outset. This reinforces the image of the project and the perception of a project that falls under professional quality standards. Partners are required to use the UniGov Project Logo when publishing dissemination materials for the project.

A guide on the use of the Logo is available at the end of this document.

4.   Project Branding Materials

Printed materials are essential for promotional purposes. Dissemination materials will be produced according to the perceived needs of the Consortium, mainly to support the activities foreseen in WP2 – *Capacity Building* – and WP3 – *Diagnosis and Implementation of Remediation Plans.* Project postcards and flyers in particular, can be produced reasonably cheaply and in large quantities, therefore readily lending themselves to large-scale communicative purposes.

Partners will distribute branding materials on a wide scale, targeting HEIs, university managers and teachers, stakeholders and policy makers at national, regional and international level.

Leaflets and Brochures

It may consist of a single sheet of paper that is printed on both sides and folded in half, called a leaflet; it may consist of a single page with an immediate statement, called flyer; or it may consist of a few pages that are folded in half to make a brochure. For the purpose of describing the UniGov project, or promoting specific events and happenings, leaflets of different kinds will be produced and distributed by project partners. Leaflets and brochures may be produced in English or in multi-language versions according to needs.

It will be distributed in specific dissemination events in the EHEA and mainly through the UNIMED and networks of universities. Different target group will be reached in different events such as International Relation Officers, PhD Masterclass, National Agencies meeting and student conferences. The produced leaflets units will be distributed to the partners for dissemination through their various channels. The leaflets will promote the website as the main source of information. UNIMED and the University of An Najah will coordinate the design of the leaflet, which will be performed internally.

Project leaflets and brochures will be produced, for example:

- to present and promote the project and its objectives;
- to promote specific project results (such as the Guideline handbook for governance);
- to promote the implementation of Remediation Plans;
- to promote specific events (such as Final Workshop with key stakeholders);
- to promote the Online Training Course foreseen in WP2.

Indicators: numbers of printed and distributed leaflets, numbers of participated conferences where leaflets have been distributed.

Postcard

At the beginning of the project, a project postcard has been produced, which identifies the project goal, the Partners of the Consortium and the project website. The idea is to have a light and immediate tool that "speaks" of the project, raising curiosity and interest among the audience. About 500 postcards will be printed and distributed among the Partners on a wide scale.

Media

The press or any other means of mass media could be addressed in order to inform the wider public about the results of the project and motivate them to visit the project's website and benefit from its results. To be collected in annex I.

On the occasion of key events or achievements, press releases will be created and disseminated within project partners networks. Press releases may occur to:

- Introduce the project and the upcoming KOM
- Launch the Training as in WP2
- Launch the Guideline handbook as main achievement of WP3
- Promote the Final Event of the project
- Present the implementation of remediation plan and ask for contribution
- Disseminate the Recommendations developed by UniGov

Indicators: numbers of interview released, number of articles published in Media.

PowerPoint Template

In terms of corporate design, a PowerPoint template will be created that includes the logo and the UniGov project colors/branding. This template will be used for every presentation made in order to create a uniform appearance and high brand recognition factor for UniGov.

5.   Project Website

Website

A website will be released at the beginning of the project. It will be used as one of the main channels to promote the project for all target groups. The website will be updated mainly in English while some specific contents will be updated also in Arabic in order to maximize the impact of news, articles, information. Each partner will incorporate a link on his/her organization's website to the UniGov project so that all possible

visitors can have access to it. This tool is important as the website can and should be reached by all target groups. The overall coordination and management of the UniGov website is ensured by UNIMED and the project coordinator University of An Najah in collaboration of all the project partners. Google Analytics will be used as a tool to monitor website access and usage in order to better understand the profile of users coming to the website.

This information will be accessed by the Webmaster for UniGov and will be shared with project partners to assess and improve the effectiveness of the project website. The website will include information on the project such as: project description, partnership description, deliverables and dissemination materials. This will be one of the main channels for information dissemination. Users will be given access to the UniGov platform as well via the website. In order to have access to these documents, users will be asked to register. The registration process will enable the project to gather useful information about users e.g. gender, age, country. In order to share official documents internally between partners, a local Cloud will be set up. Partners will be able to upload documents and edit documents on this private secure site in order to collaborate on project outputs.

Indicators: quality and number of visitors, numbers of updated news, number of partners uploaded documents.

The UniGov project website address is the following: www.unigovproject.eu

The UniGov website will collect all the materials produced during the training sessions and regarding the best practices on good governance. This platform will be used as an instrument to facilitate the building of a cooperation network.

Indicators: project platform, number of external links to the database and platform, number of updated training materials

6. Curating a web presence (Social Media)

Use of social networks (Twitter, Facebook) is highly encouraged for dissemination of project results. A dedicated page will be created on Facebook.

The Dissemination and exploitation team will have also the possibility to use a page dedicated to the UniGov project on LinkedIn group.

Social Media will also be to disseminate events and achievements, as well as to promote discussions and engage researches, stakeholders and university staff.

Social networks are useful tools for establishing a continuous interaction with project stakeholders, for keeping daily interest towards project initiatives and events and for sharing key achievements. The main objectives of social media are:

- Spreading project information, activities and results

- Broaden the outreach of UniGov

- Exchanging experiences

- Allowing the creation of a very interactive dissemination

- Analysis of the audience feedback to adjust the communication strategy

As an example, a Twitter hashtag has been created for UniGov:

#unigovproject

Indicators: number of articles posted on Facebook, numbers of Tweet tweeted and re-tweeted by external users, numbers of like on Facebook page.

Contact details such as phone numbers/faxes/e-mails/etc. of local, national and regional policy makers,

Universities and research centers, local and national media, networks, associations, business associations, think-tanks, etc. are expected to be recorded in a Contact Database that will be created during the project. This Database will allow every member of target groups to be approached by e-mail, phone or any other available mean of communication. Regular newsletters will be sent to all the contacts list and stakeholders identified at local, national, EU and Mediterranean levels. The newsletter will contain information on achievements in the project, reports from meetings or conferences and announcements of upcoming events related to the project ongoing activities. Each newsletter will be published on the web platform and disseminate among database contacts.

Indicators: number of delivered newsletters, numbers of contacts updated in the database, numbers of people reached with the newsletter.

News will be produced and published by all Partners on a regular basis, in conjunction with key results and events. Partners are invited to share project news within their network of contacts. In addition, all partners should publish a project-related page on their institutional website.

In addition, newsletters will also be produced and distributed. An online newsletter is an effective way to keep interested parties informed about the project's progress, achieved results and relevant events at local and international level. Main target will be university teachers and managers, higher education institutions, researchers and stakeholders in the field of higher education, etc. The main channel of distribution will be the Partner network of contacts, as it naturally happens for large associations as UNIMED for example. Main goal will be to spotlight the project and its main initiatives to a large interested audience.

Each news/newsletter should include:
- Basic information about the project
- Key Information about the result achieved or the event to be promoted
- Contacts and useful resources.

7.   Scientific Papers

Scientific papers will be also written by partners and submitted to international thematic conferences. Scientific papers are for sharing the project vision, its objectives, strategies adopted, main activities and results. As such, they need to inform, not to impress. They must be highly readable – that is, clear, accurate, concise. Papers should be suitable for publication, they must convince their audience that the research presented is important, valid, and relevant to others in the same field. To this end, they must emphasize both the *motivation* for the work and the *outcome* of it, and they must include just enough evidence to establish the validity of this outcome.

Occasions for scientific paper publication will be identified by Partners during the project progress.

8.   National and International Conferences

Further dissemination activities will be scheduled to coincide with major events organized by the partner institutions, other university networks and related associations in Europe and beyond. A list of events will be circulated among partners in order to be filled in. The event list will be available on the website.

Indicators: number of events listed, number of events in which project partners participate.

An effective dissemination plan must include organization of, and participation to, key events and thematic conferences. Presenting UniGov to an audience will be essential to:
- engage stakeholders through discussion and confrontation
- present the project as a living creature, involving the audience in its development
- understand the response of target groups to the project proposals

- measure the impact of project outcomes

- receive feedback and inputs for future implementation.

Thematic Conferences

Each partner will identify national, regional and European conferences focusing on governance in higher education, quality assurance mechanism, good governance policies, etc. Each partner will be encouraged to submit scientific papers describing the UniGov project and/or participate to the event presenting UniGov and its current achievements.

Participation in conferences and workshops represents an opportunity to promote the project, to learn about new developments in higher education, to connect with other universities and research centers. This is particularly true for the South-Mediterranean region, where Partners intend to explore the possibilities given by good governance and create a network with other potential higher education institutions.

Meetings with stakeholders

Consultation with stakeholders will be performed by Partners for dissemination and long-term planning. Face-to-face communication is considered a must for visibility and dissemination, and is intended not only as **formal meetings** but also as **informal meetings**. Indeed, informal interactive and flexible meetings with stakeholders are as important as official consultations, as to let partners get direct feedback and inputs.

The idea is to identify and get in contact with several stakeholders - such as university managers and educators, local and national HE networks, Ministries of Education, etc – interested in adopting/supporting the remediation plan, developing a long lasting "good governance" strategy within their institutions, experimenting and applying the Online Training Course, participating in the production and implementation on the remediation plan.

Meetings will be planned in the framework of WP5 and will start during the second year of project.

9. Final Project Event

In order to ensure that the values and goals of the project are well understood and adopted by decision makers and policy makers at the partner Palestinian HEIs, as well as the other stakeholders of the project, a workshop will be organized at ANNU, and those targeted people will be invited in order to aware them about the importance of their support to the sustainability of the project results. One of the most important expected obstacles of the project is the resistance for change by leaderships and those who are in powerful positions at participating universities. Thus, the participation of highest authorities at participating institutions is highly intended in order to guarantee the sustainability of the project impact at the long-term after the end of the project.

The conference will also be a perfect launching pad for sharing and circulating the Recommendations for policy makers, managers of universities, teachers and educators willing to adopt the good governance approach and further develop the Action Plans on good governance.

10. What does Exploitation mean?

The verb "to exploit" means to make good use of something, so that it is more productive or beneficial. In the context of the UniGov project, this involves maximizing the potential of our activities so that our results are used to the best advantage. Exploitation consists of mainstreaming and multiplication:

- Mainstreaming is the planned process of transferring the successful results of initiatives to appropriate stakeholders and decision-makers at local, regional, national or European levels;
- Multiplication is the planned process of convincing individual end-users and immediate stakeholders to adopt and/or apply the results of the project.
-

Exploitation activities have the key objective of maximizing the impact of project results by optimizing 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, regional, national and European levels.

For the UniGov project, exploitation means making more institutions to share the success, experiences and lessons learned during the project life, and make more HEIs in Palestine to access the good governance strategy and framework.

For the purpose of multiplication and mainstreaming, an exploitation strategy is outlined. After a deep analysis of the project transferability, a strategy has been drafted and will be constantly discussed among Partners to adjust the exploitation activities to project progressing.

11. Different types of exploitation activity

Events and Networks of contacts

As mentioned in the previous paragraphs, mainstreaming and multiplication will be ensured by Partners' participation in key thematic events and through consolidated networks and contacts with local authorities and universities.

The transfer of knowledge will be a key step in ensuring the project results to be beneficial even after its end. It will be critical to engage institutions and their staff in the project, with promotion and dissemination activities, with the ultimate scope of giving them support in leading their own path of innovation. Ultimately, the effective exploitation of the results will be in the hands of the universities and faculties involved, which are sensitive and responsive to appropriate strategies and models for dealing with university governance.

Recommendations to Policy-Makers

Despite it is not on the short-term goals of the project, UniGov has the potential to influence at policy level. It will be done by providing policy-makers with a collection of Best Practices and a set of Recommendations on how good governance can aid the achievement of national goals for educational development in each country involved in the action. Actually, through the networks established in the project, it is possible to involve policy makers in the design of the strategies for promoting good governance, which can turn in and lead to improved legislation. By influencing policy and practice, we may be able to embed results in institutional strategies, training systems or educational practices of relevant organizations, therefore securing their longevity.

12. Reporting Dissemination and Exploitation activities

It is important for all partners to keep an accurate record of the dissemination activities they carry out in the framework of the project. In particular, Partners will need to communicate key information to the WP5 leader UNIMED, thus contributing to the reporting of activities (which is crucial in order to fulfill the reporting obligations of the consortium to the European Commission).

Monitoring, keeping track of the outcomes and outreach of the dissemination activities is crucial in order for the Consortium to be able to evaluate the effectiveness of the dissemination activities. For this purpose, a Dissemination Log will be created (Annex II).

Moreover, each partner will fill out reports on conferences and events (Annex III Event Report).

The report forms are attached to this document.

All Project Members are therefore expected to:

- Identifying and informing on dissemination opportunities (events, publications, we presence, etc.)

- Disseminating achievements of their respective work packages (flyers, press releases, etc);

- Using their network to support the dissemination of project information;

- Presenting the project at relevant conferences, workshops and other events;

- Engaging key stakeholders to act as multipliers and to motivate others.

Annex I - Glossary

This glossary is adapted from the European Commission's glossary of terms for the Lifelong Learning Programme 2007-2013 and provides information about commonly used terms in this document and by the European Commission in general in the field of dissemination.

Awareness Raising: Publicizing, promoting and creating visibility on the existence of the project, its aims, objectives and activities in order to achieve awareness among the target group. This definition excludes the publicizing of results. As such, promotion and awareness raising is an activity with a broader focus that introduces the project to the target group.

Communication: For the purpose of this document "communication" will refer to both awareness-raising and dissemination activities. Communication in this context refers mostly to external communication and not to internal communication among the consortium and within the partner organisations.

Dissemination: Dissemination is defined as a planned process of providing information on the quality, relevance and effectiveness of the project results to key actors. It occurs as and when the results become available.

Exploitation: Exploitation consists of 'mainstreaming' and 'multiplication' which both aim at creating maximum impact and sustainability of the project's results. Dissemination and exploitation are distinct but closely related. Keys for successful exploitation of results are: to produce relevant results that satisfy the demands of providers, policy-makers and ultimately society more generally; to ensure, through the use of effective dissemination and exploitation, that such results reach the right target audiences in a format and at a time which enables them to benefit from them

Impact: Impact is the effect that the project and its results have on various systems and practices. A project with impact contributes to the objectives of programmes and to the development of different European Union policies.

Mainstreaming: Mainstreaming is the planned process of transferring the successful results of the project to appropriate decision-makers at local, regional, national and European level, so as to create an impact on policy and practice. This process includes identifying lessons, clarifying the innovative element and approach that produced the results, their dissemination, validation and transfer. More specifically, mainstreaming also defines the phase of transfer and the way in which other actors take account of the elaborated results, approaches and key elements

Multiplication: Multiplication is the planned process of convincing individual end-users to adopt and/or apply the results of programmes and initiatives.

Sustainability: Sustainability is the capacity of the project to continue to exist and function beyond the end of the contract. The project results are used and exploited continuously. Sustainability of results means use and exploitation of results in the long term.

Valorisation: 'Valorisation' is the French term for dissemination and exploitation of results, also used in the European context. Valorisation activities are required to ensure that the results of the LLP are appropriately recognised, demonstrated and implemented on a wide scale.

Annex I – Dissemination Log

PARTNER NAME:

When	Dissemination Tool	Description of the dissemination activity	Impact	Resources
Indicate when the activity took place	*Indicate which kind of activity has been implemented: flyer production, press release, scientific paper publication, promotional email, newsletter, social media, web presence, etc.*	*Describe the activity of dissemination implemented*	*Indicate an estimate of the impact of the activity, if possible*	*Evidence of the dissemination activity: link to a website, pdf document, picture, screenshot, etc.*
EXAMPLE: February 2017	Web News	News on the UNIMED website about the KoM meeting		
…..	…….	……..	……	………

Annex II– Event Report

Name of the event:

Type of event: *(Seminar, Workshop, Conference, National Forum, etc)*

Date:

Venue:

Number of participants:

Type of participants: *(policy-makers, HEIs managers, teachers, etc)*

Programme of the event: *(insert the link to the webpage of the event)*

Attachments: *(List of Participants, Presentations, Background Documents)*

Brief overview of the event and of the issues addressed in the event

Contribution of the Partner attending the Event

Key messages, outcomes, recommendations

Annex III – Individual Partner meeting with Stakeholders Report
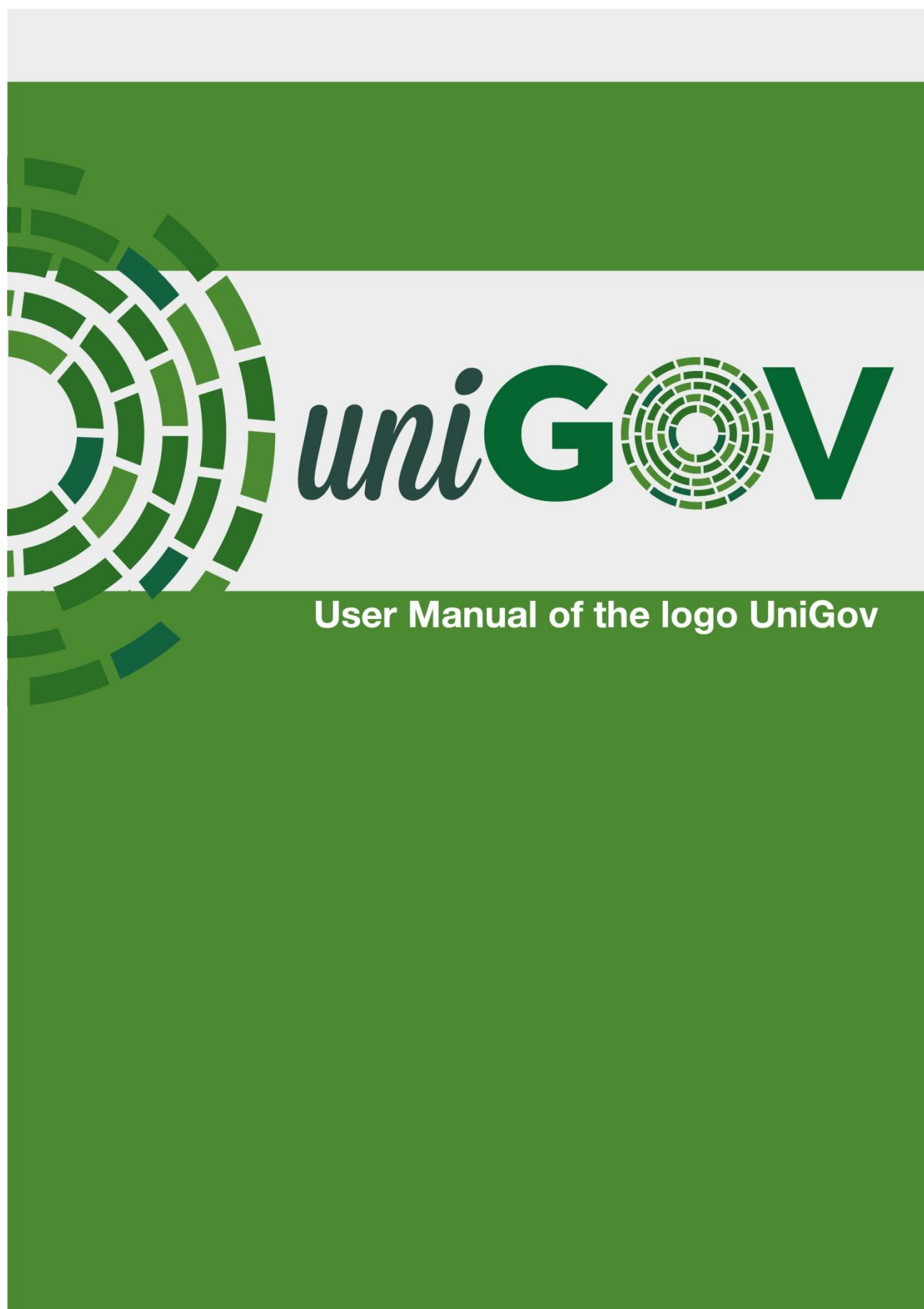
Date:

Venue:

Meeting with:

Evidence of the meeting (if any): *(a picture, a signed document, video/audio recording, etc)*

Brief overview of the meeting

Main issues discussed during the meeting

Recommendation from the Stakeholder

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User Manual of the logo UniGov

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1. Logotype

This page shows the logotype divided into its component parts: the stylized book and the style of the name.

Although the manual sets out specific guidelines for the correct use of the logotype, there may be cases when it would be suitable to apply it in a not shown manner.
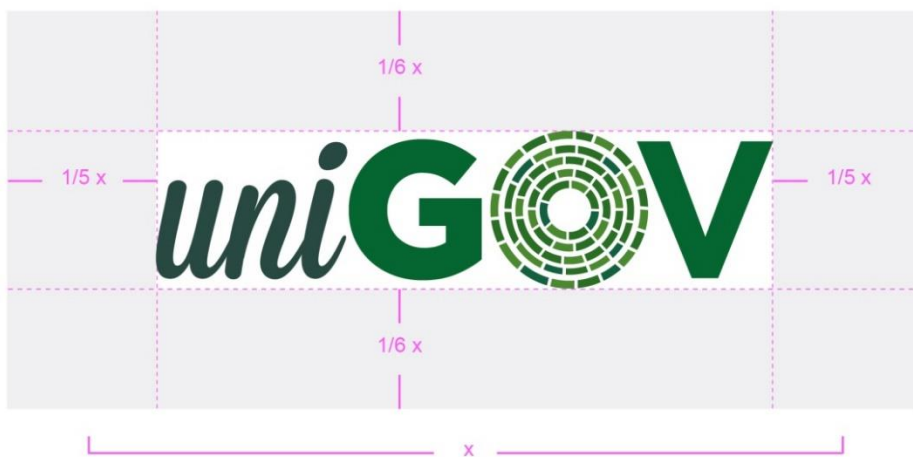
In this particular case, previously, it is necessary to ask for the approval.

1 a. Symbol
The stylized book

1 b. Logotype
The combination of symbol and name style

2 a. Main logotype

2. Border area, colors and minimun size

1/6 x

1/5 x

1/5 x

1/6 x

x

The multicolour logotype shown on this page is defined "main logotype" The colour scale used is composed of the colors shown below.

This version, to be used as the main one, must always be applied on a white or gray color (max 10% K), keeping the border area, ie the minimum distance from other elements.

Border area

2 b. Colour Scale of the main logotype

C 80	R 225
M 46	G 160
Y 62	B 40
K 50	
PANTONE 560C	

C 90	R 56
M 33	G 102
Y 96	B 57
K 26	
PANTONE 349C	

C 74	R 99
M 23	G 137
Y 100	B 60
K 8	
PANTONE 7741C	

C 83	R 72
M 30	G 111
Y 100	B 46
K 20	
PANTONE 7742C	

For the colors reproduction in CMYK, RGB, o PANTONE® is necessary to follow the specifications shown on this page.

Minimum size allowed of the main logotype can't be below 25 mm in length(x not less than 25 mm).

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3. One color and Black/White.

This page shows the main logotype one color Pantone (Pantone® 130C) in positive and negative version. The main logotype one color Pantone can be used on white or light colored backgrounds or on illustrations and photographic backgrounds on pale color. The main logotype one color white must be used on black or on dark backgrounds or illustrations and photographic backgrounds on dark color.

The versions must be taken where the use of multi-colored logotype is not possible. For example, for the absence of color in the elaborate or in the case where the whole graphic design requires the use of one color black or white in coherence with the other elements.

3 a. Main logotype one color Pantone

3 b. Main logotype one color white

3 c. Main one color white on photographic background

3 e. Main logotype one color white

3 d. Main logotype one color black

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4 a. Do not alter the proportions between symbol and style name or parts of it.

4 b. Do not modify the position of any element logotype.

4. Things not to do

To ensure correct and consistent application of the logotype in various layouts, or in web, and not to make mistakes in processing, we must observe some rules.

This page shows some incorrect and not allowed uses of the logo Rescue

4 c. Do not distort the logo in any way

4 d. Do not change the colors of the logotype.

4 e. Do not turn or tilt the logotype.

4 f. Do not apply contours or effect the logotype

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Improving Governance Practices at Palestinian Higher Education Institutions

UniGov