

The logo graphic consists of five curved, overlapping bands in purple, blue, orange, green, and grey, flowing upwards and to the right. Below these bands is a white, stylized, curved shape resembling a drop or a swoosh.

Elevate™

Elevating
the internationalisation
of higher education
in Moldova

Communication and
Dissemination Strategy Manual



Elevate[™]

Elevating the internationalisation of higher education in Moldova

Project Acronym:	ELEVATE
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v.03	10/08/2017	Consolidated version of the document	P1-ASEM

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1. CONSORTIUM MEMBERS

Lead Partner



Academy of Economic Studies of Moldova
(ASEM) (www.ase.md)

EU partners



The Maastricht Graduate School of Governance
(MGSOG) (www.maastrichtuniversity.nl)



Mykolas Romeris University (MRU)
(www.mruni.eu)



Buckinghamshire New University (BUCKS)
(www.bucks.ac.uk)



University of Maribor (UM) (www.um.si)



European Policy Development and Research
Institute (www.epdri.si)

PC Partners



The Technical University of Moldova (TUM)
(www.utm.md)



State Agrarian University of Moldova (SAUM)
(www.uasm.md)



Alecus Ruso State University of Balti (USARB)
(www.usarb.md)



Cahul State University "Bogdan Petriceicu Hasdeu"
(www.usc.md)



Comrat State University (KDU) (www.kdu.md)



The National Council of Rectors of Moldova
(NRCM)



The Ministry of Education of the Republic of
Moldova (ME) (www.gov.edu.md)

Associated partners



TRIMETRICA" S.R.L. (www.trimetrica.com)

2. INTRODUCTION

Dissemination of information and communicating about project's activities are key elements of its success. A proper strategy in this regard offers the possibility of project's partners to share

results and deliverables to wider audience including stakeholders and public. Therefore, it is ensured an efficient project take-up providing increased sustainability of its long term outputs and outcomes.

The first version of the present Strategy for dissemination and raising awareness was written in January, 2017. The document is supposed to be updated during the project implementation as appropriate and with the consent of partners. Due to the importance of dissemination for the project, update of this document in the course of project implementation will be an important project activity.

Following the guidelines from Erasmus+ Programme and documents regarding to Dissemination and Sustainability of the project, the ELEVATE Dissemination Strategy presents how the planned dissemination will ensure appropriate use of the results during and beyond the lifetime of the project.

It presents the dissemination strategy, the target groups, different dissemination tools, events, dissemination calendar, methods of monitoring and assessment. All project partners will be actively involved in the fulfilment of the agreed objectives in this document and its updated versions.

The aim of Work-package 6 of the ELEVATE project is to disseminate project results, both among partners and within their institutions and outside the consortium. The main project dissemination goals are:

- to ensure the best coordination and optimal use of project resources and results during and beyond the lifetime of the project;
- to raise awareness of external audience about the project through a number of dissemination activities;
- to explain the project target audiences the benefits of elevating the internationalisation of higher education in Moldova;
- to make project outputs available to a wide range of stakeholders;
- to communicate the project results to the target audience;
- to increase awareness of both project partners and general public regarding project issues and promote best practices that lead towards this direction.

3. PROJECT DETAILS

3.1. Strategic objective

ELEVATE projects aims to develop and implement meaningful, transparent and far-reaching national and institutional strategies, policies and measures that will ensure a long-term systematic and strategic approach to the internationalisation of Moldovan HE and research, facilitate international relations across Moldovan universities and raise the quality and scope of international partnerships established within EHEA and ERA.

3.2. Specific objectives

- 3.2.1 To develop and advance national legislative which will elevate the process of internationalisation of Moldovan higher education and research.

- 3.2.2 To build the university integrative function through institutional policies for the internationalisation of education, research, mobility and services.
- 3.2.3 To enhance institutional capacities for effective participation in large-scale international collaborations.

3.3. Total cost of the project

EC Grant: 778.194 EUR

3.4. Outputs

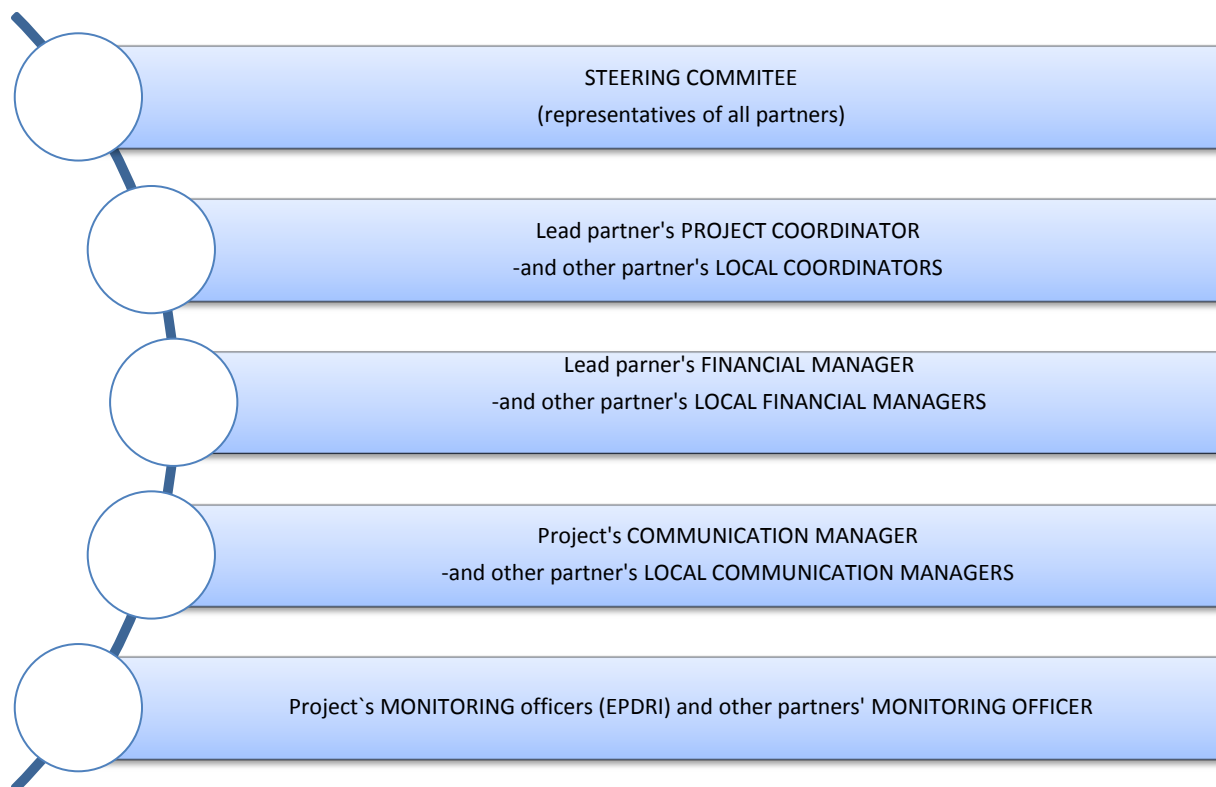
1. National strategy of internationalisation of higher education and research;
2. National standards of accreditation for joint & double degrees;
3. National strategy of academic mobility and recognition of degrees;
4. University Internationalisation strategies/each Moldovan partner;
5. University guidelines for academic recognition of degrees and mobility periods/ each Moldovan partner;
6. University strategies for increasing the quality and scope of academic mobility/ each Moldovan partner;
7. University guidelines for recruitment of foreign PhD students, teachers and researchers/ each Moldovan partner;
8. University Action plan for participation in the European Research Area / each Moldovan partner;
9. Recommendations for university research project management and talents development
10. Online benchmarking tool of internationalisation of higher education and research.

3.5. Coordinator contact details

<i>Name and surname</i>	Dr. Olesea SIRBU
<i>Institution</i>	Academy of Economic Studies of Moldova/ Centre for European Integration Studies (CSEI.ASEM)
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<i>E-mail</i>	oleseasarbu@gmail.com
<i>Phone</i>	+373 22 402834

4. CONSOLIDATED STRUCTURE OF INTERNAL COMMUNICATION

This document serves as a starting point for organization of internal communication flow. Responsible persons and contact information will be constantly updated throughout the project's lifetime and displayed on project's website in the internal section.



Communication flow follows management structure, which was set at the beginning of the project. Four main groups of project management are Steering Committee, project coordinators, financial managers, communication and monitoring managers. Their tasks and contact information are listed on the project's webpage (www.elevate-project.md/contacts)

Main communication tools for day-to-day coordination remain e-mail, Skype and telephone. Internal documents are shared through the project's webpage (www.elevate-project.md)

4.1. Rules of internal communication

Language of all internal communication is English. All contacts on the ELEVATE project are gathered in the WORD file, shared on project's webpage and updated regularly. Communication of general interest and on key issues will always be written (via email). As a general rule, all email subjects regarding the project should start with the name of project "ELEVATE_issue_issue", to make the communication via e-mail more transparent.

5. DISSEMINATION STRATEGY

To define the dissemination strategy of the project activities, it is necessary to consider the following very important challenges ascertained in the project application: lack of modern and innovative national legislation in the field of HE internationalisation and poor Moldovan university performance in this field.

Bearing in mind the above challenges, properly set strategy for the dissemination in this project should, in addition to support the project, be an efficient tool for the realization of the project's objectives rather than only be means to disseminate information on the activities and achievements. In this regard dissemination should not go beyond the limits of this project just

across the targeted audience, but also constantly improve the methods and procedures for dissemination and communicating to reach the project's expected outputs.

ELEVATE project will be highly visible and will actively seek publicity of the realized project outcomes in order to fulfil its purpose. Project team will utilize several methods of dissemination, both formal and informal, in order to engage the target audience. In addition to the dissemination activities, and described in this section, it is important to keep day-to-day collaborative work within project team. The ELEVATE's communication managers of each partner will take significant steps for the dissemination of all project activities, along with the promotion of knowledge transfer and research. Feedback in these activities will be used to perform other forms of dissemination, whenever the opportunity exists. In this context, of particular importance will be the exchange of information with related Erasmus+ projects, with the aim to, achieve additional quality through synergy.

This Dissemination Strategy will be continuously reviewed based on the recommendations of regular meetings of the Strategic Steering Committee (Executive and Consortium Boards), Project Support Team and Quality Assurance Project Team, as well as by external stakeholders through relevant procedures and forms, such as questionnaires. Modifications will be made whenever needed to ensure that the dissemination actions are in line with the system of dissemination at universities and remain relevant and achievable.

The target groups considered by the dissemination strategy are determined having in mind the purposes of dissemination. The project will aim at three levels of dissemination:

a) **AWARENESS RISING** - will mainly involve delivering the main message of the project in relation to its aim and objectives (information days, open door days, printed and electronic promotional material - logos, leaflets, posters, roll up, notebooks, folders, pencils, bags etc), web portal;

b) **UNDERSTANDING** - will require providing of more detailed information on the project purposes and methods: electronic and printed brochures, electronic material on web portal, EU good practice reports, thematic workshops, final conference, etc;

c) **ACTION/PARTICIPATION** - involvement in each of these three stages will provide the basis for dissemination for action, where the project outputs will be presented: (i.e. National strategy of internationalisation of higher education and research; National standards of accreditation for joint & double degrees; National strategy of academic mobility and recognition of degrees; University Internationalisation strategies/each Moldovan partner; University guidelines for academic recognition of degrees and mobility periods/ each Moldovan partner; University strategies for increasing the quality and scope of academic mobility/ each Moldovan partner; University guidelines for recruitment of foreign PhD students, teachers and researchers/ each Moldovan partner; University Action plan for participation in the European Research Area / each Moldovan partner; Recommendations for university research project management and talents development; Online benchmarking tool of internationalisation of higher education and research).

The dissemination strategy that will be followed in the project will ensure that the appropriate and most effective methods of dissemination and communication will be used for each target group, considering the special characteristics and needs. In accordance with best European Union practice and direct experiences in the dissemination of project activities, a sustainable model of dissemination will be consisted of following deliverable for different target audiences:

1. Mailing lists (e-brochures, e-leaflets, e-mails on project progress);
2. Information days, open door days, and thematic workshops;
3. Project website;
4. Articles and news published over ELEVATE platform (available at the address: <http://elevate-project.md>) as well as e-newsletters distributed through their email list;
5. Articles about the project results published in Erasmus+ newsletters;
6. Printed material (brochures, leaflets, reports, publications, etc);
7. Meetings with policy-makers and key actors for the internationalisation of HE;
8. One-to-one interviews (telephone or personal);
9. Customized trainings offered to the university staff, students, other specialized staff.

The deliverables will be structured according to main focus: University and National campaign on IoHE in Moldova and Campaign for promotion of Moldovan HE & research on EHEA & ERA.

For effective realization of this dissemination strategy it is important to review frequently the progress made and the extent to which the dissemination strategy is meeting the objective of the project. Dissemination strategy will be evaluated in accordance with principles and procedures defined by the Monitoring and Evaluation Manual. Both internal (within project partners) and external (mainly through the external experts and involved stakeholders') evaluation procedures will be followed. Within this frame, stakeholders will be able to offer suggestions for improvement and comments on the usefulness of each method or vehicle used, for example through a simple questionnaire form in the web portal, or during organized events.

6. ELEVATE PROJECT'S AUDIENCE

This project was initiated as a result of discussions among Moldovan and European HEIs, with Ministries of Education and Research, and other regional/national authorities and social partners and authorities. Enabling national HE bodies and HEIs to strategically manage comprehensive internationalisation in the provision of education, research, mobility and services are regarded to be the project's overall objective and the main underpinning of Moldova's accountable and complementary role in EHEA and ERA. The project's key target groups are Moldovan academics, researchers, students and administrators who are participating or wish to participate in international collaboration. Participation of the audience in realization of project activities is clearly integrated in the Elevate project. More than that, engagement of a wider range of stakeholders shall take place at the project level as well, as a method to disseminate the good practice created for the benefit of other interested groups, institutions and countries.

7. DISSEMINATION TOOLS

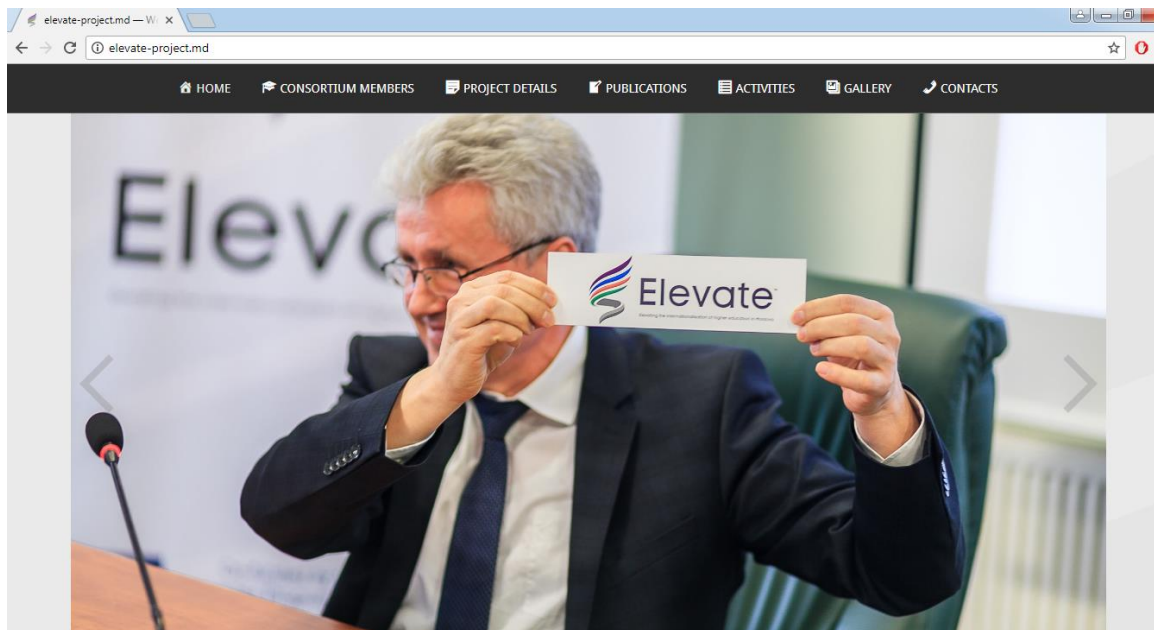
Different dissemination materials have been professionally designed and crafted and will be continued to be produced throughout the entire course of the project. More specifically, in addition to the materials described in the following sub-chapters, the dissemination materials will be designed and studied according to different communication needs, to various event typologies and being tailored to closely follow the evolution of the project.

7.1. The ELEVATE-website

The ELEVATE website: <http://elevate-project.md> has an important role in the overall project because it functions as the principle public dissemination tool for project results and news. The website will be the main source of information on the project activities and achievements: conferences, workshops, trainings, project contests, state of the art in the area of HE internationalization, research, from the aspect of strengthening the capacities of Moldovan universities in the field of internationalization. Contact information about all members of the consortium are available on the website, in order to have easier communication with those potentially interested for the project.

Main categories and sub-categories in structure of ELEVATE website are as follows:

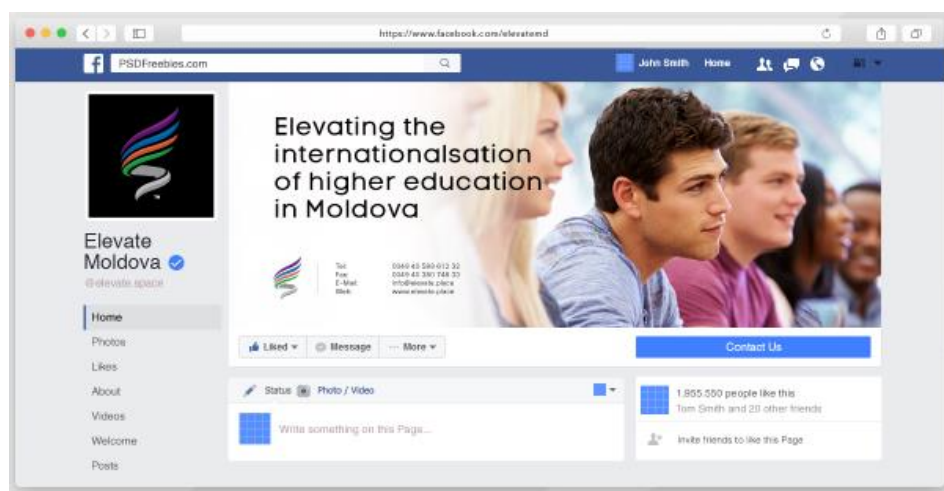
1. **Home**
2. **CONSORTIUM MEMBERS**
 - 2.1 Lead Partner
 - 2.2 EU Partners
 - 2.3 PC Partners
 - 2.4 Associated partner
3. **PROJECT-DETAILS**
 - 3.1 Objectives and main outputs
 - 3.2 Management structure
 - 3.3 Bodies
 - 3.4 Work packages structure
 - 3.5 Timeline
4. **PUBLICATIONS**
5. **ACTIVITIES**
 - 5.1 Activities 2016/2017
 - 5.2 Activities 2017/2018
 - 5.3 Activities 2018/2019
6. **GALLERY**
7. **CONTACTS**



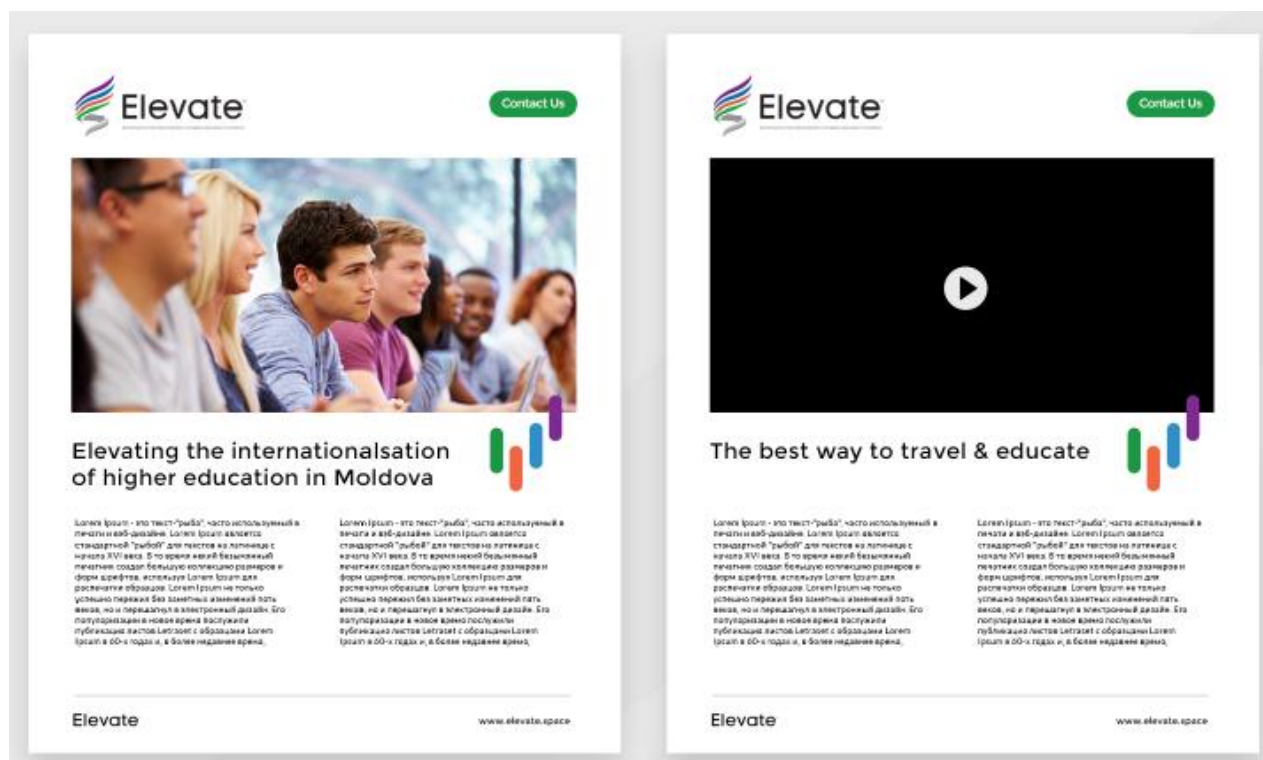
Screenshot of the ELEVATE website

7.2. Facebook page

Elevate is also available on – Facebook, an influential social media network. It has grown beyond “chatting-network” and has become a powerful business networking medium. The benefits provided by Facebook include: help the project grow; reach new contacts and opportunities; increase awareness. During the course of Elevate project Partners will use Facebook to post local news, event photos, ideas, comments, milestones, etc.



7.3. Email used for communicating about Elevate (templates)



7.4. Project identification: the Elevate logo

The incipient dissemination of the project starts with the project visibility. To achieve maximum visibility, the project needs a personality. The project identity is linked with a graphically coherent and consistent representation of the Elevate logo on project results and documentation. It's necessary that every event, presentation, newsletter, deliverable (both public and restricted), leaflet, sticker, etc. make use of this image and be consistent with its style. An attractive graphical representation helps provide interested parties with the message that the project conveys.

ELEVATE project's Logo



7.5. Printing and publishing booklets

For the really efficient promotion of Elevate project, appropriate printed and other promotional material, will be made and distributed to wider target groups and public at large. The posters will be presented periodically, at carefully selected locations, in the opportune disseminating knowledge events such as workshops, info days and other.

A booklet has been designed and printed in order to summarize the project methods, objectives and benefits available both on paper and on-line on the Elevate website.

ELEVATE project's booklet



7.6. Promotional materials

ELEVATE project's corporate folder



ELEVATE project`s CD/Sticker



ELEVATE project`s pen



ELEVATE project's T-Shirts



ELEVATE project's Cap



ELEVATE project's Textile bags



ELEVATE project's Roll-up



ELEVATE project's Brand Wall



ELEVATE project's USD Flash



7.7 Other promotional material

ELEVATE project's Power Point Presentation



ELEVATE project's Staff badge



ELEVATE project's Business card



ELEVATE project's Book Cover



Close monitoring of the execution of different communication activities will assist us in assessment of our dissemination strategy, which will help us to understand which actions and channels of communication have been more effective than the other.

The monitoring and assessment process will give us the opportunity to adjust the future project communication activities with the aim to optimise the desired results of communication and dissemination action.

9.1. The scope of monitoring and assessment

With the monitoring and assessment of the communication activities we would like to test the following four issues:

- **Target audience reached:** It is necessary to check whether the desired target audiences have been reached by the communication actions, what kind of message they received and if such message was the one we intended to convey to them. We want to know, what was their perception and feedback.
- **Actor's performances in the communication process:** we are interested that all people who were directly involved in the execution of the communication activities are enough motivated to perform their role effectively.
- **Direct outcome of communication measures:** We will assess the impact produced by the communication measures, which will give us the opportunity to compare the results achieved against those expected or foreseen when designing the communication strategy.
- **Impact on sustainability factors:** Effective communication action is a corner stone for achieving the sustainability effects of the project. We will monitor and assess which communication measures produced real impact to certain indicators which show to enhancement of particular sustainability potential, i.e. to the embodiment of the project results into the desired social, entrepreneurial, administrative and academic environment of the partner countries involved in the project.

9.2. Monitoring and assessment tools

Communication indicators

The communication indicators, which are easily identifiable and put into numbers, will be regularly monitored and assessed.

In this respect the following data will be collected:

1. How many participants there were at the events?
2. How many promotional material was delivered and to which target audience(s)?
3. How many media (all types of media) advertisements / communications have been performed?
4. How many measures for interaction with expert public (articles, scientific conferences etc.) have been performed?
5. How many journalists participated at the events?
6. How many articles have been published?

For ELEVATE dissemination events a questionnaire is prepared for participants to fulfil, to give a qualitative assessment of this part of promotion activities (see Monitoring and Evaluation manual)

The following assessment grid will help ELEVATE partner` to monitor the performance of its communication activities, which cannot be evaluated directly by the numerical indicators. It should be applied for every planned project output in the regular intervals when certain communication activities related to this output have been performed.

Output	Date
	Questions	Description
	1. How many target users your communication action has reached?	
	2. Which communication channels have been used?	
	3. Which was the direct impact of the communication actions on the target audiences?	
	4. How have the communication activities contributed to the sustainability of this output?	
	5. Are there any unexpected positive or negative results of the communication activities?	
	6. What is an overall effectiveness judgement on the communication activities related to this output?	
	7. What are the proposals to modify / improve the communication activities related to this output?	

10. DISSEMINATION CALENDAR

10.1. The major dissemination events, the partners will jointly carry out

The ELEVATE project will follow deadlines defined in the framework of the proposal. This is an updated plan for delivery of major dissemination and training events, which will be updated in accordance with six-monthly action plans agreed at each Steering Committee meeting.

Type of Event	Nr. of Events	Place	Period	Responsible partner	The partner/s who will carry out the activity	Estimated number of participants, Target group/s
Steering Committee Meeting (international level)						
The 1 st Steering Committee Meeting	1	Chisinau/ Moldova	23-24 March 2017	ASEM	All partners	At least 30 participants: Project teams' members, Project Coordinator, Members of SC, Members of QAPT team, and external expert for
The 2 nd Steering Committee Meeting	1	Chisinau/ Moldova	March 2018	ASEM	All partners	
The 3 rd Steering Committee Meeting	1	Chisinau/ Moldova	March 2019	ASEM	All partners	

The 4 th Steering Committee Meeting	1	Chisinau/ Moldova	September 2019	ASEM	All partners	quality control
Workshops (national level)						
1 st National Workshop on IoHE	1	Chisinau/ Moldova	23-24 March 2017	ASEM	All partners	At least 100 participants: Project`s partners experts, representative of public authorities, other stakeholders, external experts
2 nd National Workshop on IoHE	1	Chisinau/ Moldova	March 2018	ASEM	All partners	
3 rd National Workshop on IoHE	1	Chisinau/ Moldova	March 2019	ASEM	All partners	
Workshop on the Best practices of IR Offices and Organization of J&D degrees	1	Chisinau/ Moldova	March 2018	UTM	All partners	
Training seminars for representatives of the public authorities						
1 st Training seminar	1	Maastricht/ Netherlands	23-24 March 2017	MSoG.UM	All partners	At least 15 participants: Project teams` members, Project Coordinator, Members of NPTF group, Members of QAPT team
Training seminars for university`s top managers						
1 st Training seminar	1	Maribor/ Slovenia	21-25 November 2017	UM	All partners	At least 24 participants: Project teams` members, Project Coordinator, Members of Working Group-1 (WG1), Members of QAPT team, Executive Board`s representatives
2 nd Training seminar	2	Vilnius/ Lithuania	12-16 February 2018	MRU	All partners	
3 rd Training seminar	3	Maastricht/ Netherlands	May 2018	MSoG.UM	All partners	
4 th Training seminar	4	High Wycombe/	July 2018	BUCKS	All partners	

		United Kingdom				
Training seminars for university`s administrative staff						
1st Training seminar	1	High Wycombe/ United Kingdom	July 2018	BUCKS	All partners	At least 24 participants: Project teams' members, Project Coordinator, Members of (WG2), Members of QAPT team
2nd Training seminar	2	Vilnius/ Lithuania	6-10 November 2017	MRU	All partners	
3rd Training seminar / optional (<i>to be approved by EACEA</i>)	3	Maribor/ Slovenia	November 2018	UM	All partners	
Training seminars for university`s students						
Employability seminar	1	Balti/ Moldova	21 September 2017	USARB	USARB	At least 60 participants: Project partner`s students, administrative staffs, Members of QAPT team
Employability seminar	2	Chisinau/ Moldova	May 2018	UTM	UTM	
Employability seminar	3	Comrat/ Moldova	September 2018	KDU	KDU	
Employability seminar	4	Chisinau/ Moldova	March 2019	UASM	UASM	
Employability seminar	5	Chisinau/ Moldova	June 2019	USC	USC	
Employability seminar	6	Chisinau/ Moldova	September 2019	ASEM	ASEM	
Conferences						
Launching Conference	1	ASEM	23-24 March 2017	ASEM	All partners	At least 100 participants: Project`s partners experts, representative of
Concluding Conference	1	ASEM	Septembrie	ASEM	All partners	

			2019			public authorities, other stakeholders, external experts
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7.2. The individual dissemination calendars

The calendar of the major individual dissemination and communication events in which each ELEVATE partner will participate or organize them, will be represented each project's year at the Steering Committee meetings, in the following format:

Type of Event	Number of Events	Place	Period	Responsible partner	The partner/s who will carry out the activity	Estimated number of participants, Target group/s
INSTITUTIONAL LEVEL						
Institutional dissemination seminar/workshop						
Institutional newspaper/bulletin (articles/news)						
NATIONAL LEVEL						
Information days and public appearances						
Open door days						
National Conferences/ Workshops/ Seminars						
Mass-media appearance (TV, radio, articles in mass-media)						
INTERNATIONAL LEVEL						
International Conference/Articles						