INSPIRE

Innovative Governance Practices in
the Higher Education Institutions in Iraq

DOCUMENT TITLE:

D7.1 Dissemination and Exploitation Plan

INsPIRE

Innovative Governance Practices in the Higher Education Institutions in Iraq

Authors

University of Bagdad, UNIMED

About INsPIRE

INsPIRE seeks to achieve good governance practices in the HEIs in Iraq, including institutional values such as autonomy, accountability, participation, internationalization and well-structured management systems that assures the implementation of these practices.

European Partners:
- Bologna University, Italy
- Evora University, Portugal
- Aydin Istanbul University, Turkey
- UNIMED- Mediterranean Universities Union, Italy

Iraq Partners:
- University of Mosul
- University of Baghdad
- University of Basrah
- Al-Furat Al-Awsat Technical University
- Sumer University
- Al-Qasim Green University
- University of Basrah Oil and Gas
- Al Karkh University for Science
- Southern Technical University
- Wasit University
- Ministry of Higher Education and Scientific Research in Iraq

More at

www.projectinspire.eu

INsPIRE

Innovative Governance Practices in the Higher Education Institutions in Iraq

Document Information

Project Title	Innovative Governance Practices in the Higher Education Institutions in Iraq
Project n.	598790-EPP-1-2018-1-IT-EPPKA2-CBHE-SP
Deliverable	D7.1 Dissemination and Exploitation Plan
Work package	WP7 Dissemination & Exploitation
Date of Delivery	15/06/2021
Confidentiality Status	
Author (Partner Institution)	University of Bagdad, UNIMED
Contributor(s)	All partners
Abstract (for dissemination)	This dissemination and exploitation plan aim at defining how the priorities of the communication, exploitation and sustainability plan will be implemented to support the achievements of INsPIRE goals and objectives. Most notably, the communication will contribute to ensure the transparency of the project partnership and funding, to promote a common message on the necessity to develop skills and competences linked to the governance of Iraqi Universities, to give visibility to the main activities carried out in this framework and ultimately to contribute to the project results sustainability. The Dissemination plan will be enriched with inputs and communication needs of the other WPs of the INsPIRE project. It will also be updated during the project lifetime following possible internal monitoring on communication, and adapted to better respond to the communication needs of the project.

Table of Contents

1. Aim of the document

This document main aim is to define how the priorities of the communication, exploitation and sustainability plan will be implemented to support the achievements of INsPIRE goals and objectives. Most notably, the communication will contribute to ensure the transparency of the project partnership and funding, to promote a common message on the necessity to develop skills and competences for the modernization of the universities' governance, to give visibility to the main activities carried out in this framework and ultimately to contribute to the project results sustainability. The Dissemination plan will be enriched providing specific and customized activities for each of the identified target groups and to quantify the aimed values for each activity and identified stakeholders. It will also be updated during the project lifetime to adapt to better respond to the communication needs of the project.

2. About INsPIRE

The project aims at reinforcing institutional capacity of HEIs in strategical planning, as a prerequisite for them to compete in a global setting. Moreover, the project aims to **enhance the relevance and quality of the higher education system through the revitalization of academic life and scientific research**. In this respect, European partners could provide methodological techniques and best practices to support the development on HEIs strategical plan. Acknowledging the specifics of the local context, the European partners' support will help the Iraqi institutions to define their own priorities.

The project is consistent with EU strategy in supporting Iraq rebuilding of public institutions through capacity building. Indeed, efforts to strengthen and support the Iraqi academic institutions, particularly the universities and research centers – once among the best in the region – are also essential for the improvement of the governance of the country. Unfortunately, Higher Education is one of the sectors that experienced serious destruction of infrastructure since 2003. The rehabilitation of the Iraqi higher education system, already damaged by almost two decades of under-investment and isolation, is hampered by insufficient infrastructure and limited capacity in terms of planning, policy and management of higher education programs. The gap between the educational opportunities offered by Iraqi universities and the requirements for sustainable economic development is widening. The overarching goal of INsPIRE is to support, through the cooperation of European institutions, the rebuilding, modernization, and internationalization of the governance system of higher education institutions (HEIs) in Iraq with a specific focus on planning and programming systems. Due to the recent crisis and political economic situation, the current higher education system requires a strong intervention to face the weakness of the existing governance system.

To institutionalize good governance practices in Iraqi HEIs, which also means enforcing institutional values such as autonomy, accountability, participation, and internationalization, as well as implementing well-structured management systems, will contribute to the development of Iraqi HIEs helping them to meet the international standards.

The aim of the project is to **support HEIs in Iraq in order to make them capable of establishing a modern governance framework** through the adoption of innovative practices.

More specifically, it seeks to:
- Enhance good governance, management and accountability practices in the HEIs
- Establish a clear governance framework, including well-defined and clear mission and goals through the definition and implementation of action plans
- Strengthen the capacity of HEIs to develop their own specific strategies and to implement them effectively and efficiently by means of programming systems
- Strengthen the international relations management within the HEIs
- Improve the participation in strategic planning and development activities of non-university actors and non-state actors

3. Overview of WP7

One work package of the project is designed to address dissemination challenges, **WP7 Dissemination and Exploitation**, the aim of which is to establish and run the dissemination infrastructure of the project, so that the results and all activities related are widely known in Iraq, in Europe and in the Mediterranean region as a whole, and that the highest possible visibility is gained in the common educational arena.

Dissemination and Exploitation consists of the following tasks:

- o T7.1 Design of the dissemination and exploitation plan
- o T7.2 Creation and management of the Project website
- o T7.3 Preparation of dissemination Materials
- o T7.4 Deployment of Dissemination and Sustainability Campaign
- o T7.5 Organisation of the final Conference

The full list of deliverables foreseen for WP7 is:

Deliverable	Description	Due Date (after the amendment)	Submission Date
D7.1 Dissemination and Exploitation plan	The Project Dissemination and Exploitation Plan (D7.1) will draw up the dissemination and exploitation strategies, which will "segment" the project outcomes in relation to the target group's requirements and potential interests	15/02/2019	15/06/2021
D7.2 Project website	This is the INsPIRE multilingual project website, available in English and Arabic. Its mission is to provide a first level of information about the scope and activities of the INsPIRE initiative. Public deliverables will be available on the public area of the website.	28/02/2019	01/10/2019
D7.3 Dissemination and branding materials	Dissemination materials will be produced according to the perceived needs of the consortium, mainly to support the activities described in WP1 and WP2. The materials may include project brochures, training course leaflets, posters, informative video demo. Partners will distribute branding materials on a wide scale targeting HEIs, university managers, researchers and faculty members, stakeholders and policy makers at a national level. Scientific papers will be also authored and co-authored by partners and submitted to international thematic conferences.	28/02/2019 31/08/2021	12/09/2019 (Logo and User Manual) Multiple delivery dates

D7.4 10 sustainability conferences in Iraq	The "Events" strategy dissemination foresees that as for a "cascading effect", Iraqi HEIs partners of INsPIRE will organize by each and in different moments, one sustainability conference motivating others to use the results for own projects and changes in their institutions, especially thanks to the work done locally by the project partners. The Iraqi universities are then called to invite other local Universities not partner of the project (at least each HEI will invite2 other Iraqi HEI).	31/11/2021	Estimated date: March 2022
D7.5 Final project conference	INsPIRE final conference with decision makers will be organized back-to-back the final plenary meeting. It aims at exploiting the final project results and products and knowledge transfer. Decision makers will be invited in order to promote their active involvement in the project sustainability after the project ends. During the workshop the main potentially sustainable outcome of INsPIRE will be presented and discussed, with attention to transferability to other institutions and contexts. Policy uptake of the project actions ad results will also be part of the event. The final exploitation workshop will be organized in Rome at the premises of P1, UNIMED, coordinator of the project.	31-12-2022	

4. Project Dissemination Policy

The dissemination policy is set to support the implementation of project dissemination objectives through specifically designed dissemination activities and tools. It shall engage targeted groups to join the project and inform and develop a network of stakeholders.

The dissemination policy addresses the following issues:
- o its overall objectives and overall strategy to reach target groups and stakeholders;
- o targeted groups and stakeholders;
- o dissemination key messages to be transmitted and outcomes to be disseminated;
- o disseminated activities and tools used;
- o timing when key messages and outcomes will be disseminated;
- o responsibilities of partners in the implementation of dissemination activity.

The main principles of dissemination policy are:
- o availability: key messages and outcomes of the project have to be available for the target groups in time and form accessible for them;
- o relevance: key messages and outcomes has to relevant and customized to different target groups;
- o closeness: end-users has to be integral part of the Project dissemination activities through their needs constant analysis and feedback;
- o sustainability: the impact of the dissemination has to create long term outcomes in order to promote results beyond the end of the Project.

The critical success factor of the project is the effectiveness of dissemination, as well as the capacity of the Consortium to make project achievements fully exploited and sustainable over the long-term.

The **main objective of the dissemination strategy** is to ensure high impact of all project outcomes in terms of their relevance and sustainability. Therefore, dissemination is intended as:

- ◼ **Dissemination for awareness** on the project aimed at ensuring that the project outcomes are visible and are known during and beyond the end of the project. The target group is the general public and all the national and international stakeholders which relate to HEIs in Iraq, that do not need in-depth knowledge about the project but need to know about the developments put in place in the Higher Education sector in the country. Dissemination media, conferences, news and journals will be used as tools to reach target group and to ensure transparency of the EU expenditure. This will be done by giving visibility to the main activities carried out in the framework of the project, by publishing all the news and information on the project website, and using Partners channels to animate conversations, debates and discussion on the project achievements.

- ◼ **Dissemination for engagement** into the project aimed at involving the staff members at the higher education institutions of the Consortium, as the main target group of the project. Internal dissemination is as important as promotion of the project outside the involved institutions. The target groups must be specifically addressed, as they require a deeper understanding of the project's mission, outcomes and opportunities. The main source of

information for these target groups will be the website of the project, the event foreseen at Partner institutions, project-related seminars, presentations and mailing. The website will be also used to make **results easy to exploit** by all the project partnership and others and *to* multiply the possibilities to reach out to different stakeholders and HEIs.

- **Dissemination for sustainability** of the project aimed at ensuring continuous promotion of the project outcomes. INsPIRE involves 10 Iraqi universities plus the Ministry of Higher Education and Scientific Research, who have joined this project to address a concrete voiced problem highlighted within their education system. Thus, it is expected that aside from promotion, they would integrate the results of the project into their organizational practices, policy and capacity-building activities for staff members, ensuring sustainability of the results. This will be done through constant dialogue with the central authority, with the university leaderships and through the sharing of knowledge between the staff at the university. Training, meetings, events and presentations will be used to disseminate the project achievements and make sure these are fully owned by Partners.

5. Project message

Partners should always adhere to the following guidelines when promoting the project on their websites, other online content, press releases or in external publications.

Short Description

INsPIRE seeks to achieve good governance practices in the HEIs in Iraq, including institutional values such as autonomy, accountability, participation, internationalization and well-structured management systems that assures the implementation of these practices.

Long Description

The project aims at reinforcing institutional capacity of HEIs in strategical planning, as a prerequisite for them to compete in a global setting. Moreover, the project aims to **enhance the relevance and quality of the higher education system through the revitalization of academic life and scientific research**. In this respect, European partners could provide methodological techniques and best practices to support the development on HEIs strategical plan. Acknowledging the specifics of the local context, the European partners' support will help the Iraqi institutions to define their own priorities.

The project is consistent with EU strategy in **supporting Iraq rebuilding of public institutions through capacity building**. Indeed, efforts to strengthen and support the Iraqi academic institutions, particularly the universities and research centers – once among the best in the region – are also essential for the improvement of the governance of the country.

Unfortunately, Higher Education is one of the sectors that experienced serious destruction of infrastructure since 2003. The rehabilitation of the Iraqi higher education system, already damaged by almost two decades of under-investment and isolation, is hampered by insufficient infrastructure and limited capacity in terms of planning, policy and management of higher education programs. The gap between the educational opportunities offered by Iraqi universities and the requirements for sustainable economic development is widening.

The overarching goal of INsPIRE is to support, through the cooperation of European institutions, the **rebuilding, modernization, and internationalization of the governance system of higher education institutions (HEIs) in Iraq with a specific focus on planning and programming systems**. Due to the recent crisis and political economic situation, the current higher education system requires a strong intervention to face the weakness of the existing governance system. To institutionalize good governance practices in Iraqi HEIs, which also means enforcing institutional values such as autonomy, accountability, participation, and internationalization, as well as implementing well-structured management systems, will contribute to the development of Iraqi HIEs helping them to meet the international standards.

The aim of the project is to **support HEIs in Iraq in order to make them capable of establishing a modern governance framework** through the adoption of innovative practices.

More specifically, it seeks to:

o   Enhance good governance, management and accountability practices in the HEIs
o   Establish a clear governance framework, including well-defined and clear mission and goals through the definition and implementation of action plans
o   Strengthen the capacity of HEIs to develop their own specific strategies and to implement them effectively and efficiently by means of programming systems
o   Strengthen the international relations management within the HEIs
o   Improve the participation in strategic planning and development activities of non-university actors and non-state actors

INsPIRE is co-funded by the Erasmus+ programme of the European Union during the period January 2019 – January 2023. The project reference number is: 598790-EPP-1-2018-1-IT-EPPKA2-CBHE-SP.

Consortium

Where necessary to mention the project consortium, the following text should be used. If used online, it is reasonable to link the consortium names to their corresponding website.

The INsPIRE project is co-funded by the Erasmus+ programme of the European Union, and it is implemented by a consortium composed of: University of Siena (IT) (Coordinator), Bologna University (IT) Evora University (Pt), Aydin Istanbul University (TR), UNIMED Mediterranean Universities Union (IT), University of Mosul (IQ), University of Baghdad (IQ), University of Basrah (IQ), Al-Furat Al-Awsat Technical University (IQ), Sumer University (IQ), Al-Qasim Green University (IQ), University of Basrah Oil and Gas (IQ), Al Karkh University for Science (IQ), Southern Technical University (IQ), Wasit University (IQ), and the Ministry of Higher Education and Scientific Research in Iraq (IQ).

6. Communication flow

Communication will accompany the activities and initiatives all along the project lifetime. For this task, we design and implement a multi-channel content strategy that will facilitate our effort to reach out to different audiences in a more efficient and impactful way.

The Consortium will dedicate a substantial effort to dissemination practices. Activities will be coordinated by the University of Bagdad (WP7 Leader) and UNIMED (WP7 co-Leader), as organization provided with the adequate experience, skills and networking capacity. All partners will contribute to it, according to their respective audiences.

For the success of our action and the whole project it is crucial to work in close cooperation with our partners. The WP Leaders and co-Leaders will play a pivotal role in gathering information from the partnership and making them available in an easy-to-use format to the partnership in order to multiply the possibilities to reach out to our different target groups.

Target groups and dissemination strategies applied

The project INsPIRE seeks to support the rebuilding, modernization, and internationalization of HEIs in Iraq through the introduction of governance innovative practices. To reach this goal the planned activities, namely need analysis, training and capacity building activities, are targeted to different categories of beneficiaries, direct and indirect groups.

The first group of direct beneficiaries is composed by **top management and academic staff in charge of the overall strategic planning** to empower them and guide the process of introduction of innovative governance practices. The second group of direct beneficiaries is **administrative and academic staff** selected upon their role in the organization, such as the heads of quality offices. They will be trained in order to strengthen their skills and competencies, and then they will be the moving engine for modernization.

Indirect group of beneficiaries are internal stakeholders (other than those engaged actively in the project activities, such as students) and external stakeholders (such as representative of the third sector, local authorities, national and international organizations). The launching of consultative bodies at national and local level will establish and strengthen the strategic links with societal stakeholders, assuring a sustainable impact of the project.

Therefore, the level of the **impact** will be inside and outside the institutions:

- o Inside the istitution: administrative and academic staff will be supported along all the project life for the implementation of strategic plans.
- o Outside the institution: through the strength of the collaboration with external stakeholders, at national and local level but also at international level.

The following target groups are therefore identified:

- Iraqi universities:
    - o Leaders of HE institutions
    - o Academic staff
    - o Administrative staff
- Multipliers:
    - o International educational community and researchers on governance
    - o General audience

Specific dissemination targets are set for specific dissemination activities:

Target Group	Means of Communication to Reach These Target Groups	Indicators to measure the effectiveness of the means of communication
Leaders of HE institutions in Iraq	Targeted communication by the project team	100% of leaders of partner universities fully supportive
Ministry of Higher Education and Scientific Research in Iraq	Targeted communication by the project team Local events Training workshops	MOHESR fully supportive Participation of MOHESR representatives to events and workshops

Top Managers and Leaders	Webinars, website, brochure, social media Local events Training sessions and workshops	Webinars participants, website traffic, social media reach N. of participants to the local events N. of participants to the WP2 training
Academic staff	Webinars, website, brochure, social media Institutional mailings Local events Training sessions and workshops	Webinars participants, website traffic, social media reach N. of participants to the local events N. of participants to the WP2 training
Administrative staff	Webinars, website, brochure, social media Institutional mailings Local events Training sessions and workshops	Webinars participants, website traffic, social media reach N. of participants to the local events N. of participants to the WP2 training
International educational community and researchers on governance	Targeted mailings Invitations to events Scientific papers published Presentations in international conferences Webinars, website, brochure, social media	Webinars participants, website traffic, social media reach Participation to events and conferences N. of scientific papers published
General audience	Networking, newsletter, project website Tailored invitation to key project events	Raised knowledge about the project

7. Dissemination tools

Project logo

The following logo is the final one selected by Partners, and it is available in full color, black and white and negative. The logo chosen for the project focuses on primary colors that immediately recall the scope of internationality, communication and education. The man figure inserted in the graduation hat highlights the connection between staff and institution, as the main key element laying behind the project idea.
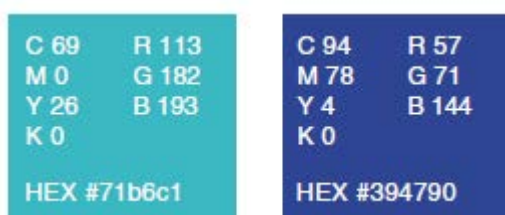
The geometric and squared line of the project name gives a strong modularity to the logotype, strengthening the institutional and structural nature of the initiative, while making the reading of the acronym easier.

The project logo in its usable versions is available on the project website. The logotypes are complemented by a User Manual, where guidelines for the use of the logo are defined.

Project Logo and User Manual: https://projectinspire.eu/inspire-logo/

Project Colors:

C 69 R 113	C 94 R 57
M 0 G 182	M 78 G 71
Y 26 B 193	Y 4 B 144
K 0	K 0
HEX #71b6c1	HEX #394790

Use of Erasmus+ Logo and programme disclaimer

The use of the Erasmus+ logo is compulsory (no changes), and any project-related event and product should clearly specify that it is funded by Erasmus+ Programme of the European Union.

All communication and promotional material should mention the following disclaimer:

This project has been funded with support from the European Union. This website reflects the view only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Project number: 598790-EPP-1-2018-1-IT-EPPKA2-CBHE-SP.

More information about the Erasmus+ visual identity is available at:

Erasmus+: Visual identity and logos | EACEA (archive-it.org)

Project templates

Project logo and the project template to be used for further project presentation have been designed and are used for all project presentations. All templates are available in the Intranet section of the website for Partners' use.

Partners will use consistently the project logo, the templates proposed, 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 INsPIRE Project Logo when publishing dissemination materials for the project.
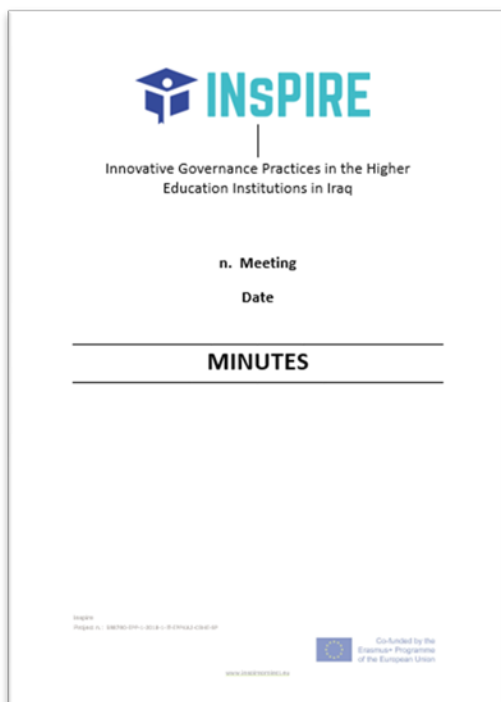
PPT Template

Deliverable template
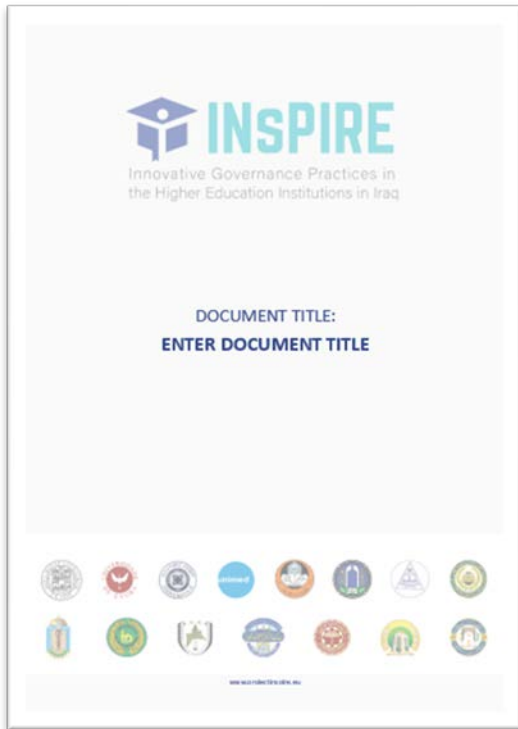
Minutes Template

Open Licence

Unless otherwise stated, all the productions of the INsPIRE Project should be under the Creative Commons Attribution-Share Alike 4.0 International License. This means that:

o users are free to share – copy and redistribute the material in any medium or format – and adapt – remix, transform, and build upon the material
o users may do so for any purpose, even commercially
o all users must give appropriate credit, provide link to the license, indicate changes made
o users may do so in any reasonable manner, but not in any way that suggests licensor endorsement.

Project website

The project website is the main dissemination tool aimed at presenting the project, informing on ongoing project activities, and outcomes generated. One of the main dissemination task will be to constantly feed the web platform with multi-media contents, news and press releases on activities and initiatives. All the communication material produced will be uploaded to the website available for partners and external who wants to further disseminate the project.

The website is composed of following sections:
- **Home**. The home section includes direct links to the distinct areas of interest for the visitors, and a video presentation of what virtual collaborative learning is.
- **The Project**. In this section the Project is explained, its mission, objectives, and goals.
- **Activities**. In this section, the activities foreseen in the project are listed.
- **Partners**. In this section partner organisations are presented, together with their role in the project and team members.
- **Results**. This section houses the main project's results achieved.
- **News**: This section features news, updates and posts from the INsPIRE consortium.
- **Photogallery**. This section presents slideshows with the project pictures.
- **Media Kit**. A dedicated session devoted to collect and made available the branding materials produced for the project, where also a Guideline for the use of the Logo is made available.
- **Intranet**. The internal section of the project accessible only to Partners with a psw.
- **Contacts**. The section destined to provide contact information and to send a message to the project team via the email for general enquires (**info@projectinspire.eu**).

The website is available at the following URL: https://projectinspire.eu/.

The website is available in English and will be made available in Arabic to support wider dissemination and exploitation of results. A wide dissemination strategy will trigger a cascading effect, motivating others to use the results for own projects and changes in their institutions, especially thanks to the work done locally by the project partners.

Miscellaneous dissemination materials

Dissemination will be produced according to the perceived needs of the consortium, mainly to support the activities described in WP2, WP3, WP4 and WP5. The materials may include a project postcard, a project poster, leaflets, social media banners, templates and more.

Dissemination will be carried out following 3 main lines:

- **Online promotion**
- **Printed material**
- **Targeted Events** (local trainings, key thematic conferences, final conference)

Promotional materials will be developed and designed along with the project achievements, and more tools may be drafted for emerging needs or events.

Institutional websites

All Partners have been asked to make the project visible on their institutional websites. This is not only a requirement of behalf of the funding Agency, but also the very first dissemination step. References to the project partners, goals, duration and contacts are recommended. Just to provide a number of examples, please find below the links to some Partners institutional websites:

University of Siena: https://www.unisi.it/internazionale/dimensione-internazionale/programmi-europei-di-formazione-e-mobilit%C3%A0/progettazione-la

UNIMED: https://www.uni-med.net/en/projects/inspire/

University of Bologna: https://www.unibo.it/en/international/european-projects-of-education-and-training/inspire-innovative-governance-practices-in-the-higher-educations-institutions-in-iraq

University of Evora: https://www.uevora.pt/en/Research/projects?id=4054

University of Baghdad: https://en.uobaghdad.edu.iq/?p=17480

University of Mosul: http://uomosul.edu.iq/pages/en/home_page/63149

University of Basrah: https://uobasrah.edu.iq/erasmus/inspire

Project website: news page

A dedicated page on the project website has been developed to share news, events and updates on the activities performed by Partners. Activities and initiatives may be internal to the project implementation (for example the participation to the KOM or the Virtual Focus Groups) or external occasions of promotion (such as the presentation of INsPIRE at the GHM 2021 as a Good Practice). The page is available here: https://projectinspire.eu/news-and-events/.

Newsletter

Periodical newsletter of the project will be produced to inform about activities and results. It will be mostly issued linked to special "events" of the project, such as the release of a key result (i.e. WP1 Report), the need to engage the target groups (i.e. participation to the training), the organization of an event (i.e. sustainability conferences) and/or unexpected achievements.

In addition, the UNIMED Newsletter is used to reach the widest audience possible. UNIMED has +7000 registered contacts receiving the newsletter, including the contact persons and representatives of the +130 member universities in the Mediterranean region, institutional partners, stakeholders interested in Higher Education and so on.
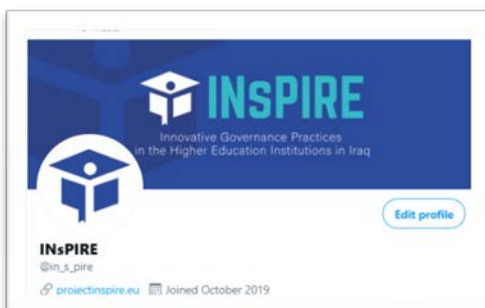
Social Media

Social Media coverage has been performed mostly using **UNIMED Social Media accounts** (Twitter, Facebook, LinkedIn), to fully exploit the potential very wide outreach of the network. Recently, an **INsPIRE Twitter account** has been also opened (https://twitter.com/in_s_pire/), and an **INsPIRE Facebook page** will be soon launched. Respectively UNIMED and the University of Baghdad will be in charge of sharing content on the Social Media page, to share news, updates and achievements.

Partners are required to send to the University of Bagdad and UNIMED news and contents to animate Social Media. Efforts will be made to manage the accounts on a regular basis. A constant flow of information, coherent with the information available on the project website, will ensure the visibility and presence of the project.

A **Vimeo channel** has been also opened to upload the recordings of the training, and make them publicly available to all the targeted learners of the MOOC foreseen in WP2. The Vimeo channel for the INsPIRE project is available here: https://vimeo.com/showcase/8364302.
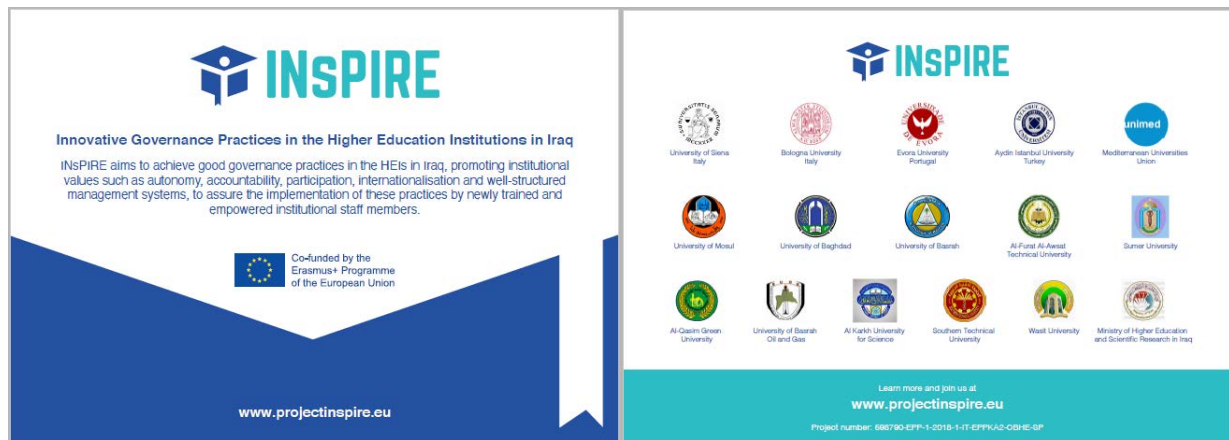
Twitter Banner

Social Media posts (examples)

Project Postcard

Available at: https://projectinspire.eu/inspire-promotional-materials/

Project Poster

Targeted Events

The project foresees a number of events of different nature, combining local workshops with international conferences. In occasion of the local trainings, the filed visits in Europe, the participation to thematic conferences, the final dissemination event, as well as when a Partner hosts a project meeting, INsPIRE will be disseminated using the tools made available by the WP Leader and co-Leader. Partners will have the duty to raise the awareness of participating stakeholders (whether they are colleagues or international actors) about the project progressing and the main achievements, as well as on the way they can be involved actively in the project activities.

At local level, through the Dissemination and Sustainability Campaign, events at Partner Institutions will support the cascading effect. Iraqi HEIs partners of INsPIRE will organize a sustainability conference motivating others to use the results for the higher projects, inviting other local Universities not partner of the project to attend and join the project.

8. Exploitation Policy

What does Exploitation means?

The verb "to exploit" means to make good use of something, so that it is more productive or beneficial. In the context of the INsPIRE 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:

- o 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;
- o 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 international levels.

For the INsPIRE project, exploitation means making more institutions to share the practices, experiences and lessons learned during the project life, and make more people, institutions and practitioners to integrate good governance practices and effective management models. For the purpose of multiplication and mainstreaming, an exploitation strategy is here outlined. However, at key points in the project lifetime, a deep analysis of the project transferability will be conducted, and the strategy will be discussed among Partners and updated, to adjust the exploitation activities to project progressing.

Different types of exploitation activities

Free use by others

It goes without saying that sharing information freely and widely, and making project results accessible and freely available is the very first step of the INsPIRE exploitation strategy. Partners will work to make project results a knowledge base which is and will stay usable to all, even after the project end. The open availability and usability of project results may also generate feedback from a wider audience than expected, increasing the effective chances of the project to have an impact beyond its target groups.

Project results are accessible primarily through the project website, which will stay alive for 5 years after the project end. They will be published and licensed under the framework of the Creative Commons Licenses, specifically results will be licensed under a Creative Commons Attribution 4.0 International License (CC BY 4.0). This means that: - users are free to share – copy and redistribute

the material in any medium or format – and adapt – remix, transform, and build upon the material. All users must give appropriate credit, provide a link to the license, indicate if changes are made.

Events and Networks of contacts

As mentioned in the previous paragraphs, mainstreaming and multiplication will be ensured by Partners' organization of local workshops, trainings and seminars, and the participation in key thematic events, plus through the connections with consolidated contacts and networks, with the engagement of local actors and other universities in the country. Indeed, sustainability of the project results is tightly related to the implementation of the institutional action plan and the formal endorsement of the project by the top managers at the institution. Moreover, the sustainability conferences to be organized in each partner institution will involve a relevant number of other HEIs in the country, maximizing the use of project results and practices at national level. 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 involved, which are (and need to be) sensitive and responsive to the strategies and models proposed.

Engagement of Policy-makers

Being INsPIRE a structural project, the Ministry of Higher Education and Scientific Research is a full Partner of the project. INsPIRE will therefore leverage on the involvement of the MOHESR for a full exploitation and promotion of results. The Ministry will be the primary actor to generate an impact on the country, mainstream project results and make them available and usable by all HEIs in the country. Important will also be to involve policy makers in the design of the new governance practices and strategies, which can turn in and lead to improved legislation. By influencing policy and practice we may be able to embed results in institutional strategies over the long run, training systems or educational practices of organizations, therefore securing their longevity.

Sustainability Measures

Sustainability is a goal of the project team since day one of the project, since all activities of INsPIRE have been planned with the idea of having a "structural impact" on the participating universities. The main sustainability tool will be the Institutional Action Plan that each HEI will prepare, undersign and implement, which will be a guiding line over the project lifetime and beyond; complemented by the strategic actions designed to internationalize universities. The Action Plan will still be on the table after the project lifetime and prone to be locally updated and expanded, according to the long-term vision of the empowered institutional leaders.

In parallel, the project coordinator is committed to use the project results in a long-term perspective, within its working group on university governance, engaging the project partners even after the project lifetime. As an example, UNIMED is involved in a wide number of initiatives on governance in the South-Mediterranean region and the project will stay as a key tassel.

Furthermore, each participating HEIs from Iraq is committed to continue working on integrating governance practices as well as making the best use of the Consultative Centres after the end of the project, leveraging on the centre as a strategic asset for institutional improvement.

The three target groups mentioned above, namely (1) the top management (2) the staff (administrative and academic staff) (3) society in general (political decision-makers, national and local institutions) are supposed to actively participate in project activities and are expected to fully appropriate the project after its lifecycle to guarantee a long-term impact.

The first target group will be able to continue its activities after the end of the project since they will have received the necessary training to be able to continue to develop (and also to design further initiatives in this direction) strategic plans and they will be well equipped to carry out these activities (the diagnostic tool will enable further self-evaluation and can be a permanent tool for HEIs durable development).

The second target group that will benefit directly from training activities will ensure training after the end of the project, for other beneficiaries, through additional initiatives, either training or networking in the field concerned. The development of strategic action plans and the Good Governance Handbook (with Arabic translation) will be the basis for new training.

The third target group will benefit from a better governance framework and, each institution will implement a specific strategic plan to be more competitive in the national and international level. The activities carry out for enhance international relations and stakeholders' engagement (T4.4 e T5.3) will assure further improvements and networking at national and international level. Thus, society in general will benefit from more competent and efficient managers, professors, and academic staff, and future graduates will be able to benefit from better training at the qualitative level.

The **pillars to secure the sustainability of the project results over time** are:

1. Early involvement of universities' managerial level. The involvement of managers, academic and administrative staff since the inception of the project, ensuring requested support and consensus on the strategies, reforms, policies and actions to be implemented over time.

2. Establishment of relationships with the policy makers, local community and local stakeholders. Partners must guarantee national coverage to the action, promoting a consultancy strategy, enlarging conversations about the project goals, establishing reinforced relations with local actors.

3. Promotion of a clustering strategy sustaining dialogue between HEIs. Dialogue among the universities of the Consortium and the Higher Education Institutions in the country is essential to progress towards the modernization of the HE system in Iraq.

4. Validated development of results. The development of products will be an iterative process: a continuous process of development and validation. Validation concerns the internal and external validation of results, by hand of the internal quality team and the external quality expert. Both types of validation will be supplemented with stakeholder consultations.

5. Managers and faculty members involved in the definition of the institutional strategic plans. Mainstreaming and embedding of the project results into current practices.

6. Involvement of the MOHESR as a leading actor for reforms.

9. Reporting and monitoring 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 WP7 Leader the University of Baghdad as well as the WP7 co-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. In order to do so, a Dissemination Log is made available in Annex II.

We will collect both qualitative and quantitative data by adopting different methodologies according to the communication tools we have used. Dissemination reporting tools are available in the Annexes of this document (Annex III – Annex IV – Annex V).

Moreover, monitoring of website visits will be also performed.

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 their efforts. For this purpose, a number of Dissemination Reporting tools are made available to Partners.

All Project partners are therefore expected to:
o   Identifying and informing on dissemination opportunities (events, publications, web news, etc)
o   Disseminating achievements of their respective work packages (video, press releases, etc);
o   Using their network and websites to support the dissemination of project information;
o   Presenting the project at relevant conferences, workshops and other events;
o   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.
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.

Annex II - Dissemination Log

PARTNER INSTITUTION:

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.*
…..	…….	……..	……	………

Annex III – 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 – 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

Recommendations from the Stakeholder

Annex V – Press release/Online coverage template

Date:

Journal Title / Organization website
Link to the article/Link to the online resource

/copy of text/

/ picture/