

101128310 — LISS24 — ERASMUS-EDU-2023-CBHE
Learn - Innovate - Sell - Succeed (LISS24)

LISS24 Promotion Plan

June 2025

Final Submission Version 3.1

This version integrates revisions following the Project Officer's comments (May 2025) regarding Article 17 compliance.

Project No. 101128310 — Erasmus+ Capacity Building in Higher Education

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Executive Summary

This version of the Promotion Plan has been revised in direct response to the Project Officer's feedback from May 2025. All identified gaps—including EU visibility compliance, KPI-based tracking, and dissemination workflows—have been addressed through corrective actions now embedded in the plan.

The Communication and Visibility Plan provides a structured framework for ensuring that the LISS24 project achieves maximum visibility, stakeholder engagement, long-term sustainability, and systematic evaluation of dissemination outcomes. It outlines how project activities and results will be communicated to target groups in a coordinated and measurable manner, ensuring compliance with Erasmus+ Programme requirements.

The revised plan integrates four overarching strategic objectives: **Visibility, Engagement, Sustainability, and Evaluation**. Each objective is linked to specific communication measures, defined responsibilities, and quantifiable indicators to monitor progress throughout the project lifecycle.

In response to the Project Officer's comments of May 2025, particular emphasis has been placed on compliance with **Article 17 of the Grant Agreement**. The plan now contains a dedicated compliance section, a monitoring checklist, and clear partner responsibilities to guarantee systematic use of the EU emblem, funding statement, and disclaimer across all communication and dissemination outputs. These measures ensure full contractual compliance and reinforce the credibility and impact of the project's communication strategy.

1. Introduction

The LISS24 project Work Package 6 - Promotion (WP 6) is dedicated to impact and dissemination. It takes the responsibility of coordinating all promotional work of the project among educational decision makers and among educational providers, companies, media and citizens. WP 6 is thereby linked to all core objectives of the project, and it is heavily contributing to forming a socially active Community of Practice of B2B sales and innovation educators.

This Promotion Plan is an integral component of WP6 - which is aimed at ensuring the visibility, dissemination, and long-term exploitation of LISS24 outcomes. It directly supports WP6 deliverables, including institutional dissemination action plans, interim promotion reports and final visibility outputs. Through clearly defined responsibilities and monitoring indicators, the Plan enables WP6 to demonstrate its contribution to the overall project impact and sustainability goals.

Our concept incorporates strong promotional elements throughout the project's life cycle, and all partners are actively involved in the promotional activities to secure wide national and international visibility in participating countries.

For the success of the concept, it is crucial to find effective ways to align business education content with STEM education. Additionally, WP 6 (Promotion) secures sustainable impact of the project by fostering integration of

university - enterprise cooperation in B2B sales and innovation competitions and business Labs into the existing structures, both in curriculum and in strategic level.

The main purposes of the project's promotion are:

- Provide Armenian and Georgian partners access to European networks of B2B sales educators
- Attract other universities around EU's Eastern Partnership Countries to join the Community of Practice of B2B sales educators.
- Attract enterprises to cooperate with Partner Universities
- Share cross-cultural business practices & support external education providers in embedding contents and practices into the new generation of STEM studies
- Raise awareness among decision makers of the necessity for business force professionalization in STEM

1.1 Organizations and Responsibilities for Promotion

1.1.1 Project Coordinator

The project coordinator (Turku University of Applied Sciences, TUAS) and its Project Manager, Dr. Arto Kuuluvainen, in line with the project's other objectives, have overall responsibility for Promotion.

1.1.2 Promotion Team

The Promotion Team consists of representatives from each LISS24 partner university (per one). It has the main responsibility for promotion and dissemination. The Team is led by the WP6 work package leader: National Polytechnic University of Armenia (NPUA), with the co-lead of the Work Package, Georgian Technical University (GTU). At that, NPUA is responsible for coordinating the planning, implementing, monitoring, and reporting promotional activities of Armenian universities, while GTU holds the same responsibilities for Georgian universities. The corrected members' list of the Team is below.

1	Turku University of Applied Sciences (TUAS)	Pinja Palm
2	Universitat Politècnica de València (UPV)	Pedro Fuentes
3	University of Applied Sciences Wiener Neustadt (FHWH)	Alexander Eigner
4	Royal Institute of Technology (KTH)	Huaan Fan
5	National Polytechnic University of Armenia (NPUA)	Lilit Ghazaryan
6	Armenian National Agrarian University (ANAU)	Hasmik Gevorgyan
7	National University of Architecture and Construction of Armenia (NUACA)	Tatevik Yedoyan
8	Akaki Tsereteli State University (ATSU)	Omar Kikvidze
9	Shota Rustaveli State University (RSU)	Khatuna Khabadze
10	Georgian Technical University (GTU)	Eduard Demetrashvili

1.1.3 Project Management Committee

The Project Management Committee includes the Team Leaders of the project Partner Universities to oversee the entire project promotional component. It evaluates promotional results based on the Action Plans developed by the project Promotion Team and takes appropriate decisions.

The list of the Committee members is:

1	Turku University of Applied Sciences (TUAS)	Arto Kuuluvainen
2	Universitat Politècnica de València (UPV)	Elena de la Poza
3	University of Applied Sciences Wiener Neustadt (FHWH)	Alexander Eigner

4	Royal Institute of Technology (KTH)	Huaan Fan
5	National Polytechnic University (NPUA)	Ruben Aghgashyan
6	Armenian National Agrarian University (ANAU)	Artur Altunyan
7	National University of Architecture and Construction of Armenia (NUACA)	Varazdat Hovhannisyan
8	Akaki Tsereteli State University (ATSU)	David Gegetchkori
9	Shota Rustaveli State University (RSU)	Gaioz Partskhaladze
10	Georgian Technical University (GTU)	Boris Gitolendia

1.1.4 Advisory Board

The Advisory Board, based on the summaries of annual Action Plans presented by Project Coordinator (TUAS) in cooperation with Promotion Co-Leads (NPUA and GTU), will evaluate overall promotional progress during its annual meetings and provide recommendations for further promotional strategies.

The list of Advisory Board members is the following:

1	Turku University of Applied Sciences (TUAS)	Jaana Kallio-Gerlander, Head of Education and Research
2	Universitat Politècnica de València (UPV)	Dr. Gabriela Ribes, Director of the Department of Business Organization
3	University of Applied Sciences Wiener Neustadt (FHWH)	Dr. Elisabeth Steiner, Head of Institute of Marketing
4	Royal Institute of Technology (KTH)	Professor Milan Horemuz, Head of Division of Geodesy and Surveying
5	National Polytechnic University (NPUA)	Dr. Sargis Asatryants, Vice-rector for Internationalization and Reforms
6	Armenian National Agrarian University (ANAU)	Dr. Garegin Hambardzumyan, Head of International Relations Department
7	National University of Architecture and Construction of Armenia (NUACA)	Professor Manuk Barseghyan, Rector of NUACA
8	Akaki Tsereteli State University (ATSU)	Prof. Shalva Kirtadze, Rector of ATSU
9	Shota Rustaveli State University (RSU)	Marina Giorgadze, Head of Strategic and IR Department
10	Georgian Technical University (GTU)	Prof. Tamar Lominadze, Vice-Rector of GTU

Further details on these subunits, their roles and duties, together with timelines, are presented in Section 3.2. - the main actors of the promotional actions chain - detailing their specific roles and duties combined with the action timelines is presented below, in Section 3.2.

2. Promotion

2.1 Strategic Goals

Here are the following strategic goals established for the Promotion of the LISS24:

- **Maximize Project Visibility Across All Partner Countries**
To ensure that the LISS24 project is visible and recognizable at institutional, national, and international levels through coordinated use of communication materials and EU branding.

- **Promote Stakeholder Awareness and Engagement**
To inform and engage relevant stakeholders - including higher education institutions, students, businesses, and policy actors - about the project's goals, activities, and benefits.
- **Facilitate Communication of Key Messages and Results**
To deliver clear, consistent, and targeted messages about the project's innovations in B2B sales education and student-centered approaches in engineering through various communication channels.
- **Support Capacity Building and Institutional Learning**
To disseminate tools, methodologies, and success stories in ways that foster institutional development and educational reform across the Eastern Partnership region.
- **Strengthen Industry-Academia Collaboration**
To raise awareness among companies about the project's innovation and sales labs, student competitions, and new graduate profiles, encouraging meaningful involvement and long-term cooperation.
- **Encourage Uptake and Transferability of Results**
To promote the replication of LISS24 methodologies and practices beyond the original consortium through open access to outputs and targeted dissemination to external academic and industry communities.
- **Ensure Alignment with EU Communication Guidelines**
To comply with European Commission communication and visibility rules, ensuring all outputs acknowledge EU support and promote the European values of cooperation, innovation, and transparency.

2.3 Promotional Activities

To ensure widespread visibility and impact, the LISS24 project implements a series of activities, which are designed to reach diverse stakeholder groups - including students, academic staff, industry representatives, and policymakers - at institutional, national, and international levels. All activities will be carried out throughout the entire project lifecycle, aligned with the key Milestones.

The following activities support both awareness-raising and long-term uptake of project outcomes.

a) Project Awareness Delivery

- Announcements on project launch disseminated through institutional web and media channels
- Dedicated presentations to university leadership and academic community
- Frequent updates via announcements, newsletters, and press releases shared among partner institutions and countries

b) Social Media and Digital Content Management

- Updates on LinkedIn, Facebook, YouTube, Instagram, and Telegram
- Sharing of success stories, testimonials, and milestone achievements
- Production and dissemination of short videos, vodcasts, and promotional visuals

c) Media Engagement

- Preparation and dissemination of press releases at key milestones (lab openings, student competitions, publication of results, etc.)
- Participation in interviews, radio and TV programs, and vodcasts
- Collaboration with local and national media outlets for feature articles

d) Event-Based Promotion

- Visibility activities embedded into all project events (e.g. study tours, workshops, competitions)

- Hosting of public-facing events such as “Open Eyes” Days, innovation expos, career fairs, etc.
- Use of branded materials (roll-ups, flyers, posters, etc.) during project-related events to enhance visibility.

e) Stakeholders Engagement

- Implement targeted initiatives to recruit students for training programmes and competitions
- Use of student councils and youth-focused channels (Facebook, Instagram) to maximize outreach among diverse groups of potential young stakeholders
- Engagement of external stakeholders from HE and industrial communities

f) Publication and Reporting

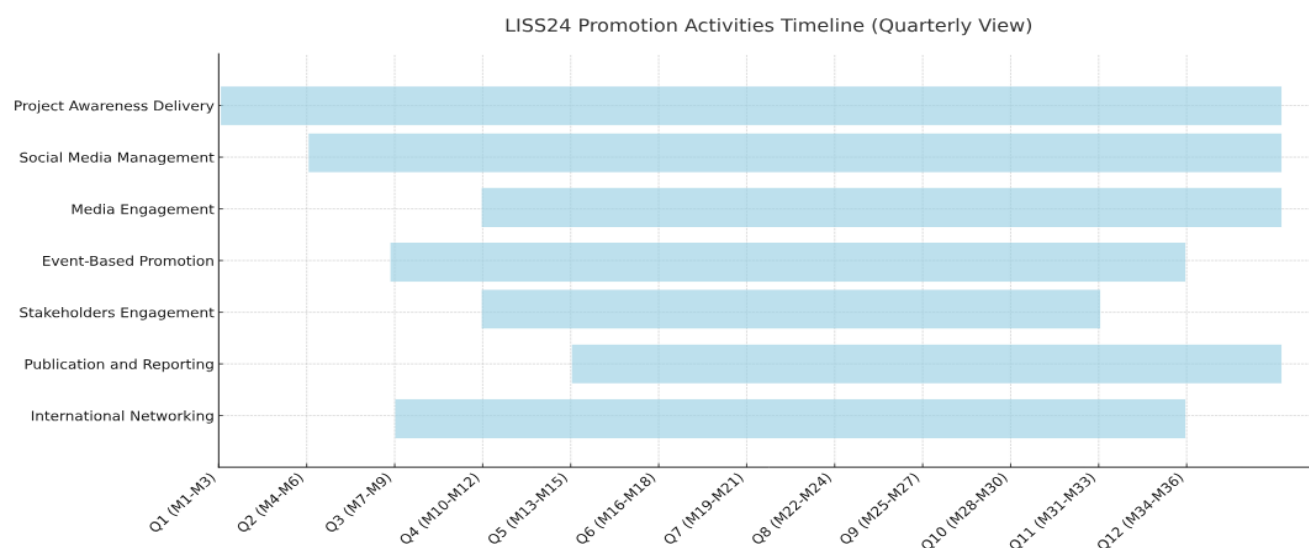
- Publication of thematic articles in relevant professional journals
- Contributions to institutional newsletters and regional policy reports
- Sharing of open-access deliverables on the project website

g) International Visibility and Networking

- Participation in international events such as the European Sales Competition
- Cross-promotion with Erasmus+ events and channels
- Organization and promotion of the Eastern Partnership Innovation and Sales Games
- Other networking activities

All promotional activities will strongly follow the EU visibility rules and will include the EU emblem and funding disclaimer as required.

The visual general picture of timelines for the LISS24 promotional main activity duration full periods are presented below through the appropriate Gantt chart constructed by the project quarters.



The adjusted timelines with the specific assessment indicators will be provided annually in the Annexes (local Action Plans) to ensure accountability, as well as easy planning, monitoring and reporting.

2.4 Communication Platforms and Methods

To deliver consistent, strategic, and inclusive outreach, LISS24 applies the following communication platforms and methods selected for their relevance to the project's key audiences and their capacity to enhance visibility, engagement, and stakeholder interaction across all participating countries.

Communication Platforms & Methods	Communication Objective	Schedule	Responsible Partner(s)
Project Website	Central hub for spreading all-round information on project and its progress	Launch and periodical updates within (M4–M36)	WP6 Lead (NPUA), All project partners
Social Media Platforms	Main e-source ensuring virtual presence of public groups in project progress	Launch and periodical updates within (M4–M36)	All project partners
Project Newsletters	Share project progress, deliverables and results	A volume every 6 months within (M6-M36)	All beneficiary partners
Events and Webinars	Dissemination & engagement via live interaction	At least 2 local events per partner within (M14-M28)	All project partners
Traditional Media Outreach	Broader exposure via radio, TV, newspapers	Around all project key Milestones and Deliverables	All beneficiary partners
Published Promotional Materials	Physical visibility support by brochures, posters and flyers	Created before major events (e.g. competitions, lab opening); refreshed annually	All beneficiary partners
Vodcasts	Showcase interviews, stories, and competition highlights	A minimum of two episodes will be produced for each partner university, linked to specific events or competitions.	All beneficiary partners
Press Releases	Announce key events, raise media awareness	Issued before and after each major project Milestones, Deliverables and key events	All project partners
Professional Publications	Dissemination of academic results	At least per 1 publication per university	All beneficiary partners

The exact graphs for the actual deadlines to be used for the scheduled communication platforms and methods will be provided and periodically updated biannually through the appropriate periodic updates of the annexed institutional Action Plans of project certain partners.

2.5 Social Media Governance

Detailed social media governance policies, including hashtags, tone, post frequency, and moderation protocols are provided in Annex C: Social Media Guidelines.

Consortium partners must submit content for publication using the designated process:

- Prepare your post using the Content Submission Template (provided separately)
- Email your content with any visuals, links, and timing suggestions to the appropriate WP6 Lead:

Lilit Ghazaryan (NPUA) - lilit.ghazaryan@polytechnic.am

Eduard Demetrashvili (GTU) - e.demetrashvili@gtu.ge

Submitted posts will be reviewed, formatted, and published by the WP6 communication team. WP6 Leads will ensure all posts comply with LISS24 branding, EU emblem use, and funding disclaimer standards. To ensure balanced visibility and fair representation, each partner university commits to the following minimum contributions:

Platform	Minimum Contribution per Partner
LinkedIn	1 post/month
Facebook	1 post/month
YouTube	2 vodcasts over the project

YouTube contributions should be planned and curated by WP6 lead. Each university must submit a minimum of one post (Facebook/LinkedIn) per month and 2 vodcasts over the project.

These contributions can include event announcements, project milestones, interviews, training highlights, related updates, etc.

Once content is published on LISS24 platforms:

- Partners will be notified via the bi-weekly social media digest

They are expected to:

- Reshare official posts via their institutional account
- Engage with content through likes, comments, and tags
- Promote posts further in their local languages or networks if needed.

2.6 Stakeholder Groups

This section identifies target audiences as outlined in Annex 2.6 of the Grant Agreement. Rather than repeating that structure, the table below expands and segments key audiences into practical communication terms to guide implementation.

The success of the LISS24 promotion strategy depends on effectively identifying, understanding, and engaging with the diverse stakeholders who are either directly involved in or impacted by the project.

To ensure targeted communication, the audience has been segmented into **primary** and **secondary** groups based on their level of interest, interaction, influence, and expected uptake of the project's results.

Primary Target Group consists of direct beneficiaries and core stakeholders who are directly interested and engaged in project results and activities, are expected to adopt and implement project outputs directly, and whose collaboration is critical to achieving the project's objectives.

Secondary Target Group includes a broader ecosystem - actors who may not be directly interested in the project results and involved in the activities, but have the potential to amplify the impact, replicate results, or benefit from its outcomes in the long term.

Stakeholder Groups	Group Description	Communication Platforms and Methods to be Used	Group Category
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Students	Students, both undergraduate and graduate, who are enrolled at universities involved in the project	Project and Institutional Websites, Social Media Platforms, Events and Webinars, Project Newsletters	Primary
Academic Staff & Educators	Partner University Faculty related to Innovation and B2B sales education	Professional Publications, Events and Webinars, Project Newsletters, Project and Institutional Websites	Primary
University Management	Deans, Heads of Chairs & Labs, Program Coordinators in Partner Universities	Events and Webinars, Project Website, Vodcasts, Professional Publications, Project Newsletters,	Primary
Industry & Business Partners	Companies interested in B2B Sales and Innovation fields cooperation with universities	Project Website, Events and Webinars, Vodcasts, Traditional Media, and Project Newsletters	Primary
Other HEIs	Non-partner universities in project Partner Countries and EU/EaP	Project website, social media, webinars, newsletters, publications, vodcasts	Secondary
Policy Makers	University top management, Ministries, Accreditation and other HE related bodies	Project Website, Traditional Media, Events and Webinars, Professional Publications, Project Newsletters,	Secondary
General Public	Public community groups, NGOs and diverse Not-for-profit organizations	Project Website, Social Media Platforms, Project Newsletters, Traditional Media Outreach	Secondary
External Investors	Start-up ecosystems, funders & funds, incubators, local and international programs	Events and Webinars, Social Media Platforms, Project Website, Project Newsletters, Press Releases	Primary
Other End-Users	Engineering and B2B Sales associations, diverse unions, alumni and other networks	Social Media Platforms, Project Website, Events and Webinars, Professional Publications	Secondary

By distinguishing between primary and secondary groups, the LISS24 project tailors its communication tools, messages, and channels to the specific needs and interests of each group. This targeted approach ensures that the dissemination efforts are relevant, effective, and capable of generating meaningful impact at multiple levels - from classroom practice to national policy and regional cooperation.

As outlined in Section 2.6 of the LISS24 Grant Agreement, the project targets students, academics, administrators, policymakers, employers, and the public. To operationalize these categories and ensure effective communication, the consortium has developed a detailed stakeholder segmentation. This segmentation clarifies the needs and interests of each group, defines tailored key messages, and links them to the most appropriate communication channels and responsible partners. It serves as the bridge between the project's strategic objectives and its practical dissemination activities.

Stakeholder Segmentation Table

Group	Type (Primary/Secondary)	Needs / Interests	Key Messages	Channels
Students	Primary	Skills development, mobility opportunities	“LISS24 supports your skills for employability and internationalisation.”	Instagram, Facebook, Website
Academic staff	Primary	Curriculum innovation, training resources	“LISS24 provides innovative tools for modernising teaching and learning.”	Website, Webinars, Newsletters
University management	Primary	Institutional capacity building, visibility	“LISS24 strengthens partnerships and international reputation.”	Policy briefs, Reports, Events
Employers / Industry	Secondary	Access to skilled graduates, cooperation	“LISS24 bridges higher education and labour market needs.”	Events, LinkedIn, Media
Polymakers	Secondary	Policy alignment, regional cooperation	“LISS24 contributes to higher education reforms in line with EU standards.”	Policy briefs, Conferences
General public	Secondary	Awareness of EU support and project impact	“LISS24 is co-funded by Erasmus+ to benefit society and the economy.”	Media, Website, Social Media

2.7 Tools and Resources

The effective implementation of the LISS24 promotion and dissemination activities requires optimal allocation of various resources across the consortium. These resources ensure that all communication platforms and methods outlined in Section 2.3 are operational, accessible, and impactful throughout the project’s lifecycle.

a) Human Resources

All the project participants are to be considered as the main human resources for the promotional activities of the project, along with **Promotion Team** members, **WP6 Leads** and **Project Coordinator** (see Section 1.1). They together ensure:

- Promotional materials content creation and translation
- Social media and website regular updates
- Events planning, results coverage and stakeholder engagement
- Evaluating and monitoring key performance indicators (KPIs)

b) Financial Resources

As outlined in the project's Budget (Annex 2 of the Grant Agreement), resources for dissemination activities are embedded in Work Package 6. These funds cover:

- Design and production of printed and digital materials (e.g., brochures, banners, infographics)
- Hosting events, webinars, and competitions
- Video and vodcast production
- Website maintenance and content updates
- Media outreach and translations

Each partner is responsible for allocating part of their grant share toward promotional tasks, including staff time and operational costs.

c) Technical Resources and Tools

The project leverages various digital tools and platforms to support dissemination, including:

- A centrally maintained **project website**
- Institution-managed **social media accounts**
- **Web conferencing platforms** for webinars and hybrid events
- **Design and video editing tools** for creating promotional materials and vodcasts
- **Analytics software** (e.g., Google Analytics, social media insights) for monitoring reach and engagement

Where needed, partners may also utilize university media studios, computer labs, and audiovisual equipment to support content production.

d) Institutional Extra Resources

Institutional communication departments at each partner university contribute to the amplification of LISS24 messaging by:

- Sharing project updates via official newsletters and press channels
- Coordinating media relations and local visibility campaigns
- Supporting graphic design and branding in line with EU requirements

Partner universities also provide venues and logistical support for on-site events, roundtables, and student training and competitions.

3. Monitoring and Evaluation

3.1 Objectives and Approach

The goal of monitoring and evaluation (M&E) in LISS24's Promotion Plan is to ensure that dissemination and communication activities are effective, targeted, and continuously improved over time. It provides a structured system for tracking progress, identifying challenges, and adjusting strategies based on partner input and outreach results.

Approach:

- **Each partner university** will prepare an **annual dissemination Action plan**, outlining their planned activities, tools, target audiences, and expected outcomes for the year. NPUA will gather the information from the Armenian Universities while GTU will provide the same for Georgian partner universities.
- **Internal monitoring** will be carried out **through regular promotion meetings**, where partners share updates, analyze results, and discuss areas for improvement.

- Both **WP6 leaders (NPUA & GTU)** will collect updates of Armenian & Georgian partners (correspondingly), compare progress against the plans and quantitative progress indicators, and submit **Promotion Interim Reports** to the Project Management Committee.
- **Means of verification** such as analytics reports, event documentation, and other feedback forms will support both quantitative and qualitative review.
- **Each partner university** is responsible for planning, gathering, analyzing and storing of its own initial basic information, and filling it in the appropriate **Action Plan and Report** forms needed for the evidence of partners' input and outreach results.

This structured and participatory approach ensures that the dissemination strategy remains flexible and responsive, aligned with the evolving context of the project.

3.2 Roles and Responsibilities in Promotion Reporting Workflow

The table below presents the main actor groups involved in and their respective roles in dissemination and communication. It promotes engagement, clarity, and accountability in line with a strategy remained to ensure responsive to outputs and supportive of clear communication and reporting processes.

Actor	Responsibilities
Project Coordinator	Oversees the strategic alignment of all communication activities with EU guidelines and project goals. Reviews reports before submission to EACEA.
WP6 Leaders (Promotion)	NPUA and GTU coordinate local annual action plans map up and collection, organize quarterly promotion meetings, monitor implementation, and report results to the Project Coordinator and the Management Committee.
Promotion Team	Develop and submit annual dissemination action plans, organize local events, and report updates during promotion and/or management meetings. Ensure compliance with visibility obligations.
Project Management Committee	Supports analysis of communication outcomes as part of broader quality monitoring, especially in relation to relevance, coherence, and sustainability.
External Evaluators	Provide a final, objective review of the impact and reach of communication efforts and their contribution to long-term project outcomes.

To ensure coherence, transparency, and timely information flow across all levels of the consortium, the LISS24 project, as mentioned above (Sections 1.1, 3.1), applies a structured communication and reporting process for dissemination and visibility activities.

To further detail the reporting flow, namely, along with the roles and duties of the marked-out actors, to outline their specific place in the sequence of actions chain, the process flow chart is below presented.

The introduced chart and follow-up description are fully based on the main principles of well-structured approach to organizing the LISS24 promotional activity described above (Section 3.1). The brief process chain of information flows across the consortium's all responsibility levels look as follows and is coming to detail the time-marching scheme of the promotional results' monitoring/reporting processes.



In accordance with the chart each Partner University, directed by its annual Action Plan, provides and documents its local promotional efforts - such as events, media engagement, social media campaigns, etc. - and submits **quarterly** this information to the WP6 Leads who collect, consolidate, and assess the inputs against the established Key Performance Indicators (KPIs).

Then **biannual** internal promotion reports are prepared by the WP6 Leads and submitted to the Project Coordinator to integrate the results into broader project reporting to the Project Management Committee (**annually**) and, **by the end of project**, to the European Education and Culture Executive Agency.

This structured chain promotes evidence-based decision-making and enables adaptive improvements throughout the project lifecycle.

3.3 Key Performance Indicators (KPIs)

To effectively monitor the impact of dissemination efforts, Key Performance Indicators (KPIs) are used to measure progress across events, spread materials, and digital engagement. All KPIs are conditionally classified into the following 2 categories depending on the concrete targets and their verification methods to support better data-driven decision-making.

a) General KPIs - measuring “macro” promotional progress

These indicators reflect the broader reach, visibility, and influence of the LISS24 project across all dissemination activities, platforms, and a wide scope of stakeholder groups. They help assess whether the project is achieving its promotion goals at a general, to some extent “macro”, level.

Objective	KPI Indicator	Baseline (2024)	Target (by M18)	Target (by M36)	Monitoring Method
Visibility	% of outputs compliant with Article 17 (emblem, funding statement, disclaimer)	<50% (May 2025)	100%	100%	Quarterly compliance checklist
	Number of website visits per semester	0	≥1,500	≥4,000	Google Analytics
	Number of social media followers (all platforms, cumulative)	0	≥1,000	≥2,500	Platform analytics
Engagement	Social media engagement rate (likes, shares, comments ÷ reach)	N/A	≥3%	≥5%	Platform analytics
	Stakeholder participation in	N/A	≥50 participants/event	≥100 participants/event	Attendance lists

	promotional events per year				
Evaluation	Annual KPI monitoring	0	1 (M18)	2 (M36)	Internal reporting
	Corrective actions implemented where KPIs not met	N/A	100%	100%	Monitoring logs

b) Platform-Specific KPIs – social media and website metrics

These indicators focus on the performance of digital communication platforms used to disseminate information, promote activities, and engage with specific audience groups. They are essential mainly for ensuring adaptive, data-driven management of LISS24's online presence.

Based on this approach, the following list of KPIs is selected to be considered for the project needs.

Key Performance Indicators (KPI)	Target Value by M36	Means of Verification
Issued Project Newsletters	6 issues	Hard and e-copies (links) of all issues published by the project each Partner University (PU)
Published leaflets & brochures	≥ 12 issues	Copies of all issues of leaflets and brochures published by the project partner institutions
Produced posters/banners	(6-8) issues	Copies of produced all issues of posters/banners published by the project partner institutions
Released press statements	(4-6) statements	Hard or e-copies (links) of all statements released by the project partner institutions for press
Secured media coverage	(10-12) mentions	Links to all appearances in institutional /national media platforms on the project and its progress
Published academic / professional materials	≥ 6 titles	Hard/e-copies (links) of published teaching aids, manuals, professional articles published by PUs
Multiplier events	≥ 12 events	Held events' reports, agendas, participant lists, photo/video materials etc.
	(200-250) participants	Signed attendance sheets, registration data
Cooperation formal contracts	(4-6) agreements	Signed bilateral/multilateral cooperation MOUs, agreements, etc. between project partners

Website visitors	≥ 5,000 visitors	Project Webserver's Analytics reports
Social media integral reach: ≥ 20,000 impressions across the Social Media platforms by M36		

Note: Detailed activity breakdown is provided in the Action Plan Excel file (Annex 2).

3.4 Internal Evaluation

Internal evaluation will be a continuous and collaborative process that helps improve communication activities during project implementation.

- Based on the annual action plans submitted by each partner, the **WP6 Lead** will **coordinate quarterly internal monitoring sessions**, assessing deliverables, consistency of messaging, and alignment with target groups.
- Evaluation will focus on the above-mentioned measurable KPIs, as well as on some other (qualitative) insights (e.g. feedback from students, stakeholders, institutional staff, etc.).
- The outcomes of these evaluations will be introduced and discussed during the quarterly meetings and synthesized into biannual progress reports for the Management Committee.

3.5 External Evaluation

External evaluation will take place toward the end of the project, providing an independent assessment of the overall communication impact.

- Conducted by external experts, the external evaluation will assess how well the LISS24 dissemination strategy achieved its intended goals, how effectively stakeholders were engaged, and how visible the project became at the local, national, and international levels.
- Evaluators will review documentation, attend selected events (virtually or physically), and conduct interviews or surveys with target audiences.
- Their final recommendations will be integrated into the project's final reporting and sustainability planning.

4. Visibility & Communication Compliance with EU Requirements

All communications and visibility actions under the LISS24 project must fully comply with the European Commission's requirements, as stated in **Article 17 of the Grant Agreement** and the **EU visibility guidelines**. Namely, this compliance concerns the following key obligations.

- **Use of the EU Emblem**

All printed, electronic, and visual materials must display the EU emblem prominently, following the graphic standards issued by the European Commission.

- **Funding Disclaimer**

The following text must always appear alongside the EU emblem (when is possible, the use of translated Armenian/Georgian version of the text is preferable):

“Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency. Neither the European Union nor the granting authority can be held responsible for them.”

- **Templates and Visual Identity**

A unified project visual identity (Logo) will be used across all dissemination materials. Templates for PowerPoint presentations, reports, posters, and newsletters will be provided by the WP6 team.

- **Technical Sustainability & Open Access Strategy**

To ensure long-term impact and easy accessibility of project results, LISS24 commits to a robust Open Access Strategy. All public-facing outputs, including publications, teaching materials, and competition models, will be uploaded to the open-access repository Zenodo or institutional repositories managed by the Partner Universities. Outputs will be shared under Creative Commons licenses (preferably CC BY 4.0), in accordance with Erasmus+ and Horizon Europe open science and dissemination policies.

- **Partner Compliance**

Each Partner University will be responsible for ensuring that their own dissemination outputs meet the above outlined standards, while the Promotion Leads (NPUA and GTU) along with the WP6 Promotion Team will oversee and review samples to ensure their compliance.

This strategy aligns with Article 17 of the Grant Agreement and ensures that the project's benefits extend well beyond its funded period.

5. Conclusion

Effective, structured, and visible communication is vital for the success and sustainability of the LISS24 project. Through a well-monitored and inclusive dissemination process - anchored in partner action plans and reviewed every six months - the project will amplify its impact, promote best practices, and build lasting relationships with stakeholders across higher education, industry, and society.

By ensuring visibility, engagement, and accountability, the Promotion and Dissemination Plan contributes directly to LISS24's core mission of developing innovation-driven, business-oriented engineering graduates in the Eastern Partnership region.

All partners are committed to upholding this plan, fostering transparency, and meeting the communication standards set by the European Commission!!!

6. Article 17 Compliance

In its comments of May 2025, the Project Officer underlined that the project website and social media accounts did not fully comply with contractual obligations. In response, the consortium has established a dedicated compliance framework to ensure that all communication and dissemination outputs strictly follow the requirements of **Article 17 of the Grant Agreement**.



6.1 Obligatory Elements

All project communication materials must include:

1. **EU Emblem** in accordance with the official graphical guidelines (proportions, colours, clear space, and visibility requirements).
2. **Funding Statement** (verbatim):

“Co-funded by the Erasmus+ Programme of the European Union.”

3. **Disclaimer** (verbatim):

“Views and opinions expressed are those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor the EACEA can be held responsible for them.”

These elements must appear together in a legible and visible manner on all digital and printed outputs, including the project website, social media, newsletters, reports, presentations, and press materials.

6.2 Responsibilities

To guarantee consistent application across all outputs, responsibilities have been clarified as follows:

Output Type	Required Elements	Placement / Format	Responsible Partner	Verification
Website	EU emblem, funding statement, disclaimer	Footer of every page; About/Project page	Coordinator (TUAS)	WP6 leads
Social Media Profiles	Funding statement + disclaimer (short form)	“About” or profile description; project visuals	GTU, NPUA	WP6 leads
Social Media Posts	EU emblem (in visuals where feasible), short disclaimer line	End of post or in image caption	All partners	WP6 leads
Publications / Reports	EU emblem, funding statement, disclaimer	Front page (emblem); footer (statement + disclaimer)	Lead author partner	Coordinator
Templates (slides, posters, newsletters)	EU emblem, funding statement, disclaimer	Header/footer of template	WP6 leads	Coordinator
Press Releases / Media Kits	EU emblem, funding statement, disclaimer	First page header/footer	Local partner	WP6 leads

7. Roles, Responsibilities and Reporting Flow

Clear allocation of roles and responsibilities is essential to ensure that communication and dissemination activities are implemented in a consistent, efficient, and contractually compliant manner. Within the LISS24

consortium, **Work Package 6 (led by NPUA and GTU)** carries the primary responsibility for planning, executing, and monitoring all communication and visibility tasks. The Coordinator (TUAS) retains overall accountability vis-à-vis the European Commission, while all partners contribute content, provide local outreach, and ensure that national audiences are appropriately engaged.

To make responsibilities transparent, the following RACI table summarises the distribution of tasks across WP6, the Coordinator, and project partners. This structure ensures effective coordination, avoids duplication, and guarantees that all outputs comply with **Article 17 of the Grant Agreement**

Task / Output	Responsible (R)	Accountable (A)	Consulted (C)	Informed (I)
Website updates and maintenance	WP6 (NPUA/GTU)	Coordinator (TUAS) & WP6	All partners	PMC
Social media content (posts, visuals)	WP6	Coordinator & WP6	Local partners (content input)	PMC
Social media profile compliance check	WP6	Coordinator & WP6	Local partners	PMC
Newsletter production and distribution	WP6	Coordinator & WP6	All partners (contribute items)	PMC
Event promotion and press releases	WP6	Coordinator & WP6	Local partners (event hosts)	PMC
Monitoring Article 17 compliance	WP6	Coordinator & WP6	All partners	PMC
KPI reporting	WP6	Coordinator & WP6	All partners	PMC

8. Risk Management

Communication and visibility activities are subject to external and internal risks that could affect their effectiveness or compliance with contractual obligations. To address these risks, the consortium has identified potential challenges and corresponding mitigation measures. WP6 leads will monitor these risks on an ongoing basis, with escalation to the Coordinator and Project Management Committee if corrective action is required.

Risk Management Table

Risk Description	Likelihood (Low/Med/High)	Impact (Low/Med/High)	Mitigation Strategy
Non-compliance with Article 17 (missing emblem, funding statement, disclaimer)	Medium	High	WP6 applies compliance checklist before publication; quarterly audits; corrective actions within 5 working days.
Low stakeholder engagement on social media	Medium	Medium	Adjust posting frequency; diversify formats (videos, visuals); targeted promotion via partner networks.

Limited media interest in project outputs	Medium	Medium	Strengthen press releases with partner success stories; link to EU/global priorities; engage university press offices.
Website not regularly updated	Low	Medium	TUAS + WP6 schedule monthly content updates; assign backup editors in each partner HEI.
Staff turnover in communication teams	Medium	Medium	Maintain handover notes and shared templates; provide WP6 induction sessions for new staff.
Delays in partner contributions (e.g., event photos, local press coverage)	Medium	Low	Standardise submission templates; set clear internal deadlines with reminders; escalate to PMC if needed.

Annex 1. Article 17 Compliance Checklist

This checklist is designed to ensure that all communication and dissemination materials produced within the LISS24 project comply with the requirements set out in **Article 17 of the Grant Agreement**. It is to be used by partners before publication and by WP6 Leads during periodic compliance reviews.

Item	Requirement (per Article 17 GA)	Applies to	Verified (Yes/No)	Evidence/Comments	Checked by	Date
1	EU emblem displayed in accordance with the graphical guidelines (proportions, colours, clear space).	Website, social media, publications, presentations, printed materials				
2	Funding statement included verbatim: “Co-funded by the Erasmus+ Programme of the European Union.”	All communication outputs				
3	Disclaimer included verbatim (GA wording): “Views and opinions expressed are those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor the	Website, social media, publications, reports				



	EACEA can be held responsible for them.”					
4	Visibility consistently applied: emblem, statement, disclaimer appear together in a visible and legible manner.	All outputs				
5	Templates used (slides, posters, press releases, newsletters, social media posts) include the emblem, funding statement, and disclaimer.	Templates & promotional materials				
6	Digital outputs (PDFs, videos, infographics) include emblem, statement, and disclaimer embedded in file.	PDFs, multimedia				
7	Social media “About”/profile sections include the funding statement and disclaimer (short version if applicable).	Project accounts				
8	Website footer includes emblem, funding statement, and disclaimer on all relevant pages.	Project website				
9	Partner responsibilities respected: local partner ensures compliance; WP6 verifies; Coordinator signs off.	All partners				
10	Internal audit conducted: at least once per reporting period (sample of outputs checked against this table).	WP6 monitoring				

Annex 2. Action Plan (own Excel-file)