



# Sharing Success



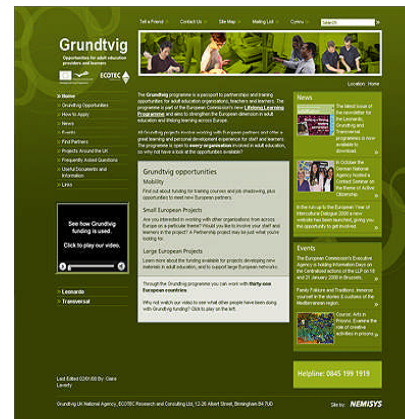
**A Dissemination and Exploitation Handbook for  
Everyone Involved in the Lifelong Learning Programme**

# Produced by

## ECOTEC Research & Consulting Ltd

### UK National Agency for the Leonardo, Grundtvig & Transversal Programmes

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## 1. ABOUT THIS HANDBOOK

### *What is it?*

This guide provides an introduction to dissemination and exploitation activities for individual participants and projects funded under the Lifelong Learning Programme (LLP). The handbook covers a range of activities from individual study visits to large scale partnership projects. The guide has been tailored in particular to the Grundtvig, Leonardo and Transversal programmes. However it includes information that is useful for anyone working on a European project.

### *Who is it for?*

The handbook is for anyone who is involved in the Leonardo, Grundtvig and Transversal programmes or is interested in applying for funding, whether for an individual course or study visit or for a large scale project. Current European project managers may also find this a useful source of information for promoting their project.

### *What does it contain?*

The handbook aims to guide applicants and participants through the basics of dissemination and exploitation.

Section one of the handbook presents an overview of dissemination and exploitation. The second section highlights why these activities are necessary for your project. Section three provides some dissemination and exploitation ideas for individuals participating in activities such as study visits. Section four offers dissemination and exploitation tips for larger partnership projects. Section five gives examples of exploitation routes for your project. Section six

provides advice on building your dissemination and exploitation strategy and, finally, section seven offers links for further reading.

You can find case studies as well as practical tips from the National Agency and other projects throughout this guide. These should give you inspiration to get started with your own activities.

### *Where can you find more information?*

If you would like further information on any of the projects or issues covered in this guide, please contact us. We're here to offer advice and guidance so let us help! Call 0845 199 2929 or email [llp@ecotec.com](mailto:llp@ecotec.com) to get in touch. Alternatively you can find more information on our programme websites:

### **Leonardo – for skills and training**

[www.leonardo.org.uk](http://www.leonardo.org.uk)

### **Grundtvig – for adult education**

[www.grundtvig.org.uk](http://www.grundtvig.org.uk)

### **Transversal – for education and vocational training study visits**

[www.transversal.org.uk](http://www.transversal.org.uk)

## 2. AN OVERVIEW OF DISSEMINATION AND EXPLOITATION

We have produced this handbook to help everyone involved in LLP projects understand the topic of dissemination and exploitation. Anyone applying for funding under the LLP, whether as an individual or as an organisation, needs to be able to talk about dissemination and exploitation as part of their application. During your activity, and once it is complete, you will then need to carry out dissemination and exploitation activities. This guide provides you with an overview of your obligations in this area and provides helpful ideas to get you started. By using this guide you should be able to put together a good answer to any question on dissemination and exploitation in an application form, plan your actions, and carry out some interesting and cost-effective activities.

### What is dissemination?

Put simply, the verb “to disseminate” means to spread widely. In terms of the LLP this means spreading the word about your activities or project as far and as wide as possible. Dissemination is an essential part of all LLP funded projects. It is crucial in helping them to become sustainable after the funding has finished. Information-giving and awareness-raising are key activities to ensure that others benefit from your experience. Dissemination can also help to achieve a wider and more long-term impact both during and after the funding period.

### What does dissemination entail?

Dissemination covers any activity designed to raise awareness of your participation in the LLP. This can range from simply telling people about your trip or project to writing articles, running a

website or organising a conference. Dissemination aims to get the news about your activity out to as many different audiences as possible, both within your own organisation and beyond it.



*Students filming during a Leonardo Mobility project run by Embrace Co-operation in Berlin [www.ealing-media.co.uk/berlin](http://www.ealing-media.co.uk/berlin)*

### What does exploitation mean?

The verb “to exploit” means to make good use of something so that it is more productive or beneficial. In the context of the LLP, this involves maximising the potential of your activities so that your results are used to the best possible advantage. For example, your results could be tailored to the needs of others; transferred to new areas; continued after the funding period has finished; or used to influence policy and practice. More people can then share in the successes, experiences and lessons learned from your project.

### **What does exploitation entail?**

The idea of dissemination is more straight-forward as it is connected to promoting and raising awareness of your project. Instead of the word exploitation you may be familiar with other terms such as valorisation, mainstreaming, multiplication, transfer of innovation, accreditation, commercialisation or sustainability. All these activities can be part of the exploitation of your project as they are plans for the future. If these terms are new to you but you are making plans to take your activities beyond the funding period then you are already carrying out exploitation activities!

In order to maximise the potential of your results you will need to involve others in your project. If you are participating in activities such as study visits then sharing your knowledge with your colleagues and students will lead to a wider and more lasting impact of your experience. For larger projects, collaboration with end-users of your products, decision-makers as well as other interested parties and stakeholders will help to ensure that your results are relevant and meet their needs.

### **Why are these activities important?**

Dissemination and exploitation are essential project activities for many reasons. First of all, every applicant across the LLP is required to include more detailed information about their dissemination and exploitation plans in their application forms. Once an application is successful, it becomes a contractual obligation to carry them out. Secondly as well as being a requirement these activities are important for the potential of the project. As mentioned previously dissemination is necessary so that others benefit from your project. You need to make people aware of

project results so that they are able to use them. Exploitation activities can then take your project results to the next level to ensure that they are sustained.

Dissemination and exploitation can also lead to benefits for you and your organisation. As well as raising the profile of your organisation dissemination and exploitation activities can create new opportunities to extend your project or develop new partnerships. Successful dissemination and exploitation may also lead to external recognition of your work adding further kudos to your efforts.

Finally a brief look at how this fits into the wider policy context. There has been an increasing awareness amongst policy-makers and practitioners of the need to achieve maximum impact from EU funded projects. Dissemination and exploitation of your project can help to increase its potential. Your activities therefore support the wider aim of improving the European Union's education and training systems.

The European Commission has its own dissemination and exploitation pages for the LLP at [http://ec.europa.eu/dgs/education\\_culture/valorisation/index\\_en.htm](http://ec.europa.eu/dgs/education_culture/valorisation/index_en.htm)

On the website you can find a toolbox containing an online guide, glossary and information on intellectual property rights, plus information on how to write a good dissemination and exploitation strategy.

### 3. DISSEMINATION AND EXPLOITATION REQUIREMENTS BEFORE AND AFTER YOUR PROJECT

Everyone applying for funding under the LLP needs to give some consideration to dissemination and exploitation activities at the application stage, during their activity and once the activity has finished. This section gives you an overview of the requirements for discussing dissemination activities in the official documentation for the Grundtvig, Leonardo and Transversal programmes i.e. the application form and the final report. It gives you a good idea of what you will need to cover to make a good quality application, and to report on what you have achieved.

Each programme provides guidance notes for applicants explaining how to complete a good quality application and outlining what dissemination and exploitation activities you will be expected to include in your application. You can find all these documents on our programme websites.

The table overleaf sets out what you will need to cover for:

1. Transversal Study Visits
2. Grundtvig In-Service Training
3. Grundtvig and Leonardo Preparatory Visits
4. Grundtvig and Leonardo Partnerships
5. Leonardo Mobility Projects
6. Leonardo Transfer of Innovation Projects

Two Leonardo projects have successfully used the Transversal programme's **European Award for Languages (EAL)** as a dissemination tool. This was in addition to the activities planned in their application for funding.

The EAL runs annually and recognises innovative and effective language projects run by UK organisations. Both Sabhal Mòr Ostaig and Canterbury Christ Church University applied for the Award in 2007 and were among the 15 winners honoured at a ceremony in Cardiff in November 2007. See [www.cilt.org.uk/eal](http://www.cilt.org.uk/eal) for more details.

Sabhal Mòr Ostaig' Island Voices project supported language learning in English and Gaelic, encouraging the community on the Isle of Skye to make their own films in different languages. See [www.languages.dk](http://www.languages.dk) for more information. Truck Speak meanwhile, run by Canterbury Christ Church University, has produced language learning materials for long distance truck drivers in nine different languages. Learn all about the project at [www.truckspeak.co.uk](http://www.truckspeak.co.uk).

*"We are thrilled that the Truck Speak project has won this prestigious award." Pam Tipping, Project Manager, pictured 3<sup>rd</sup> from left receiving the Award.*



Type of Activity or Project	Requirements at Application Stage	Requirements at Final Report Stage
<b>1. Transversal Study Visits</b>	You will need to provide details about how you plan to disseminate the knowledge and experience you will acquire during your study visit.	Information is required about the transfer and use of policies and practice; new contacts made during your visit; and your ideas for future co-operation.
<b>2. Grundtvig In-Service Training</b>	<p>You will need to explain the expected impact of your participation in the training on your own organisations and your learners.</p> <p>You will also need to provide details about how and to whom you will disseminate your outcomes.</p>	<p>You will need to provide a description of the type of follow-up activities you have carried out after your training.</p> <p>You will also need to give an indication of the areas where you consider that the training has had an impact.</p>
<b>3. Grundtvig and Leonardo Preparatory Visits</b>	An explanation about how your future project will be linked to the activities of your organisation will need to be provided.	<p>You will need to give details about follow-up activities that you have organised in your organisation and at future partnership level.</p> <p>You will also need to provide information about the impact of your visit on your organisation.</p>
<b>4. Grundtvig and Leonardo Partnerships</b>	Details are required about how you will disseminate and use the results, experiences and where applicable the products of the partnership.	<p>You will need to describe the impact of your partnership on your organisation and in the local community.</p> <p>Information is also required about how you have disseminated and used your results.</p>

Type of Activity or Project	Requirements at Application Stage	Requirements at Final Report Stage
<b>5. Leonardo Mobility Projects</b>	You will need to provide information about your planned results and how they will be disseminated and shared with other organisations	An explanation is required about how the project was disseminated both within the partnership and externally.
<b>6. Leonardo Transfer of Innovation Projects</b>	<p>A separate work package focussing on your dissemination and exploitation plan is required as part of the work programme.</p> <p>You will also need to describe how your dissemination and exploitation strategy ensures that your project results will be used.</p>	<p>Please note that there is no Transfer of Innovation Final Report Form yet however previous Procedure B Final Report Form requirements are as follows:</p> <p>You will need to provide information about partner involvement in the dissemination activities during your project and details about how you have disseminated your results.</p>

## 4. IDEAS FOR INDIVIDUALS

This section is tailored towards individuals involved in activities such as contact seminars, courses, conferences, placements and study visits funded under the LLP. It provides some hints and tips about how to publicise and make the most of your own experience of the programme. This section is also relevant for staff participating in a Leonardo Mobility project – advice for the organisers of Mobility projects can be found in sections 4 to 6.

### What can I tell people about?

There are plenty of things to disseminate if you are taking part in a visit funded under the LLP:

- You can **share the learning** that you have acquired and the experiences gained;
- You can **highlight any key issues** or solutions suggested during your visit;
- You can **promote language learning** or knowledge about the local area where you have stayed;
- You can **pass on any useful contacts** to your colleagues for further networking opportunities; and
- You can also **spread the word** about the LLP programme to encourage others to get involved in European projects.

Participants in the **Training European Professionals for Improved Performance in Design** project made presentations to colleagues as well as other people that they thought would benefit from their experience. Delegates also put together individual accounts of their visit which will be combined into a report about the overall findings from the study tour.

This Leonardo Mobility project was managed by Coventry University Enterprises (CUE). They also worked with their Regional Development Agency, Advantage West Midlands, as well as the West Midlands Higher Education Association to disseminate their project via newsletters, articles and emails. An overview of the project is available at:

[http://www.coventry.ac.uk/newsandeventsarchive/a/2713/\\$/selectedYearId/1154/selectedMonthId/1155/tab/news](http://www.coventry.ac.uk/newsandeventsarchive/a/2713/$/selectedYearId/1154/selectedMonthId/1155/tab/news).

### When should I undertake dissemination and exploitation activities?

You can let people know about your involvement in the programme before, during and after your visit:

- **Before you go** you can make people aware of your visit and your learning objectives;
- **During your stay** you can share your experience of learning, working practices, policies and approaches from your own organisation and country; and
- **Following your trip** you can pass on knowledge and information gained from your involvement in the programme.

Rodney Hodgins from Southern Regional College in Northern Ireland participated in a **Transversal Study Visit** to France. The week long visit focussed on recognition of formal, non-formal and informal learning including Accrediting Prior Experiential Learning (APEL). On his return Rodney was invited by one of his new colleagues to speak at a conference on APEL Counselling at Tartu University in Estonia.

His attendance at the conference was also an opportunity to share some recent practice from the College and its partnership with the voluntary sector. Rodney advises “I would certainly encourage colleagues to apply for a CEDEFOP opportunity.... my European network just continues to grow!”



Rodney’s Study Visit was funded under the Transversal Programme - more information about his trip is available at:

[www.src.ac.uk/News/src/news18.htm](http://www.src.ac.uk/News/src/news18.htm).

### Who can I inform?

There are many people who would be interested in hearing about your visit so you should publicise your participation in the programme as widely as possible:

- You can tell your colleagues, students, family and friends about your visit;
- Contacts from wider professional or social networks as well as your local community may be interested in hearing about your experiences; and
- You can disseminate information to a wider audience by some of the methods mentioned below.

Sarah Winlow participated in the **Innovation in Cultural Heritage Interpretation** project managed by Arch Network. Her visit to Turkey in 2006 included a trip to a Mosaic School in Gaziantep. On her return Sarah used the skills gained on her visit to run a mosaic making activity for Perth Young Archaeologists’ Club. Eighteen children attended and each making their own A4 sized mosaic.

Sarah has also given illustrated talks and presentations to colleagues and the general public about her experience. This year Sarah will be involved in running a Roman-themed day for Perthshire Archaeology Month where mosaic making will be one of the activities on offer to the general public. Sarah’s advice is to act as soon as possible so as not to miss out on dissemination opportunities. More information about this Leonardo Mobility project is available at <http://www.archnetwork.eu/>.

### How can I let people know about my visit?

There are lots of different ways to let people know about your visit. Some suggestions are:

- **Write an article** for your organisation's newsletters or website. You could also include photos to give people more of an idea about your trip;
- Send your **end of visit report** to colleagues and professional networks;
- Create your own **website** or 'blog' with photos, reports, presentations or a diary from your stay;
- **Share documents and materials** obtained from your visit with colleagues and students;
- **Speak about your visit** and knowledge gained at meetings, workshops and seminars;
- **Present information** about your experience or learning points at conferences and events;
- **Make links with networks** or other organisations working in your field;
- **Contact your local press** to include an article about your experience;
- **Write an article** for ECOTEC's newsletter edUKation, e-flash or website; and
- **Get in touch** with other participants to see if you can collaborate on any joint dissemination activities.

Fareham College organised a Leonardo Mobility project called **Motor Vehicle Engineering Teacher Exchange**. Richard Stewart from the college explains that following on from the project their host college "has benefited from our electronic data and has to my knowledge embedded some of that into their course work to improve students' knowledge not only of the systems taught but also of way the information is written for a better understanding of the English language".

Dissemination activities have included local and national coverage of the project in the press and specialist publications. Richard has also given a short lecture to one of his local colleges about the experience.

### Different types of exploitation activities

There are various ways to take forward the learning and experiences gained during your visit so that they have a wider and more lasting impact. Some ideas are detailed below so that you can make the most of your participation in the programme:

- You can **give feedback** to the management staff in your own organisation on the approaches used by others, best practice observed and key issues and solutions suggested during your visit;
- Where appropriate you could **introduce the methods learned during your trip** to your own teaching, managing and working practices;

- **Promote the learning of foreign languages** in your organisation and amongst colleagues, students, family and friends;
- **Encourage students and colleagues to participate in similar visits** or other European initiatives and projects;
- Become involved in **other European projects** either with contacts made during your visit or with new partnerships; and
- **Organise, host or assist** with visits, seminars, conferences and events in the UK.

Lincoln Christ's Hospital School (LCHS) has hosted two **Study Visits under the Transversal programme**. During the visits thirty colleagues from across Europe have discussed and shared knowledge about quality and self-evaluation in vocational education and training. Outcomes have included a visit to Lincoln by ten Norwegian teachers; discussions on future links with a headteacher in Germany; sharing ideas via emails with Bulgarian, Belgian and Spanish colleagues; and co-operation with two Polish inspectors and advisors on new arrivals.

The Study Visits have also initiated new international partnership work. LCHS have worked in collaboration with a school in Finland on a joint application for a Comenius project. A number of the Lincolnshire schools involved in hosting the study visit have now embarked on Comenius projects or submitted applications for the Department for Children, Schools and Families' International Schools Award.

Participants involved in a **Study Visit** to Holland are also making plans for future partnership work. Sara Harris from Birmingham City University and Leo Salter from Cornwall College spent a week with colleagues from across Europe on a study visit entitled 'Entrepreneurship education creates enterprising young people!'



The success of the visit may lead to further collaboration on an application for a Leonardo Learning Partnerships project. On her return from the study trip Sara said "Over the next few weeks I'll be contacting some of the people I met during the visit to see how we can move forward." Sarah and Leo's Study Visit was funded under the Transversal Programme.

**Are there any resources to support me in my dissemination and exploitation activities?**

Your grant will not contain any funding to pay for dissemination and exploitation activities. However, you are not expected to carry out costly activities at your own expense! Many of the suggestions given above won't cost you anything beyond the time taken to carry them out. We always suggest that you integrate your dissemination activities into your existing work so use your current networks, meetings or events you are due to attend to publicise your experience. Ask your organisation if they can support your activities by providing photocopying and postal facilities to help you spread the word.

You should also make sure that you take full advantage of the resources offered by ECOTEC as the National Agency for the Leonardo, Grundtvig and Transversal programmes. We have a range of media that you can use as part of your strategy such as:

**Monthly e-flashes** – these are sent out by each programme to a mailing list of subscribers. Each e-flash has a dedicated section for project news so you could send us some brief information and a photo to share your experience with other LLP projects and interested organisations.

**edUKation** – this is our quarterly newsletter for the Leonardo, Grundtvig and transversal programmes. It goes out electronically to over 10,000 subscribers. We are always looking for interesting articles, case studies and news items, and there is a 'Your Space' section for anyone involved in an LLP project to tell us about their activity.

**Websites** – each of our programme websites has a case studies page plus news and events listings where we can feature your project.

**Thematic Networking Groups** – See [www.transversal.org.uk](http://www.transversal.org.uk) for information on these national networking groups for the Leonardo, Grundtvig and Transversal programmes, and to find out how you can use them to share your experiences and knowledge on particular themes.

Whilst you shouldn't rely on the above as the sole means of dissemination you should consider them as a real way of publicising your activity and its results. Please email [llp@ecotec.com](mailto:llp@ecotec.com) if you are interested in any of the above.

## 5. DISSEMINATION TIPS FOR PROJECTS

This section is aimed at people working on projects funded under the LLP. It provides some information and advice about undertaking dissemination and exploitation activities with your partners. There are several different kinds of projects under the Leonardo, Grundtvig and Transversal programmes and they will have different levels of resources to help you. For example Leonardo and Grundtvig Partnership projects and Leonardo Mobility projects will have less money for dissemination than a Transfer of Innovation project, so it's important to tailor your activities to the time and funding you have available.

### What to disseminate and exploit?

First of all you need to decide what you are going to disseminate and exploit. This may include tangible results such as training tools; training materials; and other project documentation. For example, you can disseminate samples of CD-ROMs, project newsletters, leaflets, information about lessons learned, evaluation reports and other project materials.

However, your project may also have more intangible outputs. This can cover areas such as achievements of learners or staff; changes in attitudes; an increase in cultural awareness; better language skills; or an improvement in quality during your project. Even though they may be more difficult to quantify they are important results from your project and should be included in your dissemination and exploitation plan. Use of interviews, questionnaires or other self-assessment mechanisms may help to extract and highlight this sort of information.

### When to undertake disseminate & exploitation activities?

You also need to consider when you are going to carry out your dissemination and exploitation activities. You must set up a timetable of activities that start at the project outset and allocate appropriate resources. All partners involved in your project need to share the responsibility of carrying out the activities in your dissemination and exploitation plan.

Your dissemination and exploitation activities should fit with your project's aims and objectives and link to the different stages of your work programme. You will need to be flexible as your dissemination activities may change from general awareness-raising to more specific information-giving as your project develops. It is essential to start your dissemination activities at the project outset so that people are aware of and have an interest in your work. Exploitation activities may take place later in your work programme. First of all you will need to involve your target groups in your project before you are able to tailor your results to their needs.

"We have found that holding feedback meetings with all the delegates straight after their return invaluable as the trip is still very much in their minds. At this meeting we asked each delegate to speak about their findings and then they were asked for the positives and negatives of their experience".

*Julia Stew, Coventry University Enterprises, Leonardo Mobility Project*

### Who are the target audiences?

It is important to think about your audience so that you can target your dissemination and exploitation activities appropriately. Identify those who will benefit from knowing about your project. This will include end-users of your products, decision-makers as well as other interested parties, organisations and networks in the same field, and other stakeholders. You need to target individuals and organisations at local, regional, national and European levels. Keep contact details in a database or spreadsheet to make it easier to get in touch with people.

You will also need to consider the best way to get your message across. Your target audience may differ across your partner countries and you may need to use different methods to connect with them.

### How to disseminate?

There are lots of different ways to disseminate your project so you should think about the best approach to reach your particular target audiences. Some ideas are included below with some tips on how to make the most of each method:

Rachel Smillie from the Village Storytelling Centre suggests using partnership meetings as a way to disseminate your project. "Partnership visits have created quite a buzz and have raised quite a lot of interest in each participating institution and the local communities" explains Rachel.

They have used the Scottish Storytelling Network to help to disseminate information such as articles and through events. They are making connections with similar networks in France and Germany and hope to get in touch with the English Network. They will also publish a working book about the development of storytelling competence in adults. It will be advertised through the partnership website and the Scottish Storytelling Network. **The Development of Storytelling Skills of Adults** is a Grundtvig Partnerships project. More information is available at: <http://www.thevillageonline.org.uk/index.html>

#### *Disseminating samples of products*

This can include examples of your training tools and materials, good practice guides and other project documentation. Distributing products not only gives people an idea of your work but also helps them to understand what you are doing as they can see it for themselves. Make sure items are of good quality, look professional and have the necessary instructions to enable people to use them.

#### *Project website*

The internet is a powerful tool for promoting your project. A dedicated website in all partner languages has the potential to reach a wide audience. Internet technology is fast-moving and offers new and innovative ways to disseminate your project. For example there are 'blogs', pod-casts or video-sharing sites such as YouTube. Keep information and news up-to-date and your website must be easy to navigate. It is useful to have links to and from other websites so that browsers can access your pages from other

related sites. Make sure that your website is easily located by search engines. It is also important to promote your website and monitor its effectiveness so that you can make any necessary improvements.

Some examples of project websites are:

[www.freeform.org.uk/ace.htm](http://www.freeform.org.uk/ace.htm)

[www.cross-cooking.eu/](http://www.cross-cooking.eu/)

[www.eclicence.eu/](http://www.eclicence.eu/)

[www.vicreative.org/index.html](http://www.vicreative.org/index.html)

The **Producing Online Open Learning Systems (POOLS) project** managed by Sabhal Mor Ostaig was a Leonardo project developing materials for language teaching and learning as well as teacher training courses. The partnership used a wide range of methods and media to disseminate their project including their website <http://www.languages.dk>.

Gordon Wells from the project explained that the key to their dissemination success was a website and webmaster that were very active and responsive to developments in the project as they happened. Target users visiting the site were encouraged to register for newsletters. Project transparency was important, and the placing of all project documentation on the website meant that all visitors could form an immediate impression of the project.

### *Project branding*

You may want to create a brand for your project or use your own customised logos. Both provide a visual impact and can help people both recognise and identify with your project. If you decide to create a logo then think about the message that you want to get across, whether to use any imagery and the best colour for your design. Make sure that your design is readable and easy to reproduce. The main thing however is to keep it simple.

Some examples of project logos are included below:



*The Cross Cooking and Learning project is a Grundtvig Partnership project co-ordinated by Bangor University. project involves older people (50+) coming together with younger adults to share their knowledge about traditional food preparation and cookery. In turn, younger members have helped them to record their knowledge using modern technology. Find out more at [www.cross-cooking.eu](http://www.cross-cooking.eu)*



*The Teddy Bear project involved older people (50+) from all sectors of the community, including those who were disadvantaged or disabled. They were invited to share their life stories with primary school children between 6 and 12 years of age. The project was funded under the Grundtvig programme. Read about the project at <http://www.e-c-a.ac.uk/teddybear/>*

#### *Leaflets and newsletters*

Leaflets and brochures are simple but effective ways to provide an overview of your project. Newsletters also help to keep people informed about your project's activities. Publications should be easy to read, avoid jargon and be attractive to readers. You can also use the National Agency's resources to disseminate your project. For example, this could be via our monthly programme e-flashes; our quarterly newsletter 'edUKation'; and our different programme websites. You could also approach other relevant organisations and projects to include information in their newsletters, e-bulletins or e-magazines.

"The best way to promote a partnership is to mention it to as many people as possible" says Sheelagh Wilson representing the **Building Educational Resources and Networks in Europe (BERNIE)** project.

The project has produced leaflets for prisoners on their release with information about their rights and details of useful organisations and institutions. It has been translated into the partner languages as well as Mandarin, Cantonese, Polish and Portuguese. Following successful promotion of the leaflet it has been adopted by other prisons in Northern Ireland.

Sheelagh also advises "don't only tell people about the partnership but give them something like a leaflet to look at". The BERNIE project is managed by HMP Maghaberry and funded under Grundtvig Learning Partnerships. More details about the project are available at <http://berniegrundtvig.com>.

#### *Press*

Newspaper items can be an effective means of reaching a wide audience to promote your project's news and achievements. Industry journals can also inform specific audiences about more detailed project information. Press releases are helpful for generating interest in your project and can easily be put together from other project documents such as leaflets and newsletters.

Press releases should be brief (usually one page is the maximum) and you will need to make sure that they are easy for journalists to use. If possible use a punchy title and then cover the following five key questions 'Who? What? Where? When? and Why?'. Your press release should be easy to read, avoid jargon and have a clear message for the audience. Don't forget to include contact details so that readers can obtain further information. If you are sending your

press release to different organisations then tailor the document to the particular media. For example, local press will be concerned with a local interest angle and you could also offer them a photo opportunity. Finally don't forget to follow-up your press release with a call to the journalists to encourage them to publish your news.

#### *Conferences, Exhibitions, Meetings and Seminars*

Conferences and seminars are a useful form of dissemination as they can involve your audience as well as informing them.

Meetings, exhibitions or networking events also provide valuable face-to-face contact where you can connect with interested parties who may further spread the word about your project.

Presentations or workshops at events require preparation but can be rewarding in generating interest and feedback on your activities. They can also lead to spin-off dissemination opportunities such as publications or invitations to present at other events. Depending on your time and budget you will need to decide whether to organise your own events or attend those run by other people.

“The participants are the best people to promote the project” recommends William Payne of the **Spoken Spaces project**. William also advises to keep your plans realistic in order to give yourself achievable aims. So far, the partnership has used various dissemination methods including a project website, newsletters and exhibitions. They have held exhibitions within their organisation and invited people that they usually work with as well as advertising the events in the local paper. They will also publish a booklet which will be launched during a European festival next year.

**Spoken Spaces** is a Grundtvig Partnership project managed by the Patrick Allan-Fraser of Hospitalfield Trust. The project focuses on the use of creative arts more information is available at <http://www.spokenspaces.eu>.

#### *Awards and quality standards*

Winning an award or the achievement of a quality label can be an influential dissemination tool. Recognition of your project by others is not only newsworthy but adds kudos to your project. Attaining a quality standard such as the European Language Label demonstrates that your project meets a certain standard or is an example of best practice in its field. One example is the GATE project (Go Ahead! Training and Experience for the European Labour Market) managed by Embrace Co-operation Ltd. In 2007 this project won the Diversity Beacon Award for Outstanding Contribution at the annual diversity competition organised by Ealing, Hammersmith, and West London College. The award was recognition for the hard work of the team as well as the achievements of staff, project partners and participants.

#### *Radio, TV and video clips*

Radio or TV interviews and features have the potential to reach a large audience. Short videos may also provide a visual overview of your project's activities. If you plan to use these types of media you will need to focus on a few key points and take time to prepare so that you are able to get your point across effectively. It is essential to speak slowly and clearly. If you are going to be interviewed then

be prepared for any questions. You could also use sound bites to capture the essence of your message.

Anne Rolfe from the Royal National College for the Blind (RNCB) says “We have produced a DVD, if you get it right it’s a really good tool”. She also explains that the Marketing Team at RNCB have been very helpful. As part of their annual college activities they have open days attended by professionals and this has been one of the easiest ways to disseminate the project’s results. Anne recommends that “having a leaflet is always a very easy way to disseminate your project. For example our marketing department attended a conference in Dubai and I was able to give them a handful of leaflets for delegates to take away”.

RNCB are the lead organisation for **AHVIIT-ACCESS**, a Leonardo project aiming to improve the inclusion of workers or trainees who are blind or visually impaired in vocational training programmes by delivering visual materials in touch and sound formats. They have also had talks with their local MEP to arrange a presentation at the European Parliament. The project website is: <http://www.ahviit.org/>

### *Lobbying*

Lobbying can involve a range of different dissemination activities to influence a political audience including legislators and officials. To generate support for your cause you can contact your local MPs and MEPs, interest groups, think tanks, member organisations and groups working in similar areas to yourself. Do your research beforehand and determine if your findings or results have synergy

with local, regional, national or European policy. You should also check whether they tie in with any other research in the field. Having a high-profile backer to champion your project can be an influential way to gain further support.

### **Don’t forget!**

You should make sure that you take full advantage of the resources offered by ECOTEC as the National Agency for the Leonardo, Grundtvig and Transversal programmes. We have a range of media that you can use as part of your strategy such as:

**Monthly e-flashes** – these are sent out by each programme to a mailing list of subscribers. Each e-flash has a dedicated section for project news so you could send us some brief information and a photo to share your experience with other LLP projects and interested organisations.

**edUKation** – this is our quarterly newsletter for the Leonardo, Grundtvig and transversal programmes. It goes out electronically to over 10,000 subscribers. We are always looking for interesting articles, case studies and news items, and there is a ‘Your Space’ section for anyone involved in an LLP project to tell us about their activity.

**Websites** – each of our programme websites has a case studies page plus news and events listings where we can feature your project.

Please email [llp@ecotec.com](mailto:llp@ecotec.com) if you are interested in any of the above.

## 6. EXPLOITATION ROUTES FOR PROJECTS

This section is for people involved in projects funded under the LLP. It provides some information about different ways to exploit your project's results.

### **Different types of exploitation activity**

There are various types of exploitation activity. However it is important to choose the most appropriate method for your project. For example, if you are developing products such as training materials then you can consider transferring them to different groups, commercialising your results, or making them sustainable by mainstreaming. If your project results are less tangible and focus more on an experience such as on a study visit or mobility placement then accreditation of the experience or skills gained is more relevant. Some options are included below:

#### *Accreditation*

Accreditation can be a relevant exploitation route for many LLP funded projects: from projects developing training materials and qualifications, to those focusing on the skills and experience gained by individuals on study visits or mobility placements. Having your results accredited by an awarding body provides both quality assurance for your standards and recognition of the achievements of your learners. Non-formal and informal learning experiences gained from work-related, family or leisure activities can also be validated as well as more traditional formal learning.

The EU also has tools to assist with accreditation, particularly for Grundtvig and Leonardo Mobility projects. Europass can help

people to highlight their skills and qualifications in a set of documents so that it is easier for employers and education and training organisations to understand their achievements.

Information about Europass is available at:

<http://www.uknec.org.uk/>

The European Credit Transfer System is a standard to aid the recognition and comparison of learners' performance and achievements across Europe, more details are available at:

[http://ec.europa.eu/education/programmes/socrates/ects/index\\_en.html](http://ec.europa.eu/education/programmes/socrates/ects/index_en.html)

#### *Commercialisation*

This is another option for projects producing results such as training materials. It may be also relevant for partnerships developing products such as books or manuals from research and lessons learned during the project. In addition it can be an opportunity for partnerships to exploit know-how gained from their project by charging clients for their services.

For successful commercialisation you will need a realistic business plan, a good marketing strategy and an Intellectual Property Rights (IPR) agreement between the organisations involved in your project. You should also think about whether commercialisation is the real intention and right direction for your project and partnership.

### *Free use by others*

Sharing information on the internet has become increasingly popular. There is a growing amount of open source software available such as Moodle and Skype. Content and research has also become more and more accessible. Making project results freely available is an approach that appeals to some partnerships who feel that it is in the spirit of their particular project. Having your research or products accessible without charge on your website can help results to be used after your project has finished. It may also generate feedback on your work from a wider audience than your target groups.

Information about making your results freely available is covered in the IPR Guide for EQUAL Development Partnerships detailed above.

The **POOLS project** managed by Sabhal Mor Ostaig used a copyleft approach with materials available for use via their website. Any teacher visiting the website can enrol as a member and contribute to debates and sharing of materials and ideas.

Following on from the project the partners have pursued different initiatives at national level including accreditation systems, improved networks and further materials development. The success of the project in Scotland has led to a successful application for further bilingual materials development and a strengthening of regional language teaching networks. More information about the project is available at <http://www.languages.dk/>

### *Mainstreaming*

For a more long-term future, mainstreaming can be the best way to guarantee that your project maintains its impact. The European Commission define this as 'the planned process of transferring the successful results of programmes and initiatives to appropriate decision-makers in regulated local, regional, national or European systems'. By influencing policy and practice you may be able to embed your results in training systems or into the practices of relevant organisations therefore securing their longevity.

### *Transfer of outcomes*

Transferring your outcomes to different contexts is a good way to make the most of your project results. Products such as training materials, databases, lessons learned, methodologies or other outcomes developed during your project can be customised to the needs of additional groups, sectors and countries.

Your target groups need to be involved in your activities. You should consult them in your training needs analysis and involve them in piloting and testing any products. Feedback from your target groups can then be used to tailor the outcomes to their particular needs. This is a route for multiplication, a term used by the European Commission to describe 'the planned process of convincing individual end-users to adopt and/or apply the results of programmes and initiatives'. Wide dissemination during your project will help to identify groups that are interested in your outcomes - you may be surprised by where they could end up!

### *Sustainability*

Making your results sustainable is another route for exploitation. Keeping your results on a website after your project has finished (either free-of-charge or at a cost for the user) is one way of ensuring they have a life beyond the funding period. Attracting further funding for your project is also a means to keep your project and its results sustainable in the short-term. Mainstreaming is a more long-term approach to embed results into local, regional, national or European provision.

The European Commission and National Agency also offer ways to keep your project visible. Databases of all Leonardo projects funded across Europe are available at:

[http://ec.europa.eu/education/programmes/leonardo/new/leonardo2/products/index\\_en.cfm](http://ec.europa.eu/education/programmes/leonardo/new/leonardo2/products/index_en.cfm)

Also coming soon is the EU's new e-platform EVE. This will provide an additional opportunity for sharing information and results from different programmes and projects funded by DG Education and Culture. More details are available at:

[http://ec.europa.eu/education/programmes/leonardo/new/leonardo2/products/index\\_en.cfm](http://ec.europa.eu/education/programmes/leonardo/new/leonardo2/products/index_en.cfm)

Finally, Leonardo projects can use the ADAM database to advertise their project results via a European platform. To register your projects go to [www.adam-europe.eu](http://www.adam-europe.eu).

**Guidance Raising Aspirations (GRAsp)** is a Grundtvig Learning Partnerships project managed by the Scottish Wider Access Programme (SWAP). It aims to give opportunities to disadvantaged adults in rural communities. So far, partners have produced a number of information leaflets that have been distributed within their organisations and on a much wider scale. Andrew Quinn from the project advises “be clear who the material is for”. He also recommends that if you are producing a website have someone in the partnership that can design it for you as this will save both time and money.

The partnership also hopes to take the results of this project further by applying for more LLP funding. Due to the nature of their activities the partnership feels that it can develop a Leonardo Partnership application as well as other applications for Leonardo Mobility and Grundtvig Learning Partnerships projects. The project website is currently being developed but will be hosted at <http://vhs-sonneberg.de>

### **Thematic Networking**

In 2008 ECOTEC launched four national Thematic Networking Groups with the aims of bringing together projects, practitioners, policymakers and stakeholders to discuss themes of particular interest. The Groups are a great opportunity for projects to share their work. For more information and to join one of the Groups see [www.transversal.org.uk](http://www.transversal.org.uk).

## 7. BUILDING A DISSEMINATION AND EXPLOITATION STRATEGY WITH YOUR PARTNERS

This section is aimed at people involved in projects funded under the LLP. It provides some advice on how to put together your dissemination and exploitation plan.

Once you have considered the key questions of what; when; who; and how to disseminate as well as your routes for exploitation you can put your dissemination and exploitation plan together. An effective strategy will need to be clear; detailed; quantified; and ongoing. Also don't forget to include both dissemination and exploitation activities in your plan!

### **Focus your strategy**

Your plan should be clearly written and contain all the activities to be undertaken during the project. Objectives should be SMART (Specific, Measurable, Achievable, Realistic and Timebound). It is important to be detailed and to quantify items that you intend to produce such as newsletters and publications. You should also give an indication of the number of events you plan to hold or attend. Think about the aims of your strategy and focus your dissemination and exploitation activities accordingly. You should also make sure that your plans complement the other tasks that you will be carrying out in your work programme.

### **Be flexible**

New opportunities will arise during your project and sometimes things may not go exactly to plan. You will need to have an approach that is adaptable enough to deal with such circumstances.

Your exploitation plan should be particularly flexible as you will be consulting with and involving your target groups in your activities and will need to take their feedback into account. Partners may also need to pursue different dissemination methods or exploitation routes depending on the national contexts.

“Delegation of dissemination duties to all partners also enabled different strategies to be developed in different countries, appropriate to national circumstances..... in Scotland we were of course delighted to win a European Award for Languages for the work we did here, but each participating institution has its own success story to tell”.

*Gordon Wells, Sabhal Mor Ostaig, Leonardo Language Project*

### **Timetable your activities**

Your dissemination and exploitation activities will need to run from the start to the end of your project. You also need to plan beyond the funding period so that results can be sustained after your project has finished. Dates should be specified so that everyone knows the timeframe and deadline for their tasks. You also need to think about the most appropriate timing for your activities so as to maximise the impact of your dissemination and exploitation strategy.

### **Share responsibility**

All partners need to be involved in putting together your strategy so that everyone shares in its ownership and understands their roles and responsibilities. Partner responsibilities should be clear so that

there is no confusion over who is doing what. Partners should play to their strengths and undertake tasks that correspond with their areas of expertise. You also need to give details of external organisations or subcontractors that will be involved in your dissemination and exploitation activities such as those involved in web-design, printing, translation and event organisation.

“Agree with all partners what their responsibility will be beforehand. Take into account that different partners have different needs and work towards finding the best solution for all involved”.  
*Andrew Quinn, Scottish Wider Access Programme, Grundtvig Learning Partnerships Project*

Another key element is to involve the right organisations in your partnership. You should make sure you have partners with links to your target groups on board your project. Without these connections you may find it difficult to secure the involvement of end-users and other stakeholders. It is also an advantage to have the support of other key players in your field.

### **Involve your target groups**

You will need to plan how to involve your target groups in your project. This includes consultation with end-users during your needs analysis, involving your target groups in the piloting of any materials and in the review of products developed. Feedback from your target groups, stakeholders, social partners and other potential users will help to ensure that your project outcomes are truly relevant to their needs. This is essential for the exploitation of results and also

supports a more demand-driven approach which should lead to project results having more pertinence as well as permanence with their target group.

### **Allocate your budget**

You should make sure that you allocate sufficient funds to carry out all your dissemination and exploitation activities. Partnership and Mobility projects do not have specific budget lines for dissemination and exploitation activities so you will need to consider what you can do within your project budget. For Transfer of Innovation projects, the European Commission has recommended that you should allocate between 10-20% of your project budget, although this will of course depend on your project and the activities you will be carrying out. Make sure you cover all your dissemination and exploitation activities and costs in your budget plans. For example you will need to include staff time; Information and Communications Technology (ICT) costs relating to a project website or production of CD-ROMs; expenses associated with production of publications materials; translation fees; and any subcontracting costs for work with organisations external to your partnership.

If relevant you will also need to consider any income to be gained from your project. If this happens during your project you will need to deduct the amount from your grant. However, if that income is generated from activities such as commercialisation after your project has finished your funding would not be reduced.

### **Monitor and record information**

You will of course need to monitor and record the dissemination and exploitation activities that you undertake during your project. Keep records to evidence tasks carried out by all the organisations in your partnership and record this information. This can include examples of leaflets, press releases, articles published, hits on your project website, attendance at events, conference materials as well as information to support the finances.

“One tip for people is to keep a record of all the dissemination activities you do, including the region and sector code!”  
*Anne Rolfe, Royal National College for the Blind, Leonardo project*

### **Evaluate your achievements**

In addition to monitoring and recording your activities it is important to evaluate their success and review them to see if they are still relevant. For example you may find that a particular dissemination method is more suitable for your target group or that a specific exploitation route is the best one for your project. As well as helping to ensure that activities are appropriate for the audience ongoing evaluation can also help to improve the quality of your project. In addition to internal evaluation amongst the partnership and feedback from your target groups, you may wish to appoint an external evaluator of your project who could also look at the success of your dissemination and exploitation activities as part of their remit.

### **Further information**

If you are interested in seeing materials used by other projects to record and monitor their dissemination and exploitation activities, why not have a look at our Guidance Note for Partners and our Valorisation Guidance Note? Although produced for Leonardo projects under the programme’s previous phase (2000-2006), they contain many useful items including examples of:

- dissemination plans;
- forms for recording activities;
- forms for partners to record their activities; and
- SWOT Analysis templates to enable you to identify the best activities for your project.

Both publications are available for download from the Leonardo website at [www.leonardo.org.uk](http://www.leonardo.org.uk)

## 8. FURTHER READING

### Dissemination

In addition to the information in this guide you can find further details about dissemination in the *Dissemination Guidance Note for Leonardo Projects* available at:

[www.leonardo.org.uk/page.asp?section=0001000100230002&sectionTitle=Information+and+Guidance](http://www.leonardo.org.uk/page.asp?section=0001000100230002&sectionTitle=Information+and+Guidance)

### Europass

You can find more information about Europass at:

[www.uknec.org.uk/](http://www.uknec.org.uk/)

### European Credit Transfer System

Details of the European Credit Transfer System are available at:

<http://ec.europa.eu/education/programmes/socrates/ects/>

### Evaluation

More information about evaluation is available in the *Evaluation Guidance Note for Leonardo Projects*:

[www.leonardo.org.uk/page.asp?section=0001000100230002&itemTitle=Information+and+Guidance](http://www.leonardo.org.uk/page.asp?section=0001000100230002&itemTitle=Information+and+Guidance)

### Events

The *Event Management Guidance Note for Leonardo Projects* provides practical advice on organising events. It is available at:

[www.leonardo.org.uk/page.asp?section=0001000100230002&sectionTitle=Information+and+Guidance](http://www.leonardo.org.uk/page.asp?section=0001000100230002&sectionTitle=Information+and+Guidance)

### Exploitation

More information about exploitation is available on the European Commission's Dissemination and Exploitation web-pages at:

[http://ec.europa.eu/dgs/education\\_culture/valorisation](http://ec.europa.eu/dgs/education_culture/valorisation)

### Intellectual Property Rights (IPR)

You can find further information about IPR in the 'Guide to Intellectual Property Rights for EQUAL Development Partnerships':

[www.equal.ecotec.co.uk/resources/gpg/](http://www.equal.ecotec.co.uk/resources/gpg/)

The European Commission also have an IPR Helpdesk with a wide range of resources at: [www.ipr-helpdesk.org/](http://www.ipr-helpdesk.org/)

### Mainstreaming

More information about mainstreaming is detailed in the EQUAL guide *Mainstreaming and Creating Impact – A Guide for Development Partnerships* at:

[www.equal.ecotec.co.uk/resources/gpg/](http://www.equal.ecotec.co.uk/resources/gpg/)

### Partnership Work

*Learning Together* is a new Guidance Note focusing on how you can work effectively with partners and get the best out of your European project:

[www.leonardo.org.uk/page.asp?section=0001000100230002&sectionTitle=Information+and+Guidance](http://www.leonardo.org.uk/page.asp?section=0001000100230002&sectionTitle=Information+and+Guidance)

The *Transnational Partnership Guidance Note* also provides useful information about working with your partners:

[www.leonardo.org.uk/page.asp?section=0001000100230002&sectionTitle=Information+and+Guidance](http://www.leonardo.org.uk/page.asp?section=0001000100230002&sectionTitle=Information+and+Guidance)

### **Press Releases**

You can find further information about press releases and public relations activities in the *Dissemination Guidance Note for Leonardo Projects* available at:

[www.leonardo.org.uk/page.asp?section=0001000100230002&sectionTitle=Information+and+Guidance](http://www.leonardo.org.uk/page.asp?section=0001000100230002&sectionTitle=Information+and+Guidance)

### **Project Management**

The *Survival Kit for European Project Management* provides information about managing your European partnership:

[www.leonardo.org.uk/page.asp?section=0001000100230002&sectionTitle=Information+and+Guidance](http://www.leonardo.org.uk/page.asp?section=0001000100230002&sectionTitle=Information+and+Guidance)

### **Public Relations and Publicity**

The EQUAL guide *Getting Your Message Out: a PR and Publicity Guide for Development Partnerships* provides useful information about using the media:

[www.equal.ecotec.co.uk/resources/gpg/](http://www.equal.ecotec.co.uk/resources/gpg/)

### **Valorisation**

The *Valorisation Guidance Note* provides information about exploiting the results of your project and building on your projects achievements, it is available at:

[www.leonardo.org.uk/page.asp?section=0001000100230002&sectionTitle=Information+and+Guidance](http://www.leonardo.org.uk/page.asp?section=0001000100230002&sectionTitle=Information+and+Guidance)

## 9. CONTACT US

If you have any queries about the material in this handbook, or any suggestions you would like to see included, please let us know. You can also contact us if you need more advice on any of the topics discussed or assistance with any problems you may encounter during the lifetime of your project.

Our contact details are:

### Leonardo UK National Agency

Helpline: 0845 199 2929  
Email: [leonardo@ecotec.com](mailto:leonardo@ecotec.com)  
Website: [www.leonardo.org.uk](http://www.leonardo.org.uk)

### Grundtvig UK National Agency

Helpline: 0845 199 1919  
Email: [grundtvig@ecotec.com](mailto:grundtvig@ecotec.com)  
Website: [www.grundtvig.org.uk](http://www.grundtvig.org.uk)

### Transversal National Agency

Helpline: 0845 199 3939  
Email: [studyvisits@ecotec.com](mailto:studyvisits@ecotec.com)  
Website: [www.transversal.org.uk](http://www.transversal.org.uk)

If you would like to subscribe to any of our newsletters please use the subscribe function on the websites or email [llp@ecotec.com](mailto:llp@ecotec.com).

**We look forward to hearing from you!**

## 10. GLOSSARY OF USEFUL EUROPEAN PROJECT MANAGEMENT TERMS

**Eligible Countries** – The 27 EU Member States (Austria, Belgium, Bulgaria, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, United Kingdom), plus the three European Economic Area countries (Norway, Iceland & Liechtenstein) and the Candidate Country Turkey.

**Lifelong Learning Programme** – Parent programme designed to promote exchange, co-operation and mobility between education and training systems within eligible countries.

**Grundtvig Programme** – Sub-programme of the Lifelong Learning Programme that has a specific focus on the development of teaching and learning for adults and young people not involved in tertiary education.

**Leonardo da Vinci Programme** – Sub-programme of the Lifelong Learning Programme that has a specific focus on the development of vocational education and training for employees, students and educational staff.

**Comenius Programme** – Sub-programme of the Lifelong Learning Programme that has a specific focus on the development of school education for children, young people and staff.

**Erasmus Programme** – Sub-programme of the Lifelong Learning Programme that has a specific focus on the development of teaching and learning experiences for students and staff in Higher Education.

**Transversal Programme** – Sub-programme of the Lifelong Learning Programme that has a specific focus on Policy Development, Information and Communications Technologies, Languages and Dissemination.

**Transnational Partnerships** – Groups of organisations from eligible countries who agree to work together on a specific piece of work, research, project or exchange.

**Mobility Activities** – Activities which involve staff, students or employees travelling to a host organisation within an eligible country to participate in an exchange, visit or project meeting.

**Centralised Actions** – Those activities funded by one or more of the various sub-programmes, where project promoters both apply and report back directly to the Executive Agency in Brussels.

**Decentralised Actions** - Those activities funded by one or more of the various sub-programmes, where project promoters both apply and report back to their appropriate National Agency.

**Dissemination and Exploitation of Results** – The manner in which the results of an exchange, partnership or project are exploited or continued after the funding period ends.

**National Agency** – The organisation(s) responsible for administering the Lifelong Learning Programme in each eligible country. In the UK, ECOTEC manages the Leonardo, Grundtvig and Transversal programmes, and the British Council manages Comenius and Erasmus.

**Executive Agency** – The Education, Audiovisual & Culture Executive Agency who are responsible for administering the centralised actions of the Lifelong Learning Programme at European level

**Project Co-ordinator** – The organisation responsible for submitting an application on behalf of a transnational partnership. In some cases (Leonardo Mobility and transfer of Innovation projects) this also means holding the contract and budget for the whole project, managing the project and reporting on progress.

**Project Partner** – Organisation responsible for working collaboratively with other organisations in eligible countries.

**Project Compendium/Directory** – A directory of projects funded via the Lifelong Learning Programme programmes, published each year and containing an overview of the aims, objectives, results and partner organisations involved in each project.

**Project Outputs** – Quantitative indicators of a project's progress, success or impact (e.g. the number of people participating in language skills training as a result of the activity).

**Project Outcomes** – Qualitative indicators of a project's progress, success or impact (e.g. people having become more employable as a result of being able to converse in a second language).

**Evaluation** – The review of project activities and outcomes either by the partnership (internal evaluation) or by an external contractor or group of organisations (external evaluation).