



Dissemination and exploitation plan

Deliverable 6.1

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Abstract	<p>This document contains the dissemination strategy and detailed description of all dissemination activities (e.g. time frame, responsibilities across project partners, distribution of financial funds, definition of a logo, organization of round tables, conferences, the printing of promotion material, etc.). The D&E plan assigns individual roles for the maintenance of the DUALMON website portal, and the preparation and dissemination of news articles and results for the national, regional, and EU media. On the other hand, the coordination and monitoring of the activities will be mutual.</p>
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1. About this document: Information on the Dissemination and Exploitation Plan

This Information on the Dissemination and Exploitation Plan is aimed as an integral part of the project "Strengthening capacities for the implementation of dual education in Montenegro higher education / DUALMON" which includes project's goals and activities, project partners' profiles description, their dissemination competences, as well as presumable dissemination channels, strategies and methodology.

"To disseminate" means to spread information, knowledge, opinions widely. „Dis-„ derives from Latin word meaning „abroad“, and „semen“ or "semin-" derives from the Latin word for seed; the idea with disseminate is that information/knowledge/opinion travels like seed sown by a farmer. Among academics dissemination is considered as a disclosure of the research results to the wide public (both professional and non-professional) by all appropriate means using all possible strategies, mediums and channels, which includes but is not limited to scientific publications.

The leader of WP6: Dissemination and Exploitation is the University of Montenegro – Faculty of Tourism and Hotel Management. It will be in charge of development and maintenance of project web portal, social media (Facebook, LinkedIn, YouTube) profiles and organization of dissemination events. Bearing in mind that both starting and ending phases of the project Dualmon are of great significance from the point of view of dissemination and exploitation, project Dissemination and Exploitation Plan is formulated as a guide toward the envisaged project outputs. However, the project itself is not restricted to this very document (Dissemination and Exploitation Plan), i.e. planned activities regarding dissemination would possibly be constantly revised, re-examined, and improved by additional actions, activities and measures undertaken by project partners throughout the project life-cycle.

Apart from introductory parts and conclusion, this report consists of the following chapters:

- Aims of the DUALMON project
- Project partners' profile and dissemination potential
- Dissemination strategy aims and objectives
- Leading partner for the implementation of dissemination
- The languages that will be used
- Project logo
- The methods and mechanisms of dissemination
- Measures based on the recommendations from NEO Montenegro
- Target groups and different stakeholders
- Dissemination strategies for the individual target groups
- Definition of responsibilities
- Available resources for dissemination



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Finally, in the summary it is concluded that the main dissemination objective is to widely spread the project's assumptions and results and to reach the variety of target groups according to the project's scope.



2. Introduction

Dissemination and Exploitation Plan defines how both tangible and intangible project outcomes can be implemented, what impact they will likely have on every particular stakeholder, and how they will influence the educational market. It describes in detail the dissemination activities planned by the DUALMON consortium, including all important aspects of planned dissemination activities (e.g. time frame, responsibilities across project partners, distribution of financial funds, definition of a logo, organization of round tables, conferences, printing of promotion material, etc.).

Dissemination and Exploitation Plan also defines products of dissemination and presents planned material and tools to be prepared to disseminate project outcomes information. It aims to define the dissemination goals, as well as the DUALMON project's target audience and channels through which the project results will be promoted.

Finally, the Dissemination and Exploitation Plan involves the partners' competencies in the area of dissemination and a scheduled activities timetable. The leader of WP6: Dissemination and Exploitation of Results will be the University of Montenegro – Faculty of Tourism and Hotel Management (UOM). It will be in charge of the development and maintenance of the project web portal, social media (Facebook, LinkedIn, YouTube) profiles, and the organization of dissemination events.

Bearing in mind that both starting and ending phases of the project DUALMON are of great significance from the point of view of dissemination and exploitation, the project Dissemination and Exploitation Plan is formulated as a guide toward the envisaged project outputs.

However, the project itself is not restricted to this very document (Dissemination and Exploitation Plan), i.e. planned activities regarding dissemination would possibly be constantly revised, re-examined, and improved by additional actions, activities, and measures undertaken by project partners throughout the project life-cycle.

3. Aims of the DUALMON project

The main aim of the project is to improve the competencies of higher education graduates in Montenegro, through the development of a generic model of dual education (DUALMON model) and a legal framework for the introduction of dual education to support different needs and interests of students, companies, higher education institutions (HEIs) in the country and to provide recommendations to HEIs for implementation of dual education in entire Montenegro. The model will be implemented, as a pilot test, at four faculties of the University of Montenegro, from different fields: Faculty of Economics, Faculty of Electrical Engineering, Faculty of Tourism and Hospitality, and Faculty of Maritime Studies.

Development of a generic model of dual education (DUALMON model) will be conducted through the transfer of knowledge from HE institutions from program countries: University of Novi Sad (Serbia), FH Joanneum Gesellschaft M.B.H. (Austria), and Academia (Slovenia). Dual education in Austria and Slovenia is considered to be very successful and the Austrian model is among the best in the world. FH Joanneum and Academia have several dual educational programs in the fields of information and communication technologies, engineering and engineering trades, and manufacturing and processing, while the University of Novi Sad has participated in the project of introduction of dual education in Serbia and has experienced teaching staff in the implementation of dual education and development of the legal framework in HE.

The overall aims of the project are:

- Improvement of the competencies of higher education graduates in Montenegro, according to the needs of employers,
- Increase motivation to study as well as to improve the employability of graduate students,
- Enable students from lower-income families to access higher education, and
- Improvement of the legal framework and accreditation standards in Montenegro to adapt to dual education.

Dual Higher Education (DHE) will enable students to acquire more relevant knowledge and skills by combining formal education with training acquired at the workplace. The result of this type of education is reflected in the student's higher competencies following the requirements of the employer, which makes it easier to find a job. Internship in the company often leads to the employment of a student in the same company. This will increase the interest of companies to offer internships, but also the student's motivation to study, as well as the desire to acquire professional skills during education. Possibilities for career development, a more secure first job, and a higher possibility for gaining employment will motivate young educated people to invest in themselves and study at the university.

Besides, the project will enable innovation and changes in the area of the legal framework of the accreditation process in Montenegro, because it aims at creating amendments to the law on HE and labor law, which will be submitted to the authorities, development of drafts of the new law on dual education which will also be submitted to authorities, and creating amendments to accreditation standards which will be submitted to the authorities for approval

and integration into the practice. These elements will lead to a greater match between universities in Montenegro and business companies, and between universities from this country and universities from other countries with well-developed dual education programs.

Also, it is expected that the companies would provide scholarships to selected students realizing their internships during their studies. This will help students, especially those from lower-income families, to cover their costs during studies (tuition fees, accommodation costs, etc.). The significance of this approach is reflected in the ability of students to earn during studies and to become more employable on the market.

To achieve these aims, the project needs to realize the following specific objectives:

- Define the specific needs of companies in various industrial sectors and find companies that are willing to participate in the pilot implementation of dual higher education during the project;
- To develop a generic Dual Higher Education Model (DUALMON model) to support different needs and interests of employers, higher education institutions (HEIs), and students in different industrial and business sectors and to provide recommendations to HEIs for implementation of Dual Higher Education;
- To test the specific dual models generated from the developed generic DUALMON model, by realizing their pilot implementations during the project and to analyze achieved results; and
- To propose changes to legislation/regulations to implement dual higher education in Montenegro.

The aims of the project, set as the creation of the generic model of dual education (DUALMON model) to support different needs and interests of various stakeholders in Montenegro, changes of legislation/regulations in this area, and provision of recommendations to HEIs for implementation of dual education in entire Montenegro, are in the line with the national and international contexts. The creation of more universal educational trajectories through dual education and better connection between HE and companies in Montenegro is in line with the action of Capacity-Building in the Field of Higher Education. In the context of the partner country, the project will be the bedrock for introducing practice-integrated dual study education as known in the EU. Dual HE will enable students to acquire more relevant knowledge and skills by combining formal education with training acquired at the workplace. As a consequence, this will provide them with competencies that are more in line with the needs of companies, and they will get the opportunity to get jobs easier. In most cases, it is expected that they will get a job offer by the company that provided their internships, or at least a good recommendation for future employment. This will not only raise the motivation of students to study but also raise the interest of companies to offer internships and scholarships to students practicing dual HE. Dual education will bring better and more intensive cooperation between industry and higher education and it will contribute towards the increase of innovation capacities. Students in dual education will be the channel for transferring knowledge and ideas from companies to academia and vice versa.

This is very important if we bear in mind several facts:

- a high unemployment rate of young people between 15 and 24, around 20.7%, in Montenegro,



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- a trend of growing inactivity of young people, early dropout of education and long-term unemployment,
- low level of work experience of graduates,
- employers rarely recognize the graduates' degree of competence,
- problems are in legislation, which does not recognize the student labor in manner of reducing the administrative procedures and tax obligations for employers enough to make the students a desirable workforce, etc.

The government in Montenegro is striving to introduce dual secondary education to solve most of the problems related to youth unemployment since this problem leads to another one, called brain drain. The national employment agency implements advanced retraining or additional training to reduce unemployment among the surplus occupations. The project consortium sees this project as a long-term solution in the area of HE.

4. Project partners profile and dissemination potential

DUALMON consortium is constituted of the partners who are chosen based on their competences, experience they have gained on similar projects, and successful cooperation in the past. In the project implementation, 12 partners will take part. Partners are 1 HEI from Montenegro (University of Montenegro), 3 HEI from program countries (University of Novi Sad from Serbia, FH Joanneum Gesellschaft M.B.H. from Austria, Academia from Slovenia), 2 policymakers from Montenegro (Ministry of Education and Agency for Control and Quality Assurance of Higher Education), and 6 influential representatives of enterprises in Montenegro (Chamber of Economy Montenegro, Crnogorska plovidba AD Kotor (ships building), Voli Trade d.o.o., Roaming Networks d.o.o., Hotels Group Montenegro Stars, and Crnogorski Telekom AD Podgorica).

The project was initiated between the representatives of the University of Montenegro and University of Novi Sad and representatives of the Ministry of Education from Montenegro and it is based on the necessity to broaden and improve the cooperation between universities and companies which is declared in the Development Strategy of Higher Education in Montenegro (2016-2020), and all other strategic documents at the level of Montenegro and University of Montenegro. The project planning relied much on vast experience partners from program countries in the development of dual study programs and introduction of dual education in several partner countries. The Consortium members were chosen based on their competence and previous cooperation on similar Erasmus+ projects.

As the project should contribute to the general and comprehensive improvement of the HE system in Montenegro, four faculties at the University of Montenegro are selected on the principles of different industry fields (economics, electro engineering, tourism and hospitality, and transport). They are equally involved in all WPs and project teams at these faculties consist of people specialized in different relevant areas and with great professional and organizational experience. As the most experienced among them when it comes to the Erasmus+ project, the University of Novi Sad is going to be the project coordinator.

Since project results have strategic national significance for the Montenegro HE system, the partner's list from Montenegro includes major HE system's institutions with the policy-making mandate. With its influence and power of decision making, they will provide the project results implementation and sustainability.

This project proposal was created by dedicated and continuous teamwork of all partners that are involved. UNS was leading the application, EU partners have contributed most in the development of methodology, while partners from Montenegro have explained the reasons for the introduction of dual education into higher education of Montenegro.

P1: University of Novi Sad (UNS)



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University of Novi Sad (UNS) was founded in 1960, operating in the four major towns of the Autonomous Province of Vojvodina: Novi Sad, Subotica, Zrenjanin, and Sombor. The University is comprised of the following 14 faculties covering all major fields of study: Faculty of Philosophy, Faculty of Agriculture, Faculty of Law, Faculty of Technology, Faculty of Economics, Faculty of Technical Sciences, Faculty of Medicine, Faculty of Sciences, Academy of Arts, Faculty of Civil Engineering, 'Mihajlo Pupin' Technical Faculty, Faculty of Sport and Physical Education, Faculty of Education, and Teachers' Training Faculty in Hungarian. In December 2007. UNS also has Institute of Lowland Forestry and Environment, Institute of Food Technology, Association of Centres for Interdisciplinary and Multidisciplinary Studies and Research, UNESCO Chair in Entrepreneurial Studies, and centres for applied statistics and education development.

Currently at UNS is enrolled more than 43.000 students at the bachelor level of studies, and around 6.500 students at the master and doctoral level, studying on more than 350 study programmes. Number of employees is more than 5.000, including teaching staff of around 3.770, and around 130 foreign teachers.

Research at the University is achieved through basic, applied and development research in the field of law, economics, mathematical, technological, social and medical sciences. UNS has significant international cooperation with other HEIs and its experienced and well qualified staff plays a significant role in the great number of projects across Europe.

The University of Novi Sad is the second largest among six state universities in Serbia. Having invested considerable efforts in intensifying international cooperation and participating in the process of university reforms in Europe, the University of Novi Sad has come to be recognized as a reform-oriented university in the region and on the map of universities in Europe.

As the most experienced partner in the consortium regarding ERASMUS+ projects, UNS will be the project coordinator, responsible for financial and administrative management of the entire project. UNS will provide complete coordination of work and mobility of consortium staff members. Therefore, UNS will be the leading organisation of the WP7 Project management. The important role of UNS will be also transfer of know-how in the field of dual education, study visit, and development of legal framework, because UNS has participated in similar project in Serbia (DUALEDU). Additionally, UNS will participate in all other WPs: 1. Research and needs analysis, 2. Flexible and generic Dual Higher Education Model (DUALMON model), 3. Creation of Legal and Quality Assurance Conditions for Implementation of dual higher education, 4. Pilot testing of the flexible and generic DUALMON model, 5. Quality Assurance and Monitoring, 6. Dissemination and Exploitation of Results.

P2: University of Montenegro (UOM)

The University of Montenegro is the oldest and the largest higher education, scientific and artistic institution in Montenegro with more than 50% of all students in the country.

The University of Montenegro was founded on 1974, in Podgorica. Today, the University is comprised of 19 faculties and three scientific institutes, with more than 20,000 students. The headquarters and main campus of the University is in Podgorica, with other campuses located

in eight other Montenegrin cities – Nikšić, Cetinje, Kotor, Herceg Novi (Igalo), Bar, Bijelo Polje and Berane.

The University of Montenegro is an integrated public university, organized according to the principles of the Bologna Declaration, with curricula harmonized with EHEA. This, as well as numerous agreements and programmes in which the University takes part, enables mobility without barriers in the EHEA for students, teachers and administrative staff. The University of Montenegro has signed 132 bilateral agreements on cooperation with universities from 35 countries worldwide.

Studies are organized at the level of Undergraduate, Masters and Doctoral studies. The basic model of studies is 3+2+3 meaning that undergraduate studies last three academic years, except for regulated professions and teacher training which last five i.e. six years respectively; post-graduate (masters) studies last two years and doctoral studies have a duration of three academic years. The University is continuously engaged in the restructuring and modernising of all study programmes and their harmonisation with modern achievements and the labour market needs.

Amongst other things, obligatory practical work has been introduced for most courses, and English as a course is obligatory.

For years the University has participated in the EU funded projects, either in the capacity of a partner or the coordinating institution. – over 50 projects funded under the Tempus programme, over 15 Erasmus Mundus Action 2 projects for student mobility, a number of projects under FP7 funding scheme or IPA supported projects, Erasmus + capacity building and International credit mobility projects and other. The projects tackled various issues related to higher education reform and harmonization of our higher education system with the EHEA – be it through curricula reform or introduction of new study programmes, but also through capacity building and structural reforms introducing new instruments, procedures and systems pertaining to lifelong learning.

UOM will gain expertise from international partners in the field of dual education in HE, participate in the development of generic DUALMON model, run pilot implementation of WBL (work based learning) and WIL (work integrated learning) at institution and develop one out of four specific dual models, evaluate effects and acceptance of dual programmes through piloting, build sustainable and reliable relation to the industrial sector, participate in the development of legal framework in Montenegro through cooperation with respective ministries, and National Council for Education, etc. UOM is the leader of WP2 Generic Dual Higher Education Model (DUALMON model), WP3 Creation of Legal and Quality Assurance Conditions for Implementation of dual higher education, WP4 Pilot testing of the generic DUALMON model, and WP6 Dissemination and Exploitation of Results. Additionally, UOM will participate in all other WPs: 1. Research and needs analysis, 5. Quality Assurance and Monitoring, 7. Project management.

P3: FH JOANNEUM Gesellschaft mbH (FHJ)

With currently more than 40 highly specialized degree programs in the 6 departments (applied computer sciences, engineering, health studies, building| energy & society, media&design,



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management) 530 employees and more than 800 affiliated lectures FH JOANNEUM is one of Austria's leading universities of applied sciences. FH JOANNEUM considers the production of knowledge and passing it on, as well as research and training, as processes, which are inseparably connected with each other. These are integrated activities, which enrich and strengthen each other. FH JOANNEUM is a university of applied sciences committed to stimulating innovation through R&D in order to meet sustainability goals and societal needs in line with the principle 'from idea to implementation'. Against this background, research and development is a prerequisite for the internationally recognized education provided by FH JOANNEUM, which is based on permanent transfer of knowledge between teaching and R&D.

Production Technology and Organization (PTO) and Engineering and Production Technology at the Institute of Applied Production Technologies (IAP) of FH JOANNEUM have been the first cooperative (in German "dual") study programs in Austrian Higher Education. (Students are assigned to a partner company during the program and alternate theory semesters with work terms, with a duration of three to six months each, throughout their education).

This specific competence in Work Based Education has led to numerous project partnerships, membership in international bodies in this field like the World Association of Cooperative Education (WACE) and conference presentations and organization (f.e. WACE 8th International Symposium on Work Integrated Learning, June 2010 in Graz).

Through many years of direct experience as well as participation in research projects the IAP has expertise in the specific pedagogical and organizational implications for the different options of WBL (work based learning) and WIL (work-integrated learning) within higher education and possess first results towards a common framework for strategic development and quality assurance at the implementation of co-operative programs in secondary and tertiary education.

For needs and market analysis FHJ will host a study visit of staff members from Montenegro partner organization to transfer the experiences in dual higher education. Due to its high experience in the field, FHJ is the leader of WP5: Quality Assurance and Monitoring. Additionally, FHJ will participate in all other WPs: 1. Research and needs analysis, 2. Flexible and generic Dual Higher Education Model (DUALMON model), 3. Creation of Legal and Quality Assurance Conditions for Implementation of dual higher education, 4. Pilot testing of the flexible and generic DUALMON model, 6. Dissemination and Exploitation of Results, 7. Project management.

P4: ACADEMIA DRUZBA ZA STORITVE d.o.o., OE Višja strokovna šola Academia Maribor (ACADEMIA)

ACADEMIA Ltd. is a privately-owned company with Higher Vocational Education School, operating on a non-profit basis, with about 25 years of experience in the fields of Education, Employment programmes and Management consulting. In 2001 Academia was accredited with ISO 9001:2000 standard as the first Slovenian institution from the field of Education, today holding an ISO 9001:2015. Firstly, Academia was specialized in business and personnel consulting as well as education. In the field of tertiary education Academia is running programmes for Business Commerce, Business Accounting, Business Tourism, Media



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production, Computer Science, Civil Engineering, Mechanical Engineering and Security Engineering.

In this academic year, more than 400 adult students participate in our tertiary / higher education programmes. Currently, Academia, College of Short-Cycle Higher Education also holds accreditation that allows students to receive double diploma programmes.

Educational practises that Academia, College of Short-Cycle Education is practising are one of the best in the region and they include lecture recordings, practical field work, laboratory work and traineeships in study-related companies in the region. Academia is a holder of national Excellence Award as the only private and second overall higher educational institution.

Academia is very experienced partner / institution as it was a partner in different national, Erasmus+ and other EU projects (also LdV) in the past. The institution is functioning more than 25 years and has good connections with different ministries and agencies in Slovenia. Also it's own network of students, lecturers and companies in Slovenia and partners abroad.

Due to its high experience in the field, Academia is the leader of WP1: Research and needs analysis. Additionally, Academia will participate in all other WPs: 2. Flexible and generic Dual Higher Education Model (DUALMON model), 3. Creation of Legal and Quality Assurance Conditions for Implementation of dual higher education, 4. Pilot testing of the flexible and generic DUALMON model, 5. Quality Assurance and Monitoring, 6. Dissemination and Exploitation of Results, 7. Project management.

P5: Ministry of education (MOE)

Providing quality education and upbringing for all citizens of Montenegro, ensuring continuous professional development of employees, continuous improvement of educational programs, continuous investment in school infrastructure, assistance to publishing activities and ensuring daily functioning of the system. Key objectives are: Continuation of implementation of new educational programs in preschool, primary and secondary schools; Raising the level of work with continuous education of teaching and extracurricular staff in preschool, primary and secondary schools; Education of persons with special needs; Higher education – further development and continuation implementation of the Bologna process in higher education institutions; Student and student standards - ensuring the exercise of the right to accommodate and feed users in homes in Montenegro, the granting of student loans and scholarships, ensuring the exercise of the right to participate in urban and interurban transport; Vocational Education Center - development of occupational standards as a basis for obtaining qualifications, development of educational programs for secondary and higher vocational education, development of vocational education programs, retraining and further qualification; Institute for Textbooks and Teaching Aids - development of modern textbooks and teaching aids.

Ministry of Education will provide support to the development of a generic dual model in higher education (DUALMON model) for Montenegro and with other partners they will prepare the draft legislation documents to be adopted by the government of Montenegro and its parliament. Regarding the amendments to labour law and accreditation standards, Ministry of

Education will communicate with the Ministry of labour and National Council of Education in Montenegro. Representatives of ministry will actively participate in all working packages of DUALMON project, taking part in the decision process, discussions, study visits, quality control and dissemination activities. Through continued collaboration with HEIs, companies, the National Council of Education and other stakeholders, Ministry of Education will continuously supervise implementation of DUALMON model and legislation during and after the end of the project.

P6: Chamber of economy of Montenegro (CEM)

Chamber of Economy of Montenegro is an independent, professional organization that associates the all commercial entities in Montenegro on a mandatory basis. Chamber advocates business community interests through both legal initiatives toward government bodies and permanent dedication on the introduction of standards into enterprises raising that way their competitiveness. The Chamber institutional position of the intermediary organization in creating economic policy that favours entrepreneurship has proven to be important in strengthening companies' ability to absorb knowledge and skills from the technological frontier. In daily connection with companies we gain an overarching view on problems which help us to identify educational needs for skilled labour and advanced technologies that future growth is conditional on. Having direct insight into business performing we strive to move focus on adoption of technological innovations and Chamber regularly organizes trainings and other educational activities aimed at developing knowledge and skills required in implementing new technologies. Chamber has implemented a number of projects and other activities. Chamber of Economy Montenegro, following its authorisations, will give its contribution in the implementation of all work packages within the project proposal. Namely, within the WP 1 Chamber of Economy of Montenegro will specially contribute in regards to being a contact point with the business subjects in regards to identifying their needs when it comes to DHE, thus surveying companies needs in different industrial sectors. Contribution for the WP 2 will be in organisation of Conference and support in the organisation of Discussion forum with the key stakeholders and policymakers, but also being active partner in the development of generic DUALMON model. For the WP3 Chamber of Economy Montenegro will support organisation of discussion forum and be actively involved in collecting the feedback information from the business community so as to be able to make as good as possible recommendations for the legislation improvement and implementation of DHE in HEIs in Montenegro. In WP 4 Chamber of Economy of Montenegro will support organisation of presentation of specific dual models to companies, and it will be involved in verification of implementation of specific dual models. Also, Chamber of Economy of Montenegro will be actively involved in project quality assurance and monitoring, dissemination of results and part of project management, which are covered by WP 5, WP 6 and WP7.

P7: Crnogorska plovidba AD Kotor, Skaljari bb, 85330 Kotor, Crna Gora (CP)



Crnogorska plovidba AD Kotor was founded in 2004 by the Government of Montenegro. The Company started its commercial dealings in 2012, after building completion and delivery of two new vessels and since then is conducting business on the open international maritime dry cargo market following its principles and standards. The main activity of the Company is operating fleet of vessels for carriage of dry bulk cargoes - „bulk carriers “. Predominant way of employment of the vessels is long-term time charter which enables a continuous employment and income for the Company. Currently, the Company owns and operates two handy size bulk carriers 35.000 DWT built in Shanghai Shipyard Co., Ltd - China with an installed power of 6,480 KW.

Crnogorska plovidba AD Kotor will act as end-user for this project. The Company would engage in the dialogue about the course of the development of dual education in Montenegro higher education and would collaborate in the day-to-day management of the project. It will also participate in the process of implementation of the pilot studies of dual education and provide our expertise and assessment of the implementation of dual education in Montenegro higher education and its effects through the engagement of students who studied under the dual education program. Also, Crnogorska plovidba AD Kotor will be actively involved in project quality assurance and monitoring, dissemination of results, and part of project management, which are covered by WP 5, WP 6, and WP7.

P8: Voli trade d.o.o. (VT)

Voli Trade d.o.o. is a company founded in 1995 with core business in the retail sector of consumer products, as well as distribution of the renowned regional brands via wholesale. The Company is also the owner and operator of a range of restaurants and bars in Montenegro. The Company had 66 retail stores and units and 2,102 employees as of the end of 2019 (making Voli Trade d.o.o. the largest employer in Montenegro). The Company's founder, Mr. Dragan Bokan owns the majority of the equity stake (84.25%), while the minor owner, from December 2015, is the European Bank for Reconstruction and Development (EBRD), with ownership of the remaining 15.75% of equity. The Company engages in CSR regularly, including sponsorship and donations in humanitarian and sports activities. Also, Voli Trade d.o.o. will be actively involved in project quality assurance and monitoring, dissemination of results and part of project management, which are covered by WP 5, WP 6 and WP7.

P9: Uhura Solutions (US)

Uhura Solutions, a tech startup based in London and Podgorica, Montenegro, develops its software, which helps financial institutions speed up review and decision-making processes by using an AI platform that streamlines the process of analysing and drafting contracts and agreements. In short, Uhura's software can read and understand contracts in a human-like way. The startup was founded in 2018 by Djuro Stojanovic, Bojan Tesic, Blazo Crvenica and Mladen Markovic, a team of Montenegrin entrepreneurs. The same year, Uhura graduated from the 2018 Barclays Accelerator powered by Techstars in Tel Aviv. Also, Uhuru Solutions

will be actively involved in project quality assurance and monitoring, dissemination of results, and part of project management, which are covered by WP 5, WP 6, and WP7.

P10: HOTELS GROUP MONTENEGRO STARS (HGMS)

The Hotels Group Montenegro Stars, founded in 2003, is a hotel management company that owns and operates three hotels in Montenegro, on the Budva Riviera. Company HGMS has over 450 employees, and we employ about 300 seasonal workers during the summer season. HGMS will take an active role in dialogue with other partners in the area of education and training, especially focusing on the need of the modern hotel industry in Montenegro, actively participate in the development of legal framework, organization, monitoring, supervision and coordination of pilot study of dual education in order to test and provide necessary input for further development of dual education in tourism and hospitality sector in Montenegro, evaluation of the pilot study, and participation in study visits to program partners in order to better understand dual education practice in higher education in program countries. and to share and develop new experiences as well as know-how relevant for the project. Also, HGMS will be actively involved in project quality assurance and monitoring, dissemination of results and part of project management, which are covered by WP 5, WP 6 and WP7.

P11: Agency for Control and Quality Assurance of Higher Education (ACQAHE)

The Agency for Control and Quality Assurance of Higher Education was established by the Government of Montenegro on November 2, 2017. The Agency's responsibility is to implement Standard and Guidelines for Quality Assurance in the European Higher Education Area (ESG) in process of external evaluation and self-assessment; to conduct study programme accreditation procedure and issue a certificate on accreditation of the study programmes (Bachelor, Master, PhD, Distance learning, English); to conduct reaccreditation of higher education institutions and issue a certificate on reaccreditation; to conduct a periodic assessment of quality of licensed higher education institutions' work, following the request of an authorized body of institution or the Ministry; to establish the list of experts for accreditation of study programmes, or reaccreditation of institutions based on a public call; to cooperate with higher education institutions with regard to matters of quality assurance and quality improvement; to analyse self-evaluation and external evaluation reports of institutions; to propose measures for quality improvement of higher education based on recommendations put forward in re-accreditation reports of higher education institutions and present them to the Ministry and the Government; and to keep a register of accredited study programmes and reaccredited institutions; to cooperate with European institutions in field of HE; to implement research and analysis; to propose measures to Government for improvement of HE system. Also, The Agency for Control and Quality Assurance of Higher Education will be actively involved in project quality assurance and monitoring, dissemination of results, and part of project management, which are covered by WP 5, WP 6, and WP7.

P12: CRNOGORSKI TELEKOM a.d. Podgorica (CT)



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Crnogorski Telekom is the largest telecommunications operator in Montenegro, which provides customers with a complete portfolio of fixed and mobile telecommunication services, internet, TV service, ICT, Cloud, and Smart solutions. Since 2005, Telekom is a part of DT Group, which is present in more than 50 countries across the world. To be a part of DT Group means to be a part of the most valuable brand in Europe, and one of the world's leading telecommunications companies. With 4G network that covers almost the whole populated territory of Montenegro, Telekom continuously invests in network development and product innovation, to meet the needs and requirements of its customers. As a result, Telekom has strengthened its position as a leader in the post-paid segment, both for business clients and for individuals, with a growing customer base in the fixed internet, TV services, mobile telephony, and the total number of mobile internet users. Telekom is proud to be a part of the activity that truly transforms and shapes the world – telecommunications change people's habits and their life pace. Through innovative and secure technologies and smart solutions, Telekom helps the development of the Montenegrin economy and enhances the quality of life of Montenegrin citizens by providing products and services that fit the new, digital lifestyle. Also, Crnogorski Telekom will be actively involved in project quality assurance and monitoring, dissemination of results, and part of project management, which are covered by WP 5, WP 6, and WP7.



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5. Dissemination strategy aims and objectives

Dissemination aims to bring project aims, benefits and results close to participants and stakeholders in the academic as well as the non-academic world of the participating countries and beyond. The key goal of dissemination is to raise awareness of all stakeholders about benefits of DUALMON which should ensure sustainability of project results and initiate development of dual study program across the entire Montenegro. Additionally, this will be a possibility to promote development of study programs based on dual education. With help of non-academic partners (ministry, chamber of commerce) and associated partners, wide range of stakeholders will be reached with our dissemination activities and products.

This activity starts with project's visual identity (project logo, motto and web site). Further on, different kinds of activities are considered: social media sites, participation at education fairs, presentations of specific model of dual education to college students, etc. The final dissemination report is to be prepared in last stages of the project. At the end, final conference will be organized with the aim of demonstration of achievements of the project and working out plans for the sustainability of project result.



6. Leading partner for implementation of dissemination

The basic details on Work Package 6 (WP6) and leading partner are given below.

Lead Organisation	University of Montenegro (Faculty of Tourism and Hospitality)		
Participating Organisation	All partners are participating in this work package.		
Tasks	6.1 Defining dissemination and exploitation plan 6.2 Preparation of dissemination products 6.3 Raising awareness about DUALMON and dual education 6.4 Preparation of the interim and final dissemination and exploitation report 6.5 Final Conference		
Estimated Start Date (dd-mm-yyyy)	15-01-2021	Estimated End Date (dd-mm-yyyy)	14-01-2024

The lead organization for dissemination and exploitation, is the University of Montenegro – Faculty of Tourism and Hospitality.



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7. The languages that will be used

Dissemination of DUALMON project will be provided in Montenegrin, English and languages of Western Balkan countries, and in some parts in languages of EU partner institutions.



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8. Project logo

The project logo, as the basic element of project's visual identity, will refer to the main project idea and should be striking and attractive. The project logo will be developed within the first two months. Each partner institution is invited to propose logo design. After receiving all logo design proposals from partner institutions, the leading partner for the implementation of dissemination will organize online voting. As a voting result, the most preferred logo design will be selected. The selected project logo will be used in all official project-related documents (reports, presentations, web-site, posters, flyers, etc.).

9. The methods and mechanisms of dissemination

For effective planning activities, a good initial Dissemination and Exploitation Plan and regular updating are required; in addition, the engagement of all partners to disseminate the knowledge in all participating countries is also important. Especially those countries need to be active in dissemination activities, where the DUALMON programs will be piloted through universities and employers. The way of planning activities will be as follows:

- Partners propose activities they would like to undertake and give all necessary details;
- UOM as dissemination leader gathers and merges the input;
- UOM presents all propositions during project meetings;
- The project consortium jointly decides what activities will be undertaken and by whom – this way responsibility is allocated to particular project partners.

In some urgent cases, when it is impossible to postpone making the decision, the consortium will be informed via emails and/or other collaboration platforms on the website of the coordinator and the WP leader (UOM), and the decision will be made also through the same communication channels.

Performing previously planned dissemination activities consists of three main steps:

1. Organization of the activity and preparation of all relevant staff (e.g. printing flyers, preparing presentations, etc.);
2. Performing the event (e.g. giving the presentation, chairing the workshop, sending newsletter, publishing press release, etc.);
3. Gathering all relevant pieces of information, data and feedback to report the activity.

The responsible partner shall undertake the aforementioned steps and keep the DUALMON coordinator informed on the progress of the performed activities.

Partners responsible for performing dissemination activities will report them after they are finished to the project coordinator and the leader of WP 6, the Dissemination package. The activities will be reported in a specific template to be described similarly and take into consideration all its relevant aspects. In all cases, the activity material used has to be attached, including presentation slides, articles, press releases, leaflets, etc.

There will be different dissemination products in this project, which are targeted at different groups of people, considering their specific needs and requirements.

- The visual identity of the project will be created and integrated into the D&E plan and will include the project logo, project website, project motto. Afterward, all partners will organize dissemination events in their contexts to raise public awareness of the DUALMON issues.
- Attractive promotional products will be designed and used for raising awareness about dual education and the DUALMON project.
- The project website will disseminate information about the objectives of the project and its results (tools developed, reports, scientific research papers produced, flyers about the pilots, etc.). Upcoming events and news will be announced on the website. The

tools developed will be freely downloadable at the website via the output library. The website will be in English and Montenegrin. It will be designed based on the D&E plan and it will contain all details about the project and activities of the consortium.

- To reinforce the impact of the website and attract the attention of a broader range of stakeholders (measured by the number of unique visits), the website will be promoted by social media activities (e.g. Facebook, Instagram, Twitter). Social media activities include a Facebook page for informal interaction with stakeholders and the general public, a Facebook group for students participating in the pilot programs, exchange with experts in LinkedIn professional groups.
- All partner institutions on their websites will have links towards the DUALMON website.
- Interim and final dissemination and exploitation report. The documents will contain reports on interim and final dissemination and exploitation as steady activity throughout the project duration. All partners organize dissemination events in their contexts that follow the project goals.
- Final conference. Organizing a final conference to demonstrate the overarching achievements of the project and the complexity of project work having been carried out, with a special emphasis on the main aim of the project i.e. the setting up dual study programs in higher education of Montenegro. The conference aims to evaluate the project and sustainability of project results. Associated partners will also participate at the conference.

Other, internal dissemination activities will include:

- Mailing lists
- Working groups
- Emails
- Working group meetings
- Publications (mostly electronic) for internal use (e.g. PPP)
- Project meetings

In the following tables, a detailed description of the work plan for years 1, 2, and 3 is presented.

Table 1: WORKPLAN for project year 1

Ref. No.	Activities	Total duration (number of weeks)	M1-M12
6.	Dissemination and Exploitation of Results	-	-
6.1	Defining dissemination and exploitation plan	12	M2-M4
6.2	Dissemination products	16	M5-M8



6.3	Raising awareness about DUALMON and dual education	48	M1-M12
6.4	Preparation of the interim and final dissemination and exploitation report	0	-
6.5	Final Conference	0	-

Table 1 shows that the work plan for year 1 includes activities dedicated to the definition of dissemination and exploitation plan, creation of dissemination products, and raising awareness about DUALMON and dual education.

Table 2: WORKPLAN for project year 2

Ref. No.	Activities	Total duration (number of weeks)	M1-M12
6.	Dissemination and Exploitation of Results	-	-
6.1	Defining dissemination and exploitation plan	0	-
6.2	Dissemination products	0	-
6.3	Raising awareness about DUALMON and dual education	48	M1-M12
6.4	Preparation of the interim and final dissemination and exploitation report	8	M6-M6
6.5	Final Conference	0	-

Table 2 shows that the work plan for year 2 includes activities dedicated to raising awareness about DUALMON and dual education and preparation of the interim and final dissemination and exploitation report.

Table 3: WORKPLAN for project year 3



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Ref. No.	Activities	Total duration (number of weeks)	M1-M12
6.	Dissemination and Exploitation of Results	-	-
6.1	Defining dissemination and exploitation plan	0	-
6.2	Dissemination products	0	-
6.3	Raising awareness about DUALMON and dual education	48	M1-M12
6.4	Preparation of the interim and final dissemination and exploitation report	12	M9-M11
6.5	Final Conference	12	M10-M12

Table 3 shows that the work plan for year 3 includes activities dedicated to raising awareness about DUALMON and dual education, preparation of the interim and final dissemination and exploitation report, and organization of the final conference.

10. Measures based on the recommendations from NEO Montenegro

As part of the Agency's ongoing monitoring of Erasmus+ CBHE projects, the National Erasmus+ Office in Montenegro carried out a field monitoring visit to the project no: 617392-EPP-1-2020-1-RS-EPPKA2-CBHE-SP "Strengthening capacities for the implementation of dual education in Montenegro higher education" DUALMON. The visit took place on June 30th, 2021, at the premises of the Faculty of Economics of the University of Montenegro.

Based on the monitoring visit findings, the following recommendation linked with dissemination and exploitation activities was made:

- As the project implementation progresses, it is necessary to intensify the dissemination activities, to spread the information to a wider public, but also to all Montenegrin HEIs. The dissemination process should be actively conducted by Montenegrin partner institutions, as Montenegro is the only beneficiary of the future project results;

In line with the recommendation, the DUALMON project team will respond to challenges in the following way:

- Montenegrin HEIs and other relevant HE stakeholders, which are not formally part of the consortium, but are important for the overall implementation of the dual education concept, will be covered mostly through intensive dissemination activities, especially throughout the University of Montenegro.
- The dissemination plan predicts active participation in dissemination activities of all project partners, especially Montenegrin partner institutions.
- DUALMON team is regularly informing the UoM rectorate about the project activities, and inviting them to our meetings.
- The consortium will nominate one team member for direct communication and cooperation with the Ministry of Public Administration, Digital Society, and Media. Representatives of the Ministry of Public Administration, Digital Society, and Media will be regularly invited to our meetings and dissemination events.
- DUALMON consortium will nominate a project team member responsible for the creation of a synergy effect with other projects. His task will be to analyse where synergy effect is possible, what activities should be taken, and to establish and maintain communication with representatives from selected projects.
- Dual education as a teaching methodology is opening the door for various vulnerable groups, making employment more accessible to them. DUALMON consortium will underline this aspect of dual education through the dissemination, and collect data about the participation of vulnerable groups in the study program.

Mentioned measures will be adequately incorporated in the dissemination and exploitation plan and implemented via activities, methods, and mechanisms defined in part 9.

11. Target groups and different stakeholders

Within DUALMON the following stakeholders at different levels of impact are identified:

1. Local:

- a. Students: Seeking qualifications according to needs of local companies.
- b. HEIs: To train and educate professional staff at Level 5 needed by local companies
- c. Employers: Local companies looking for cost-effective professionals

2. National:

- a. Employed students: They want to get new qualifications in their profession or go into new areas.
- b. Jobless students: Seeking to get fast new qualifications according to demands on the labour market.
- c. HEIs: HE professional studies and universities are interested to offer DUALMON kind of study programs for
- d. Employers: Looking for cost-effective professional laborers, with specified skill sets.
- e. Ministry of Education
- f. Agency for Control and Quality Assurance of Higher Education & ACQAHE and
- g. CCS - Chamber of Economy of Montenegro

3. Regional:

- a. Students: As there are no language barriers, students from Bosnia and Herzegovina, Serbia and Croatia may find DUALMON programs that they cannot find locally.
- b. HEIs: They are trying to increase the number of students offering similar study programs.

4. European:

- a. Students: Those who want to find jobs in EU countries and are looking for HE programs harmonized with the European Qualification Framework at Level 5,6,7 (EQF)
- b. HEIs: Serbian HEIs seeking to adopt their studies according to EU labor market needs.
- c. Employers: Companies in EU countries offer jobs at EQF Level 5,6,7 to foreigners as they cannot find an appropriate workforce in their country.

12. Dissemination strategies for the individual target groups

Dissemination strategies for the individual target groups:

1. **POTENTIAL STUDENTS:** A special website will be created only for DUALMON studies. All HEIs will be asked to announce their offer of DUALMON studies. This site will be promoted at the end of the project and later maintained by UOM. The site will be advertised from time to time to inform potential students about DUALMON studies. A special brochure will be published and will be delivered during and after the project. Potential students will be also informed through websites of HEIs offering these studies, invited to meetings, info days.
2. **HEIs:** All HEIs in Montenegro will be informed about the project outcomes. They will get the proceedings of the Final Conference, with all specification documents, a report on the pilot implementations and the implementation guidelines.
3. **AGENCY FOR CONTROL AND QUALITY ASSURANCE OF HIGHER EDUCATION.** As the project partner and authorized by Law, ACQAHE is authorized to issue the accreditation of studies.
4. **MINISTRY OF EDUCATION:** As one of the project partners, MOE will prepare the draft legislation documents to be adopted by the Government of Montenegro and the Parliament (Legislation of HE). MOE will publicize all relevant information on DUALMON studies on its website.
5. **EMPLOYERS:** CCS - Chamber of Economy of Montenegro, as one of the project partners, will inform its members and other companies about new legislation on DUALMON studies and the programs offered.
6. **NATIONAL EMPLOYMENT AGENCY:** It will be invited to the Final Conference to be informed about the benefits that DUALMON studies may have on employment. It will be invited to all roundtable discussions and conferences during the project. It is in the best interest of this organization to disseminate information on DUALMON to all potential employees.
7. **GENERAL PUBLIC:** All HEIs offering DUALMON studies will promote them and provide appropriate marketing campaigns as this is in their interest. The general public will be informed about these new studies through advertising campaigns, events (job fairs, career counseling events). We expect that mass media will also participate.

13. Definition of responsibilities

The power of the communication and dissemination activities of DUALMON lies in the ambition of project partners and the well-tailored design, which maximally took into consideration the characteristics and needs of each specific target group, including decision-makers, university staff, employers, and potential students. This is why the project applies multiple communication and dissemination tools, such as round table discussions, conferences, comprehensive and attractive printed materials, newsletters, Web portal, dissemination through media, etc.

To communicate efficiently the objectives of the project and to provide feedback on the progress of the work being performed in the individual work packages, especially of the key actors, dissemination activities are shared.

The involvement of the actors and target groups are key factors for the success of the project. Stakeholders will have available innovative and updated instructive material online and in their schools. The project will have its web page so that beneficiaries can always be informed about relevant activities and novelties. Project results will be made available on the project website to the wider public as well. Representatives of the profession and members of the general public will have access to written recommendation policies, drafted legal documents, examples of best practices, recommendations. Through printed promotional material, TV appearances, conference publications, the project will contribute significantly to the promotion and popularization of DUALMON studies in general. The stakeholders will have access to valuable resources of innovative practices.

The sustainability of project outcomes is granted by the fact that the DUALMON Web portal will be maintained for at least three years after the end of the project. All project deliverables and results will be published on the Web portal. For continuous improvement of the Web portal, the hit rate on the Web portal will be monitored to see how well it is used. One part of the Web portal will only be reached by the partners through a special login where all internal project information and documents are placed. The information on the Web portal will be available in English and Montenegrin.

A comprehensive and attractive brochure in easy-to-bring-with-you format about the project and a logo for the project will be produced during the first quarter of the project. Information about the project's progress and outcomes will be disseminated through press releases sent out to the media. By collecting all press releases, articles, etc. the project management will be able to continuously analyze how well the project is being communicated.

The major and most crucial outcomes of the project will be communicated at press conferences and on the occasion of the final large-scale international conference of the project. The results and outcomes of the project will be presented to all stakeholders.

14. Available resources for dissemination

In this section, we describe the available resources for dissemination and structure of resources among the partners.

Table 4. Structure of total project costs by working packages

Work Package	1. Staff costs	2. Travel costs	3. Costs of stay	4. Equipment costs	5. Subcontracting costs	Total	%
Preparation	52,985.00	28,900.00	81,840.00	120,000.00	4,000.00	287,725.00	46.67
Development	49,495.00	12,820.00	45,600.00	-	2,000.00	109,915.00	17.83
Quality plan	42,060.00	3,640.00	11,520.00	-	9,000.00	66,220.00	10.74
Dissemination & Exploitation	40,249.00	3,340.00	10,200.00	-	13,000.00	66,789.00	10.83
Management	47,464.00	6,045.00	15,360.00	-	17,000.00	85,869.00	13.93
Total	232,253.00	54,745.00	164,520.00	120,000.00	45,000.00	616,518.00	100

Table 1 shows the structure of project costs by working packages. It indicates that costs of dissemination and exploitation hold 10.83% of total costs.

Table 5. Structure of dissemination and exploitation costs by partners

Partner	Dissemination & exploitation costs	%
P1	16,510.00	24.72
P2	20,340.00	30.46
P3	6,869.00	10.29
P4	6,867.00	10.28
P5	-	0.00
P6	2,390.00	3.58
P7	3,010.00	4.51
P8	2,390.00	3.58
P9	2,390.00	3.58

P10	3,630.00	5.44
P11	-	0.00
P12	2,390.00	3.58
Total	66,786.00	100.00

Table 2 shows the distribution of costs among the partners for the Dissemination and exploitation. The P2 (University of Montenegro) captures the major share of the costs or 30.46% of total costs for this activity.

Table 6: Total number of days per staff for dissemination and exploitation

Work package	Partner	Partner acronym	Country	Number of staff days - total	Exact role and tasks of each person in the work package
DISSEMINATION & EXPLOITATION	P1	UNS	Serbia	150	Manager: Local management of dissemination activities. Teacher, technical, administrative: Participation in act. 6.1-6.5
	P2	UOM	Montenegro	110	Manager: Leading WP6 regarding dissemination activities. Teacher, technical, administrative: Participation in act. 6.1-6.5
	P3	FHJ	Austria	14	Manager: Local management of dissemination activities. Teacher, technical, administrative: Participation in act. 6.1-6.5
	P4	ACADEMIA	Slovenia	24	Manager: Local management of dissemination activities. Teacher, technical, administrative: Participation in act. 6.1-6.5
	P5	MOE	Montenegro	0	No staff cost for government representatives due to national regulations. It would be double payment. Participation in the in act. 6.1-6.5
	P6	CEM	Montenegro	30	Manager: Local management of dissemination activities. Teacher, technical, administrative: Participation in act. 6.1-6.5



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	P7	CP	Montenegro	30	Manager: Local management of dissemination activities. Teacher, technical, administrative: Participation in act. 6.1-6.5
	P8	VT	Montenegro	30	Manager: Local management of dissemination activities. Teacher, technical, administrative: Participation in act. 6.1-6.5
	P9	RN	Montenegro	30	Manager: Local management of dissemination activities. Teacher, technical, administrative: Participation in act. 6.1-6.5
	P10	HGMS	Montenegro	30	Manager: Local management of dissemination activities. Teacher, technical, administrative: Participation in act. 6.1-6.5
	P11	ACQAHE	Montenegro	0	No staff cost for government representatives due to national regulations. It would be double payment. Participation in the in act. 6.1-6.5
	P12	CT	Montenegro	30	Manager: Local management of dissemination activities. Teacher, technical, administrative: Participation in act. 6.1-6.5
Total:				478	

Table 3 shows the total number of days per staff for dissemination and exploitation, as well as the exact role and tasks of each person in the work package. The total number of days per staff for dissemination and exploitation is estimated to be 478.



15. Summary

All project partners are going to be deeply involved in the dissemination process. They are all dedicated to the successful dissemination of DUALMON project outcomes. Their previous project experience as well as the variety of areas and activities they represent and the fact that they all have expertise in dissemination activities, are also key factors leading to successful and efficient dissemination work in the project.

The main dissemination objective is to widely spread the project's assumptions and results and to reach a variety of target groups according to the project's scope. To realize these dissemination goals a variety of particular activities will be undertaken. Apart from the project logo, presentation template, initial flyers, and website the consortium is going to present the project using the Internet, press, journals, articles, etc., through participating in different types of events and continuously updating the prepared material. Several newsletters and press releases are going to be published, announcing the project's news. Special emphasis will be put on participating in events thematically related to the project's scope and creating awareness among participants of these events either through presenting the project or through distributing dissemination material. All stakeholders will have the necessary information to side with and support DUALMON objectives and outcomes. The wider public will also have access to project ideas and results through a variety of dissemination materials and actions.

All undertaken dissemination actions will further be summarized in the Dissemination Report and Interim Reports and discussed in working group events and Consortium meetings.