



D ISSEMINATION and S ustainability P LAN



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St Monica Trust
Delivering well-being for older people



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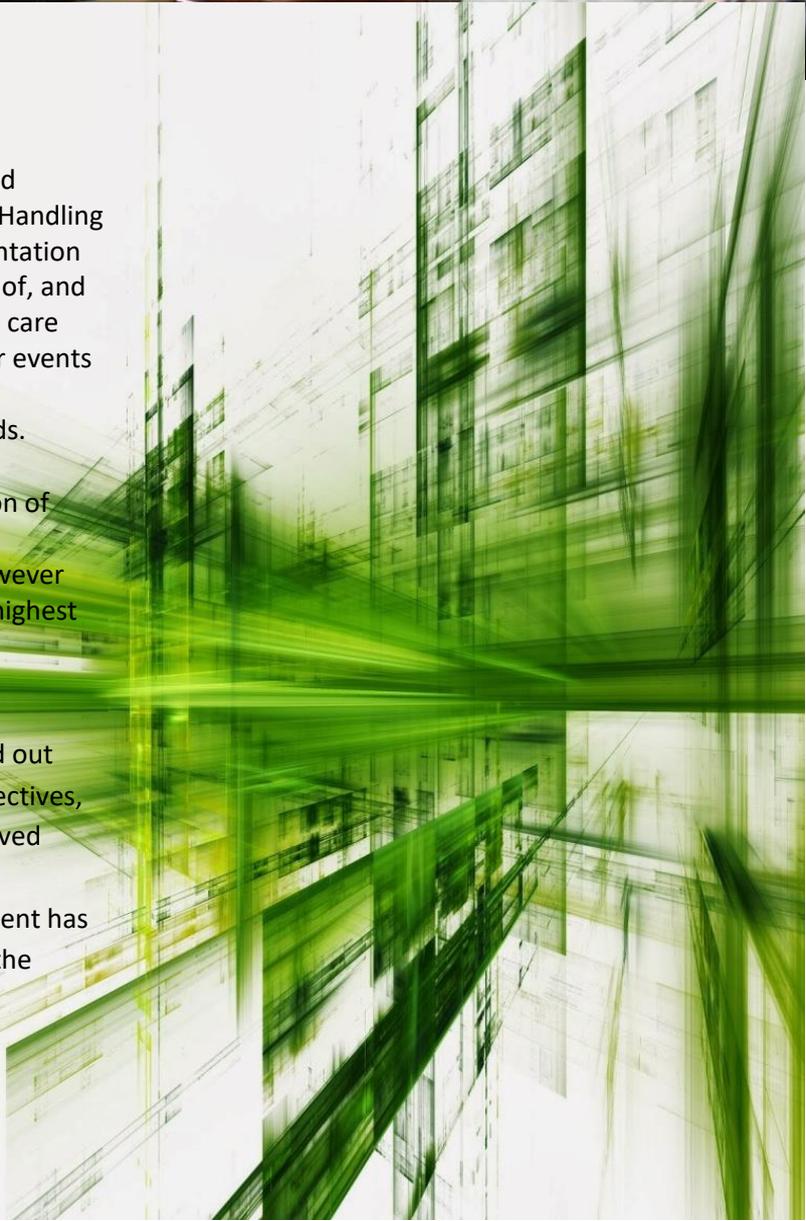


Preface

This document is one of several guidelines, handbooks and multicultural training materials/Manuel produced by the Handling Multiculturality in Care (HMC) project. Planned implementation supported by research, results-based activities/recording of, and effectiveness of multicultural training delivered to staff in care settings combined with stakeholders' feedback, multiplier events and monitoring and evaluation intended to assist HMC's dissemination and sustainability well after the project ends.

Timely dissemination, communication and implementation of results with planned future sustainability present major challenges in the current economic climate. We have however ensure that dissemination and sustainability is given the highest consideration to guarantee appropriate return from the investment.

The document sets out the plan of action that was carried out during the project to raise awareness of the project's objectives, outcomes and likely impact especially of the results achieved during the project lifetime and how these activities was disseminated and will be sustained over time. The document has been written by Phoenix Social Enterprise, UK partner in the project and ASP Martelli, Italian partner with support and guidance from the Multiculturality in Care Consortium.





'Knowledge of cultural customs enables health care providers to offer better care and help avoid misunderstandings'

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1 EXECUTIVE SUMMARY

- 1.1 Every day, health care workers and nurses make a positive difference to the lives of the people they care for by providing high quality care. But now, in the 21st century, providing multicultural care within an increasingly diverse and global society can be challenging without appropriate knowledge and understanding of cultural difference amongst staff, users and patients. Developing our own cultural competence and assisting other health professionals to avoid misunderstandings when working in multicultural environments is of the utmost importance when working with people from different cultural backgrounds.
- 1.2 The Handling Multiculturality in Care (HMC) project aims to provide the necessary training, resources and knowhow to assist health care professionals working with older people in care settings to deliver culturally specific services. These services must be customised to fit patient's cultural values, beliefs, traditions, practices, and lifestyle to avoid disparity. This Dissemination and Sustainability plan aims to ensure the HMC project reach the widest possible audiences in the elderly care sector and with the kind of information and knowhow to assist their delivery. The Plan also provides information about how HMC sustainability after the project ends. The document provides a description of HMC's dissemination activities and sustainability.
- 1.3 The objective of the plan is to outline the foundations for the effective external communication of HMC findings to interested stakeholders involved in further understanding of different cultural norms in the care sector focussing primarily on Denmark, Germany, Italy and the UK. The HMC Consortium recognise that dissemination activities are an essential and pervasive activity carried out throughout the project's life, and is integrated within all its Work Packages (WPs).
- 1.4 SECTION I of this document looks at the dissemination strategy and activities undertaken by the HMC project. Dissemination was realised through several means: effective stakeholder engagement at multipliers event; establishing databases of care giving organisations to disseminate information about the project and its development; establishing a project website; social media (Facebook, LinkedIn and Twitter); participating in radio and television interviews; attending local, regional and transnational meetings; making visits to care homes in Denmark, Italy, Germany and the UK to look at similarities and differences in each country and how HMC could work with these similarities whilst observing and maintaining the differences within its structure.
- 1.5 SECTION II deals with sustainability as a critical component of HMC's work to achieve long-term goals and outcomes. The drive for sustainability is defined as "programs and services continuation after the funding ends because they are valued and draw support and resources from elsewhere. Similarly, sustained impact is defined as those long-term effects that may or may not be dependent on the continuation of programs, services, efforts or collaborations. HMC also realise that almost all grant-funded initiatives leave some type of legacy in the community even when the direct services or activities are not sustained. Activities or programs may adjust over time as community needs and priorities evolve.
- 1.6 One way of keeping the project going after the funding runs out is by developing sustainable networks that are flexible and able to adapt to meet the changing needs of the community. In looking in depth at what sustainability means to this area of activity we were presented with six questions for paired and group discussion on the following topics: new capacities created, new ways of serving and new policies and/or system changes. A follow-up survey containing the six questions and the presentation was administered to all Consortium participants via email for additional input. While various accomplishments and future goals are identified and summarized in this report, ECC members emphasized that a key component of their development as a network committed to improving access to and delivery of services to the Nation's Elders is the ability for multiple agencies and services providers to work together to accomplish their goals. ECC members feel strongly that their participation in the Consortium has been instrumental in improving collaboration and cooperation among the various entities.

- 1.7 Three main components of this plan are therefore ‘stakeholder engagement’, ‘dissemination’ and ‘sustainability’. The former section identifies the main stakeholder types or categories. The target audience of the HMC project’s findings and outputs include the following (macro) stakeholder categories: Care organisations/agencies, Government, civil society organisations, academia, media, private sector, other project partners and the public. Each of these categories comprises a number of sub-categories and micro-categories, each of which will be targeted by HMC for specific purposes.
- 1.8 Each of the stakeholder categories have a particular role in understanding, combatting and raising awareness of multicultural misunderstandings in the care sector and for providing the necessary training and support to ensure better quality of care. Section 5 outlines how HMC partners understand these different groups’ roles, and identifies the drivers for, and barriers to engaging with them.
- 1.9 Having identified relevant types of stakeholders, Section 6, outlines the various dissemination tools and metrics that the project will use to interact and engage with stakeholders. Section 7 comprehensively identifies the dissemination tools relevant to the HMC project, and maps the different tools to be used for reaching out to stakeholder groups. Lastly, this document presents an execution plan and further information on the projects plans with regard to open access, and the use of a disclaimer in publications.

ABOUT THIS PLAN

- 1.2.1 HMC dissemination strategy is laid out in this plan that acted as the main point of reference for dissemination activities and a supporting tool for consortium management. The plan also contains guidelines for project partners on identifying and exploiting communication opportunities and procedures partners respect that is embedded in the framework. The objectives of dissemination are the transmission of knowledge, project results and to secure maximum impact.
- 1.2.2 Following the introduction and methodology the plan outlines the different procedures and obligations linked to the project’s dissemination activities. This document then introduce the dissemination activities undertaken, the beneficiaries involved and the outcomes from the interactions. The key aspects of the dissemination strategy are then presented as the target stakeholder groups, before detailing the activities which took place throughout the project by identifying relevant channels used and numbers of people contacted. A detailed work plan of these activities is also included as well as a calendar of relevant external events where project results was disseminated. We begin by looking at stakeholders, their engagement, identification, classification and role. We also look at the drivers and barriers before address stakeholder’s engagement.
- 1.2.3 The final sections looks at the sustainability elements and how HMC will work to sustain the project long after the funding comes to an end.

2 INTRODUCTION

- 2.1 This report is divided into two sections. Section 1: looks at the dissemination activities carried out by the project over the past three years 2014-2017. The increasing multiculturalism in the care sector in Europe brings opportunities and challenges for health care providers, health care systems, and policy makers to create and deliver culturally competent services. Cultural competence here is defined as the ability of providers and organizations to effectively deliver health care services that meet the social, cultural, and linguistic needs of all service users, patients and their staff regardless of their background. A culturally competent health care system can help improve health outcomes, quality of care, and contribute to the elimination of racial and ethnic health disparities. Examples of strategies to move Europe's health care system towards these goals include providing relevant training on cultural understanding, competence and cross-cultural issues that assists health professionals and create policies that reduce administrative, cultural and linguistic barriers to patient care. A recent Leonardo project 'IENE 2010' observed three challenges facing the eldercare sector in Europe in the coming decades as follows:¹
- 2.2
1. Lack of employees from different cultural background;
 2. Huge diversity in older people from different cultural backgrounds in need of professional care;
 3. Existing teaching methods not proficient when taking future demands into account.
- 2.3 The economic crisis prevailing in Europe has not altered these development needs. In fact, in many ways it has increase the need for more work to be done as the European refugee crisis has created greater demand for this service. Analysis show continuing trends in the shortage of care workers with appropriate multicultural understanding to deal adequately with these challenges without appropriate interventions. One way of handling the shortage lies in educating current nursing staff and care workers as well as employing more staff from diverse cultural backgrounds.
- 2.4 Another element of this work programme was the series of training designed with and for care workers by the project over the course of three years. The training in each participating country to assist with strengthening the skills and competences of employees in the eldercare sector is available in the project Training Handbook. The training enabled those participating to better manage value systems based on different cultural milieu both in their inter-collegial teamwork and to strengthen the communication skills of nursing staff in relation to their clients. A Training Handbook was produced. It covers the training delivered in the participating countries alongside tools and materials to assist the eldercare sector in Handling Multiculturalism in Care settings.
- 2.5 This document however, focuses on the project dissemination and sustainability activities. Consortium partners designed implementation strategies for the project results. These aforementioned outputs feed into the development of HMC's conceptual framework, which serves as a coherent basis for all dissemination and sustainability. During the first half of HMC's lifetime, the project produced a synthesis of training reports mapping the field of multicultural understanding, training methods, definitions, competence descriptions, approaches and assessments.
- 2.6 The methodology applied within the project aims to ensure the quality of the results. Quality criteria such as social relevance, action orientation, learner-centred perspective, transnational readability and comparability are applied. Uses systematic consultation and feedback procedures with the key groups of users are embedded at all stages of the project. The results were disseminated through promotion of the project's work at relevant conferences, multiplier events, meetings, via radio and at the final project conference held in Odense, Denmark on the 12-13 October 2017. A number of key stakeholders were invited. Outputs of the project are implemented in partners' institutions and made freely available on the project website. For further information visit our website at: <http://multicultincare.eu/>

¹ <http://ieneproject.eu/download/Outputs/IENE20Survey%20Report.pdf>

3 Handling Multiculturalism in Care: What does this mean?

3.1 The process of Handling Multiculturalism in Care means responding effectively to the huge ethnic and racial demographic shifts and changes that are confronting healthcare systems and professionals in Europe. The HMC project has delivered a range of training that alter behaviours, attitudes and practices to help individuals in care services to manage cross-cultural workplaces/environments more effectively. The Handling Multiculturalism in care project designed a number of tools and training for care workers to provide effective care to patients from different value systems, beliefs and behavioural background. The project material, training and tools developed include tailoring delivery to meet patients' social, cultural, spiritual and linguistic needs. The process of achieving this form of cross-cultural competence is not a short-term commitment or an "add-on" politically correct exercise that begins and ends with several training sessions per year. This requires a well-planned and sustained integrated multicultural approach that includes the following components:

- A genuine commitment to diversity from organisational leaders, including boards of trustees and senior leadership staff;
- Inclusive policies and practices that promote and support cultural competence at all levels of the organisation;
- The mission, goals, personnel policies/practices, and reward structure clearly define and communicate a commitment to diversity;
- Hiring and promoting employees from culturally diverse communities at all levels of the system;
- Active involvement of representative multicultural communities in all aspects of the eldercare organisation planning and delivery processes;
- Systematically conducting community needs assessments, collecting demographic data and language preference information to make decisions regarding appropriate interventions and services;
- Learning more about the influence that socio-cultural factors may have on health beliefs and behaviors of the individuals being served;
- Investing resources into developing culturally relevant interventions, services and supports to meet the identified needs of culturally diverse communities
- Asking patients and leaders from diverse communities to evaluate the effectiveness and appropriateness of your efforts.

3.2 The objective of the Dissemination and Sustainability Plan is therefore to identify and organise the activities to be performed in order to promote the viable utilisation of the HMC project's results to the widest possible audience and to ensure sustainability beyond the lifecycle of the project. The plan is expanded in three directions: towards the dissemination activities in order to enhance the marketable potential of the project's results across Europe and to embed sustainability at all levels. Whilst dissemination is a horizontal activity that concentrates on disseminating results of the project to a wide range of existing or potential stakeholders with special attention being paid to the transfer of knowledge to the European countries participating in the project sustainability is focus on individual organisations imbedding activities into their operation and practice.

3.3 Clearly, going beyond awareness—or what might be labelled "diversity work" or "diversity light"—requires more than knowing about individual differences and is key for overcoming cross-cultural barriers. By requiring the conscientious integration of inclusive practices, supports and services throughout the health care systems, cultural competence would achieve higher levels of quality in practice.

4. METHODOLOGY

4.1 The dissemination activities were planned in an inclusive way throughout the project – from an outline in the project application, through the kick-off meeting discussions and further identification of activities, to the deliverable, over the full duration of the project. The project relies upon shared

Google documents and Drop box facilities to enable collaborative input and the collection of information about HMC activities, including but not limited to the collation of visible images from multipliers/workshop attendance; training events; project publicity material; and other promotional activities such as appearance on television and radio, video production posted on YouTube. We have placed two examples here for you to see. Link here to look at some of the promotional videos produced by partners: <https://www.youtube.com/watch?v=LLmZ-yL-Bwg&feature=share> <https://www.youtube.com/watch?v=VpH7568267U> and <https://www.youtube.com/watch?v=LLmZ-yL-Bwg&feature=share> There were also several articles produced and published on social media Social media platforms such as LinkedIn, Facebook and Twitter.

5. PROJECT PARTNERS

5.1 The project has 10 partners all with extensive experience in lifelong learning and delivering project in the eldercare and other relevant sectors.

- LederForum, Denmark: is the coordinating body for HMC with a long history in the managing projects within the Eldercare sector;
- ASP Martelli, Italy: a public company provides different services in the field of Eldercare;
- Denmark Aarhus Social and Health Care College, Denmark: provider of educational programs and supplementary training for social and health care institutions for the elderly; hospitals and psychiatry and for various kinds of child care;
- Phoenix Social Enterprise, UK: an accredited training centre offering both Vocational and Lifelong Learning opportunities, business start-up in a wide number of vocational/occupational sectors;
- St Monica Trust, UK: offers sheltered accommodation, nursing and dementia care homes to promote independence, dignity and fulfilment among elderly residents;
- AWO Schleswig-Holstein gGmbH, Germany: an accredited institution of education, training and further education in the social and health care sector;
- Pflegeeinrichtungen Steinbuck stb-care, Germany: is a modern service provider, specialising in retirement and nursing facilities;
- Giovani Valdarno Società cooperativa sociale, Italy: is a social cooperative and training agency based in Montevarchi;
- Aarhus Kommune, Denmark: core-task are in caretaking and rehabilitation for the elderly and disabled citizens in Aarhus;
- Randers Kommune, Denmark: a municipality of Eldercare organisation

5.2 Partners contribution

5.2.1 The dissemination and Sustainability Plan was prepared by Phoenix Social Enterprise and Giovani Valdarno Società cooperativa sociale under the guidance of the HMC Consortium and its coordinator the LederForum. All other partners have contributed to the diary of dissemination activities by recording information about individual contributions. Consortium members have also actively participated in discussion of the initial dissemination and sustainability activities such as the selection of the project logo, presentations at transnational project meeting, the evaluation of submissions of information from the first call for training events to the delivery of the final training, as well as the identification of dissemination opportunities in their countries/ domains of expertise. Representatives of all consortium partners have been given the opportunity to review this document.

SECTION I

DISSEMINATION ACTIVITIES

6 DISSEMINATION

- 6.1 This section describes the dissemination activities carried out during the project and explains how the project shared outcomes with stakeholders, relevant institutions, organisations and the wider public. An overview is given of all dissemination activities identified through traditional communication channels such as attendance at events (e.g. multiplier, conferences, seminars, workshops, meetings, focus groups etc.); project publications (e.g. leaflets, press releases, reports as well as articles in professional journals. In addition there has been a number of project presentations delivered at local stakeholders groups and at strategic partnership meetings in partner countries. Online activities based around the project website, and through the main social media platforms (e.g. Twitter, Facebook, LinkedIn) designed to target key stakeholders to maximise awareness of HMC's. Consortium partners also participated in other mainstream media programmes- radio and television programmes.
- 6.2 The following table shows the different project phases and how dissemination objectives and activities are mapped to them. Initial dissemination activities delivered in M1 – M7 (September 2014 – April 2014) detail which dissemination activities were carried out in the first months of the project life. Plan of activities M8 –M16 (May 2015 – January 2016) and thereafter (M25-36) shows the dissemination tasks delivered throughout the project duration.

TABLE I:

Period	Project phase	Dissemination objectives	Dissemination Activities
M1-M7	Project Initiation	Achieve visibility	Logo creation; Launch of website; Establish social media presence; Posters at relevant conferences presenting project objectives; Test communication channels (Media contacts, Partner Network); Plan liaison activities
M8 – M16	Initial offering and Evaluation	Community involvement; Response to Open Calls; Uptake of initial offerings	Dynamic website; Communication on selected channels; Provide dissemination kit for multipliers; Liaison activities; Focused presentations at targeted meetings & conferences
M17-24		Intensive use of project deliverables (training events and material); Provision for sustainability	Advertise HMC Portal; Heavily promote training events including lessons learned from 1st year; Review and potentially broaden communication
M25-36	Training Handbook, tools, material	Reach the widest possible audiences	Local radio, Television, social media channels, publications, local, national and European networks, care homes, universities, colleges and the general public

7 STAKEHOLDER ENGAGEMENT

- 7.1 Stakeholder engagement was crucial to the success of the HMC project. One of the principal tasks of the project was to identify and characterise stakeholders relevant to the project for the purposes of: 1) identifying individuals to invite and involve in the projects multipliers events, focus groups, workshops; and 2) disseminating publicity material and key project outputs (e.g., press releases, newsletters, handbook etc.). The identified categories of stakeholders was updated and redefined as the project progresses. Section 6.2.1 identifies categories of stakeholders that were targeted by the HMC Consortium partners. And Table III the roles these stakeholders played in combatting multicultural misunderstandings thus strengthening and diversifying the eldercare sector. Other sections discuss stakeholder motivations with the aim of understanding these motivations to enhance effective communication and prioritisation of communication tools.

Identification of stakeholders

7.2 Stakeholder identification was the first and foremost important task in the effective stakeholder engagement. The following tables provide an overview of the categories of stakeholders identified and engaged with, along with their sub-categories and, where appropriate, their micro-categories. The stakeholder categories listed below are based on their involvement in demystifying issues around cultural misunderstanding. The list identifying individual stakeholders and their contact information is created at Table V.

TABLE II:

Broad Categories	Sub-categories	Micro-categories
Health and social care	Elderly care sector, NHS Trust, SHA Cluster, Local Authority	PCT Cluster, Foundation Trust, PCT Cluster Chairs, NHS Trust Board, GPs Commissioning Groups, Communications Leads, Emergency Care Leads, HPA Directors
Government	EU bodies including EU Parliament EU Member-States National government Local government (including micro-categories)	Policy makers Local authorities National care agencies Health/Medical/Social care services
Civil society organisations	Umbrella organisations and charities working in the eldercare sector Service providers, including helpline organisations Political advocacy organisations	Older people care centres
Media	News organisations (including online, television, radio etc.) Journals, newsletters and magazines New media platforms (incl. blogs, LinkedIn, Facebook, Twitter)	Community newsletters, care homes bulletins
Academia	Colleges, Universities, Research institutes, Think tanks, Discipline specific networks	Research groups Lecturers/ Researchers/Course developers/Degree/ PhD Students
Private sector	Social networking organisations SMEs	Private care homes,
Project partners	European projects, National projects , European Networks; Third country projects	Local Strategic partnership networks
General public	Ordinary members of the public	Community & Neighbourhood Networks like neighbourhood partners in urban and rural areas

7.3 This classification help the consortium achieve the project aims in disseminate the results, principally by encouraging stakeholders to participate in multiplier workshops and other events. However, there are specific reasons why the consortium wants to reach each of these categories of stakeholders, based on HMC's objectives. Table iii below outlines these reasons.

TABLE III:

Stakeholder type	Why HMC want to reach stakeholders
<p>Government</p> <p>EU Parliament EU</p> <p>EU Member States –</p> <p>National governments</p> <p>Local government (Including micro-categories as identified above)</p>	<ul style="list-style-type: none"> • To inform them about current and emerging trends relating to HMC in Europe • To provide them with current information relating to the profiles of typical misunderstandings and their impact on health • To engage them in a dialogue about these issues • To invite them to consider recommendations made by the consortium, notably with regard to the use of our handbook • To assist them in making informed choices when confronted with the complex network surrounding multiculturalism and its relationship with forms of misunderstanding that can lead to health disparities. • To tell them about the products developed and how they relate to them • To share training results • To suggest way forward in diversity care practice
<p>Civil society organisations (Including micro-categories identified above)</p>	<ul style="list-style-type: none"> • To inform them about current and emerging trends relating to HMC in Europe • To encourage civil society to lobby policy-makers to consider the recommendations made by the consortium. • To encourage CSOs to raise awareness to their members on these issues. • To equip them with knowledge that will help assist and manage change in their services, including prevention programmes.
<p>Media</p> <p>Newspapers</p> <p>Journals</p> <p>Blogs</p> <p>Social networks (Including micro-categories as identified above)</p>	<ul style="list-style-type: none"> • To encourage the media to raise awareness of stakeholders, notably the public, about how misunderstandings can potentially lead to health inequality. • Media attention will help raise issues of concern to the consortium on the public and policy-makers' agendas. • To stimulate critical debate and information sharing about activities and good practices.
<p>Academia</p> <p>Colleges</p> <p>Universities</p> <p>Research institutes (Including micro-categories as identified above)</p>	<ul style="list-style-type: none"> • To inform them about current and emerging trends relating to HMC in Europe • To encourage the use of our guidelines, research findings and good practices in respect of scientific research. • To encourage academics to provide their views with regard to the consortium's findings and recommendations as they are being developed as well as once they have been formulated. • To encourage academic organisations and researchers to conduct further research in regard to the issues of concern to the project's themes.
<p>Private sector</p> <p>Social networking organisations Classified companies</p> <p>SMEs, etc.</p>	<ul style="list-style-type: none"> • To encourage the use of our recommendations and good practices in scientific research. • To encourage private sector organisations to provide their views on the consortium's findings and recommendations as they are being developed, and once they are formulated. • To raise awareness amongst the private sector to
<p>Project partners</p> <p>European projects</p>	<ul style="list-style-type: none"> • To draw to the attention of partners in other EC projects the activities of our consortium. • To exchange information and views • To leverage the activities of other projects, i.e., so that concerted effort can be made

National projects	where to support stakeholder needs in addressing HMC issues.
Third country projects	
General public	<ul style="list-style-type: none"> • To raise awareness and understanding about cultural diversity, its benefits and possible misunderstanding • To encourage the public to lobby political leaders in support of the consortium's recommendations. • To raise their awareness of the challenges faced with regards to health disparity and consequent harm to health outcomes.

7.4 The HMC consortium has collaborated in identifying relevant stakeholders in each of the identified key categories. The partners compiled a database of contacts and networks, as outlined in Table II, and will maintain it on an on-going basis by disseminating the project information as the programme developed. In doing so, the consortium acted appropriately to protect personal data and the data rights of the HMC stakeholders.

8 Role of stakeholders

The different categories of stakeholders identified in Table III have different interests and play different roles in Handling Multiculturality in Care dissemination activities. As such, HMC try to understand the different roles that stakeholders play within the different phases of responding to the outcomes from the training and how multicultural misunderstanding was utilised in training to the benefit of care workers and nursing staff. Such an understanding helped the consortium to optimise its interactions with stakeholders during the course of the project and target dissemination more accurately. The role stakeholders played was essential (see Table IV below).

TABLE IV: Role of different stakeholders

Phase	Elements	Stakeholders (Macro categories)
Prevention	<ul style="list-style-type: none"> • Awareness raising/campaigning • Legal mechanisms and policy measures Widening understanding of the factors that contribute to facilitating and preventing cultural misunderstanding • Support programmes and outreach work • Control of labour sectors • Monitoring • Research 	<ul style="list-style-type: none"> • Civil society organisations • Government • Academia • Media • The public • Projects • Private sector • NGO's
Front line response	<ul style="list-style-type: none"> • Care organisations • Support, including helplines and outreach work Widening understanding of factors that contribute to facilitating and combatting cultural misunderstanding 	<ul style="list-style-type: none"> • Care sectors • Government • Civil society organisations Academia • Projects • Private sector • NGO Organisations
Recovery	<ul style="list-style-type: none"> • On-going support 	<ul style="list-style-type: none"> • Government • Civil society organisations

Please note: Different stakeholders contribute to different phases in different ways; this table provides an overview of roles.

9 Stakeholders Motivations

9.1 An understanding of stakeholders' interests, drivers and barriers was essential for effective communication and the prioritisation of tools for communication. Understanding stakeholder motivations enabled the HMC Consortium to effectively engage, communicate with, and promote dialogue between and within different stakeholder groups.

10 Drivers and barriers

10.1 Stakeholder motivations broadly refer to the factors influencing an organisation's attitudes or actions. HMC has elicited stakeholder motivations by analysing the following: interests and/or drivers (focus areas of what the stakeholder wants to do or achieve), and barriers and inhibitors

(obstacles/constraints to doing so) associated with each stakeholder category. By doing so, the consortium was able to determine effective channels of communication to engage with different stakeholders. This helped the consortium to decide what form of communication was best suited to each category of stakeholder. As engagement with stakeholders grows during the project, partners adjust their understanding and measures to engage with different stakeholders, and thus learn from their interactions with them.

TABLE V: Stakeholders drivers and barriers

Stakeholder sub- and micro-categories	Drivers and motivations	Barriers and inhibitors
Government	Appropriate policies and finance to invest in appropriate care institutions	<ul style="list-style-type: none"> • Shortage of finance • Population aging – speed • More diverse groups of people • Shortage of care workers
Policy makers, local authorities and National Commissions	Respond to the shortage/ lack of care workers with diverse multicultural understanding.	<ul style="list-style-type: none"> • Overhead, lack of cooperation across Member States and within national countries. • Conflicting interests and full agenda's • Dependent on political support • Availability of funding
Care Sector		
Care sector agencies	Accomplish their duties, maximise the number of health disparities.	<ul style="list-style-type: none"> • Inadequate policies, budgetary constraints. • Lack of capacity • Lack of training/expertise
Nursing staff and related bodies	Accomplish their duties and work towards identifying potentially vulnerable individuals	<ul style="list-style-type: none"> • Operational capacity, awareness and knowledge of potential vulnerable individuals
Health/Medical services and social care services	Accomplish their duties and work towards identifying potentially vulnerable individuals.	<ul style="list-style-type: none"> • Operational capacity, awareness and knowledge of potential vulnerable individuals
Civil society organisations		
Umbrella organisations and charities working towards inclusion.	Accomplish their duties in working towards awareness raising, and preventing cultural misunderstandings.	<ul style="list-style-type: none"> • Funding • Interaction with other stakeholders • Capacity • Not always acknowledged as important stakeholder
Volunteer groups	Accomplish their duties in working towards preventing cultural misunderstanding and creating tolerance in society.	<ul style="list-style-type: none"> • Finance • Interaction with other stakeholders.
Media		
News organisations	Earn readership and advertisements, provide information to the public, collect information from the public	<ul style="list-style-type: none"> • Newsworthiness
Journals	Earn readership and advertisements, share knowledge among peers.	<ul style="list-style-type: none"> • Small communities of readers • Cost of publication fees
Academia		
Colleges/Universities	Create new knowledge, create popular and useful courses, maintain reputation.	<ul style="list-style-type: none"> • Funding • Lack of opportunities and access for interaction with other (relevant) stakeholders • Difficulties in publishing their findings.

		<ul style="list-style-type: none"> • Lack of integration with other stakeholders
Research institutes	Create new knowledge, new discoveries, maintain reputation.	<ul style="list-style-type: none"> • Lack of access to funding. • Lack of integration with other stakeholders • Lack of visibility and attention from other stakeholders
Think tanks	Generate knowledge to inform policy.	<ul style="list-style-type: none"> • Reliance on external funding • Lack of independence • Isolation from other stakeholders Difficulty in gaining attention from policy makers
Discipline specific networks	Share knowledge among members, publicise findings, represent the discipline to other stakeholders.	<ul style="list-style-type: none"> • Lack of interest from other stakeholders • Lack of connection with other stakeholders • Difficulties with competing against other networks • Networking and stakeholder engagement costs
Private sector		
Social networking companies	To generate business, make profitable discoveries and maintain commercial advantage, support civil society organisations and public authorities	<ul style="list-style-type: none"> • Lack of awareness of needs and direct engagement with stakeholders.
Project partners		
European projects National projects Third country projects	Create new knowledge, share information with other stakeholders, influence EC policy	<ul style="list-style-type: none"> • Lack of integration with other stakeholders and projects, difficulties in publicising their findings. • Low take-up and institutional response to findings.
The public		
General public	A heightened understanding of this growing diversification of Europe's social care sectors, interest in gaining useful, accurate information, interest in being able to do something to avoid health disparity/taking action	<ul style="list-style-type: none"> • Lack of useful, accurate information • Lack of awareness of the extent of disparity, misunderstandings and the staff crises.

10.2 Despite clear differences between stakeholder categories, some stakeholder drivers and barriers overlap. This was not surprising since stakeholders exist in relationship with one another and often share ecosystems. Furthermore, stakeholder engagement strategies sought to integrate stakeholder views in a way that enables stakeholders to view issues from one another's standpoint, which also reduce barriers.

10.3 The results of the HMC project was disseminated to the categories of stakeholders identified in Tables above via the channels identified in Table VI below. It is of foremost importance that the findings and outputs are taken up and utilise during the project's life, and that they continue to be used when the project has come to an end. Here we provide information on the various dissemination and communication channels and tools use to reach stakeholders, including a note on the various metrics that were used to measure stakeholder interaction. We begin with the widest channels of communication used to disseminate the project results before looking at the more targeted approaches.

11 Dissemination Channels

Dissemination Channels: Table VI

Dissemination Channels	Participation	Audiences reached
Government		
Website	The website was established in 2014 and hold all HMC tools developed including the training handbook	The website has not been as active as we would have liked. The idea will be to update with tools and materiel that will assist those in the care profession with training and guidance on Handling multicultural care situation. Link here: http://www.multicultincare.eu/
Online	Communication department MSO Portal – news article	http://www.sundhedogomsorg.dk/da/servicesider/nyhedsliste/falles-nyheder/2015/4-kvartal/lad-vaere-med-at-komme-remoulade-paa-rullepoelsen.aspx 7,000+ hits
Radio	HMC Consortium members from Denmark, Germany, Italy and the UK. Link to the radio programme here:	30,000+ local people and an estimated 80,000 across Europe via online broadcasting channels https://www.youtube.com/watch?v=VpH7568267U
	Radio Advertisement to report on the development of HMC training and collaboration with education establishment.	Radio Advert sponsored by HMC project and others reaching over 30,000 people https://projecten.betawerk.nl/#files/2513160
Television	HMC Consortium 20 minutes appearance on Italian television	HMC Partners from Italy and the UK appeared on a local TV 1 Televisione station in Italy to promote the project. Approximate audience 70,000+
Newspaper Article	Newspaper article „Hamburger Wochenblatt“ published after the 5th trans. meeting in Bargteheide, Germany. Online and print. Published Dec. 6th 2016.	Print: Hamburger Wochenblatt Bargteheide: 14,753 prints Hamburger Wochenblatt Ahrensburg: 25,161 prints Source: http://www.hamburgerwochenblatt.de/fileadmin/mediadaten/WBV_Gesamtpreisliste_2012.pdf
	Article that was published after the 5th trans. meeting in Bargteheide, Germany. Online and print. Published Nov. 26th, 2016	Print: Markt Ahrensburg, Bargteheide and surroundings: 68,800 prints Source: http://www.mhn-medien.de/wp-content/uploads/2017/05/Preisliste_Wochenblaetter_2017.pdf
	Newspaper article „Hamburger-Abendblatt – Ahrensburger Zeitung“ Article that was published after the 5th trans. meeting in Bargteheide, Germany. Online and print. Published Nov. 23th, 2016	Print: Hamburger Abendblatt: Readers of this daily newspaper: 501.000; sold prints a day: 150.579 prints Source: https://www.mediaimpact.de/dl/226004/Factsheet_Hamburger_Abendblatt_2017.pdf
	FOA union of health care staff	Article 6th May, 150,000 reached http://www.e-pages.dk/foa/498/
	An article in Magasinet Arbejds miljø a national magazine for Work Environment	Both a paper- and digital magazine From the national research centre of work environment, read by subscribers and those in the workplace. https://mitarbejds miljo.dk/artikler/multikulturel-arbejdsplads-med-hoejt-til-loftet
YOUTUBE	The main project promotion video is	https://www.youtube.com/watch?v=VpH7568267U

	<p>currently featuring on page one, item 3 out of 52,000,000+ https://goo.gl/vh8HNX</p> <p>A number of videos were produced and shown on YouTube</p>	<p>Over 18,000 people view the videos from across Europe https://youtu.be/LLmZ-yL-Bwg</p>
	<p>Short documentary by– MSO Aarhus set in nursing home</p>	<p>https://www.youtube.com/watch?v=UL-BUPxDONI</p>
Social Media	<p>A number of social media channels are used to disseminate project information.</p>	<p>The audiences reached varied according to the medium used</p>
LinkedIn	<p>Handling Multiculturality in Care LinkedIn Network is an active network with regular contribution from care workers, doctors, care managers, NGO organisation, public sector organisations (Colleges, universities, local government department, and other carers).</p>	<p>Currently has 1,831 members and growing</p> <p>Our followers are from various care sectors as follows: 42% (n719) are frontline care workers, 17% (n284) are managers working in care homes, 16% (n273) are doctors, 5% (n76) are local government workers, 5% (n92) academics, 2% (n33) are policy makers and 13% (n228) are other health workers working in the private care sector.</p> <p>Link here: hmcineurope@gmail.com</p>
Facebook	<p>Advertising campaign</p> <p>"Footprints" of the path developed by students of HMC training paths.</p>	<p>Advertising campaign at the end of August, and here is the link: https://www.facebook.com/giovani.valdarnoscs/videos/850253455140209/</p> <p>On the FB page of "Giovani Valdarno" you will also find many photos about the multiplier event:</p> <p>I) https://www.facebook.com/giovani.valdarnoscs/posts/813187825513439 II) https://www.facebook.com/giovani.valdarnoscs/posts/690096867822536</p>
Twitter	N/A	N/A
Other	<p>Word of mouth</p>	<p>Messages was passed through individuals by word of mouth about the project and communities were invited to multiplier events using that method in some countries.</p>
Flyers Posters	<p>A number of promotional flyers and leaflets were produced to advertise each event in participating countries</p>	<p>Flyers were important as they reach people who did not have access to digital media.</p>
Leaflets	<p>Posters were also important in that they were displayed across cities in local community centres, shops and other places where local people attend on a daily basis</p>	<p>In total 12 leaflets were produced 3 in each participating country prior to the delivery of multiplier events.</p>
Multiplier Events	<p>UK, Bristol Twelve multiplier events took place across the participating countries</p>	<p>Over 200 people participated in the events. Some events were held as joint events with the education, Health and Social Care sector whilst other events were specifically targeted at people working in the eldercare sector.</p>
	<p>MSO Aarhus</p> <p>Multiplier event 28.9.17.</p>	<p>7 Organisations, 55 people attended</p>
	<p>Germany & Italy</p>	<p>6 Events attracted over 200 attendees</p>

Meetings	MSO Aarhus	Locally participating countries discuss the project at their monthly team meetings also at external strategy meetings
	Team meetings and local strategic partnership meetings	Danish local leaders and staff board meetings – OMRÅDE H_Å MSO – The newsletter was also posted on emails. Nyehdsinfo week 8, 35, 49T-drive. Reaching approximately 650
		Education Board, MSO Main organisation and stakeholders (3) 4 th May. Also a leadergroup meeting (12 organisations, 17 participants) followed by staff meetings (information dissemination) at Nursing Homes and Homecare centres.
	Other partner countries staff meetings	Throughout the three years project attracted 185 staff who share the project development and results with other partners and clients
	Local Strategic partnership meetings	Quarterly meetings attended by businesses, charities and public institutions. Membership of this partnership is 22 companies. 194 people/companies reached.
	North Bristol NHS Trust	Presentation at conference to 82 staff members. The trust employ over 4000 nurses, care workers and managers.

11.1 Dissemination Tools

11.2 The following dissemination and communication tools were used to help share news of the project to those stakeholders identified in Table III. The tools were evaluated and their effectiveness analysed from different perspectives by looking at the richness of the medium used versus the cost of that medium. Media richness: concerns the ability to have a significant impact on the personnel we were aiming to reach. In some cases, media richness was not terribly important, where simple factual details were required. Where complex ideas need to be communicated, and a call to action issued, the richness of the media becomes more critical. Media cost: impacts the practical ability to deliver the messages (see table below).

12 ASSESSMENT OF TOOLS

12.1 The aim of this section is to assess the dissemination tools identified against the objectives of the HMC dissemination plan. In order to do so, we utilised the following criteria:

Appropriate: Suitable for a particular stakeholder segment.

Effective: Capable of eliciting a strong response or call to action from the particular stakeholder segment.

Targetable: Capable of direction to a stakeholder segment.

Economical: Disseminating the deliverable efficiently both operationally and technically without burdensome aspect or cost.

Measurable: Capable of being measured and distinguishable with reasonable amount of effort and accuracy.

12.2 The following table provides a criteria-based analysis of the various dissemination tools that HMC employ.

TABLE VII:

Channels	Appropriate	Effective	Targetable	Economical	Measurable	Selected
Project	✓	✓	✓	✓	✓	✓
website						
Twitter	✓	✓	✓	✓	✓	✓
E-mail	✓	✓	✓	✓	✓	✓
Telephone/Skype	✓	✓	✓	✓	✓	✓
Workshops/meetings	✓	✓	✓		✓	✓

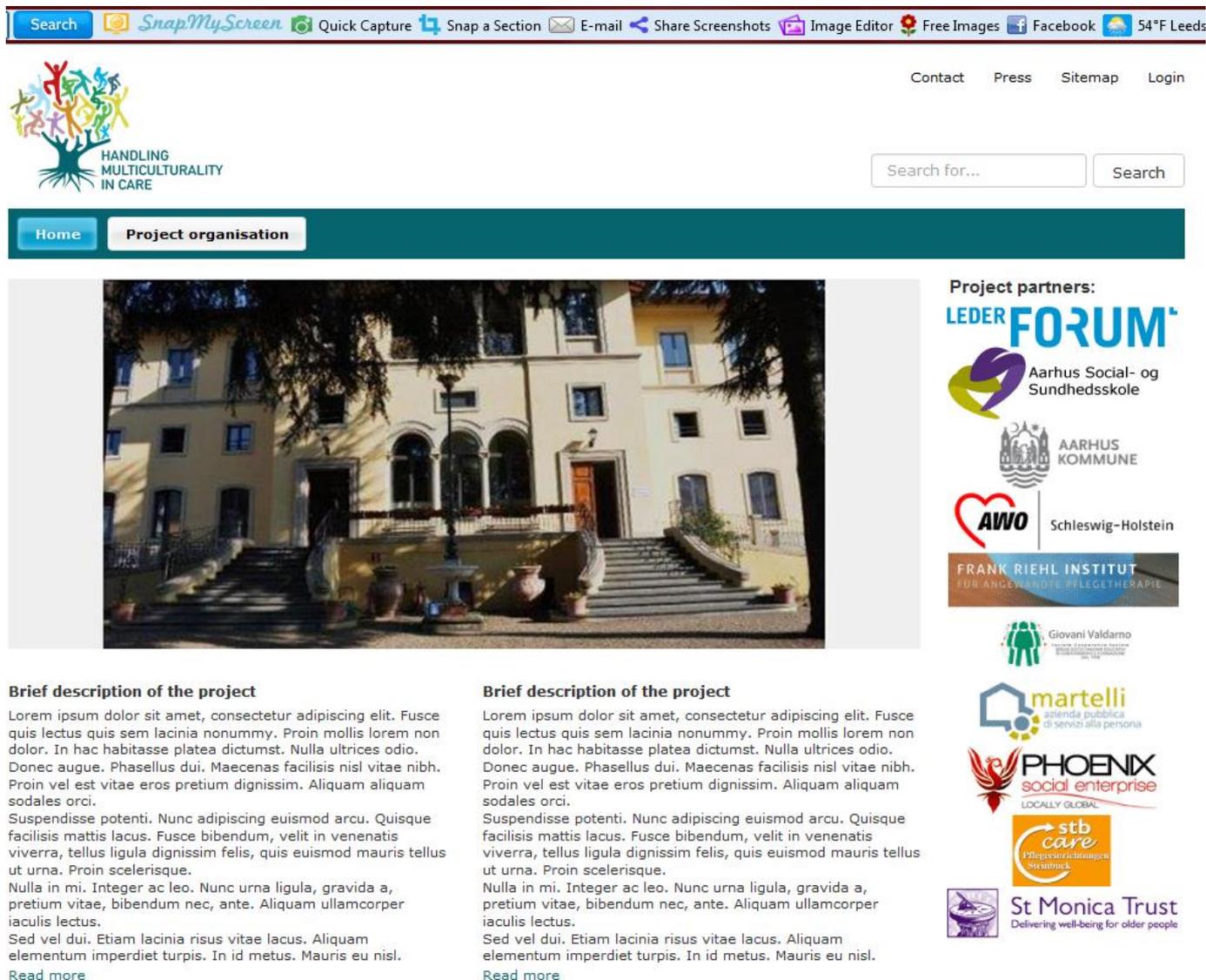
Final conference	✓	✓	✓			
External events	✓	✓	✓			✓
Publications	✓	✓	✓	✓	✓	✓
<i>Brochures & posters</i>	✓	✓		✓		✓
<i>Newsletter and press releases</i>	✓	✓			✓	✓
<i>Community Radio</i>	✓	✓		✓		✓
<i>Television</i>	✓	✓	✓	✓	✓	✓

12.3 Throughout the project, partners will utilise deliverables completed in each work package to determine as the starting point for developing additional content for publication and dissemination (e.g., publications, conference and workshop papers etc.)

13 DISSEMINATION RESULTS

13.1 Project website

At the Kick off seminar the basic structure of the website was discussed and agreed upon. There are two separated parts to the Website - one for open external dissemination and the other for closed internal communication.



Search SnapMyScreen Quick Capture Snap a Section E-mail Share Screenshots Image Editor Free Images Facebook 54°F Leeds

Contact Press Sitemap Login

Search for... Search

Home Project organisation

Project partners:

- LEDER FORUM⁺
- Aarhus Social- og Sundhedsskole
- AARHUS KOMMUNE
- AWO Schleswig-Holstein
- FRANK RIEHL INSTITUT FÜR ANGEWANDTE BELEGOTHERAPIE
- Giovani Valdarno
- martelli azienda pubblica di servizi alla persona
- PHOENIX social enterprise LOCALLY GLOBAL
- stb care Pflegesrichtungen Steinhilf
- St Monica Trust Delivering well-being for older people

Brief description of the project

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Fusce quis lectus quis sem lacinia nonummy. Proin mollis lorem non dolor. In hac habitasse platea dictumst. Nulla ultrices odio. Donec augue. Phasellus dui. Maecenas facilisis nisl vitae nibh. Proin vel est vitae eros pretium dignissim. Aliquam aliquam sodales orci.

Suspendisse potenti. Nunc adipiscing euismod arcu. Quisque facilisis mattis lacus. Fusce bibendum, velit in venenatis viverra, tellus ligula dignissim felis, quis euismod mauris tellus ut urna. Proin scelerisque.

Nulla in mi. Integer ac leo. Nunc urna ligula, gravida a, pretium vitae, bibendum nec, ante. Aliquam ullamcorper iaculis lectus.

Sed vel dui. Etiam lacinia risus vitae lacus. Aliquam elementum imperdiet turpis. In id metus. Mauris eu nisl.

[Read more](#)

Brief description of the project

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Fusce quis lectus quis sem lacinia nonummy. Proin mollis lorem non dolor. In hac habitasse platea dictumst. Nulla ultrices odio. Donec augue. Phasellus dui. Maecenas facilisis nisl vitae nibh. Proin vel est vitae eros pretium dignissim. Aliquam aliquam sodales orci.

Suspendisse potenti. Nunc adipiscing euismod arcu. Quisque facilisis mattis lacus. Fusce bibendum, velit in venenatis viverra, tellus ligula dignissim felis, quis euismod mauris tellus ut urna. Proin scelerisque.

Nulla in mi. Integer ac leo. Nunc urna ligula, gravida a, pretium vitae, bibendum nec, ante. Aliquam ullamcorper iaculis lectus.

Sed vel dui. Etiam lacinia risus vitae lacus. Aliquam elementum imperdiet turpis. In id metus. Mauris eu nisl.

[Read more](#)

13.2 The website was established in 2014 to assist care workers and other care professionals working with older people find quality resources on multicultural care and to explore new strategies to promote cultural diversity and tolerance in the care sectors across Europe. The HMC website aims to assist misunderstanding in care settings, explore cultural diversity and provides information on training methods and tools, handbooks and cultural groups to assist the diversification of the elderly care sector. It showcase development of multicultural care training methods, the various cultural norms, values, belief and celebration systems alongside views towards multiculturalism cannot be that have historically influenced government policies and programs should not be underestimated. The website brings together resources from the series of training, video packages and new resources and activities to support a variety of care givers across Europe and beyond. The open part of the Website contains information on the HMC's progress and materials for discussions and use. The closed part of the Website will be used for internal communication and messages.

- 13.3 In order to assess how well the website was reaching stakeholders and acting as a source of information, we use standard web traffic analysis tools, including Google Analytics, to track the number of visitors and similar metrics over the life of the project. As the website was continually updated, it acts as a dynamic and up-to-date source of information for stakeholders interested in HMC.

Performance Indicator: website hits, page views, deliverable and document downloads, requests for information received

14 Social Media Channels

- 14.1 In all STEPs of the project the HMC Consortium communicated with stakeholders using targeted social media channels/networks. Social media now complements many parts of our lives. Facebook, Twitter, YouTube and many other social networking sites allowed HMC to share and interact with others via online content and to connect with like-minded people. Its strengths – rapid dissemination and amplification of content and the ability to lead informal conversations – make it a powerful tool to use in a care professional context.

15 LinkedIn

- 15.1 HMC LinkedIn network has been by far the most targeted medium to engage with professionals in the eldercare sector. This network allowed HMC to frame its profile by positioning its most relevant accomplishments first, thus increasing the likelihood that a visitor will read them and continue reading. HMC over the period of the project published more than a dozen articles giving updates on multicultural care and the elderly, promote upcoming events and share other forms information about training courses, celebrations and news about our delivery with care institutions, care workers and the general public. Using this medium we were able to reach targeted professionals, in the eldercare sector.

16 LinkedIn Published Articles

- 16.1 Published articles include:



International Day of Older Persons
HMC Consortium on LinkedIn



Multiculturality in Care Final Meeting
HMC Consortium on LinkedIn



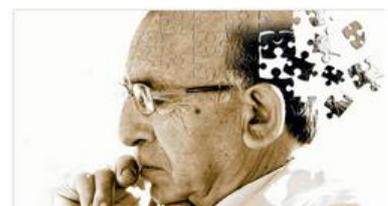
HMC Consortium Meeting in Odense
HMC Consortium on LinkedIn



Exploring Cultural Differences about Dying
HMC Consortium on LinkedIn



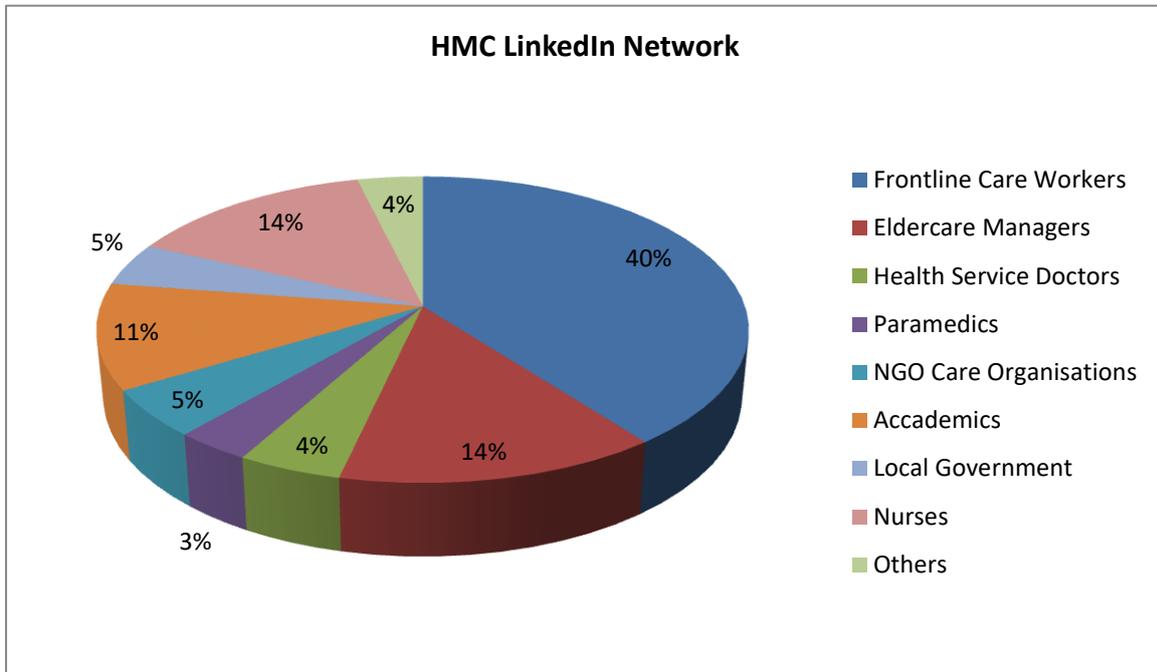
Age is Just a Number!
HMC Consortium on LinkedIn



New finding for Alzheimer research centres of excellence in the UK
HMC Consortium on LinkedIn

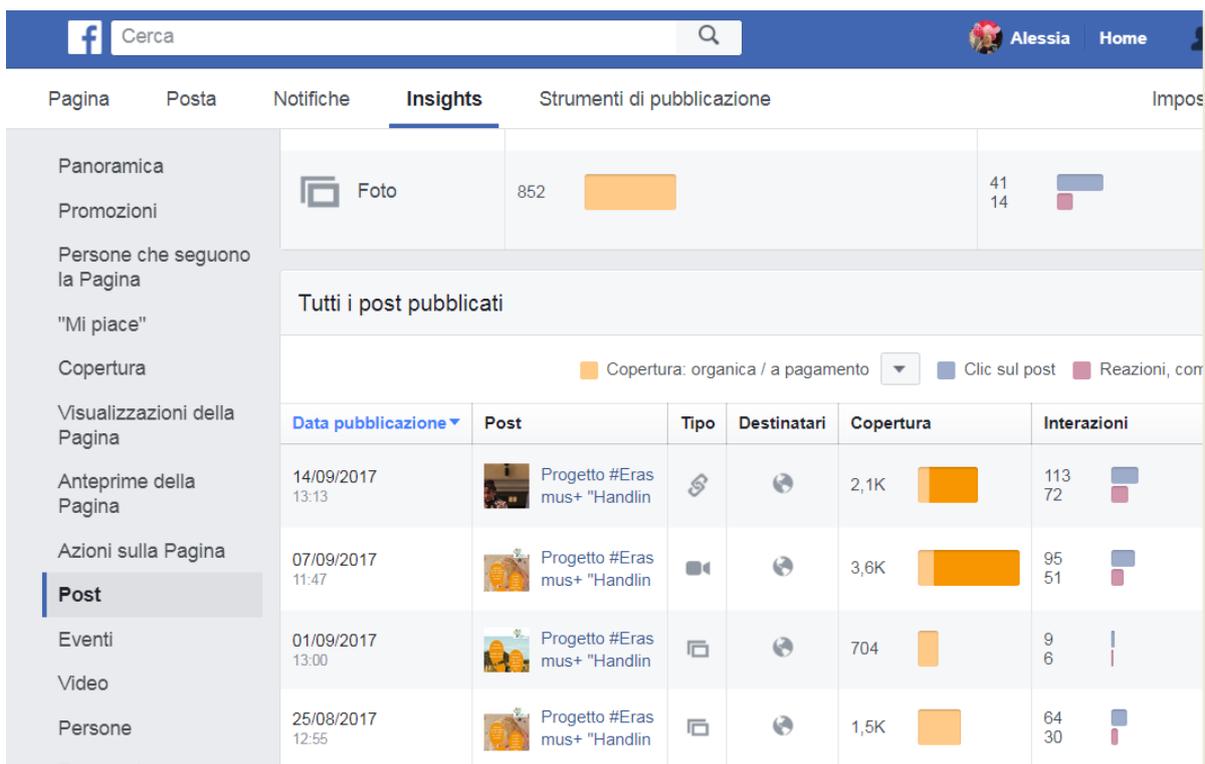
16.2 LinkedIn Network Membership

16.2.1 In total HMC LinkedIn Network have just over 2,000 members from across Europe. A large percentage is professionals working in the health care sector (see Chart I below).



16.2.2 40% (n811) are frontline care workers, 14% (n284) are eldercare managers, 14% (291) are nurses, 11% (n228) are academics, 5% are NGO organisation and local government workers respectively, 4% (n92) are doctors, 3% (n67) are paramedics and 4% (n77) are others. Within the “other” group are ambulance drivers, individuals who care for an elderly relative at home and young carers. Link to the network here: <https://www.linkedin.com/in/hmc-consortium-9620b9139/>

17 Face Book



- 17.1 Facebook has been primarily used through partner organisations platform. Over the period of the project a number of publications result in thousands of people from all over the world. See example above.

18 YouTube

- 18.1 A number of videos have been generated by various partners across countries and place on YouTube.

Erasmus+ " Handling multiculturality in care": multiculturalità e assistenza alla persona.

227 visualizzazioni

13

CONDIVIDI

Prossimi video

RIPRODUZIONE AUTOMATICA

Italians do Erasmus+ better!
MASSIMO MENGHINI
1.293 visualizzazioni

Multicultural Day
Utopia500
73 visualizzazioni

Iara mori a scuola cavriglia
Valdarno 24
Consigliato per te
Nuovo

DIY: Identity, Diversity, Multiculturality
IIS Falcone-Righi di Corsico
34 visualizzazioni

Handling Multiculturality Care | HMC

Phoenix Social Enterprise

83 views

Published on 14 Jun 2016
http://www.phoenixsocialenterprise.com
admin@phoenixsocialenterprise.com
https://youtu.be/VpH7568267U

SHOW MORE

Up next

Autoplay

PHOENIX social enterprise
Sopot to Bristol | DISCO Exchange
Phoenix Social Enterprise
279 views
13:10

DIEGO FUSARO: The globalisation as a fake multiculturality
Diego Fusaro
172 views
6:50

PHOENIX social enterprise
DISCO & Erasmus+ | Exchange Programme
Phoenix Social Enterprise
137 views
7:51

Multiculturality - Twenty Twelve - Series 2 Episode 1 - BBC Two
BBC
89,073 views
1:35

PHOENIX social enterprise
CWP Aluel De Garang
Phoenix Social Enterprise
31 views
0:59

Multiculturality in Care
Phoenix Social Enterprise
10 views
8:13

Multiculturality vs Transculturality
Daniele Carminati
97 views
6:59

Performance indicator: the number of hits, numbers of likes

19 Twitter

- 19.1 During the kick-off meeting in January 2015, members of the HMC Consortium agreed to use Twitter to help disseminate project news and to interact with stakeholders. An account with the username **@HMC_EU** was set up. On Twitter, HMC follows like-minded researchers, civil society organisations, projects (including European projects), European Commission profiles as well as other primary stakeholder groups identified above. The Twitter account used throughout. Tweets inform followers on notable project updates, publication of deliverables, and events in which HMC partners participate. In order to ensure a greater relationship between the Twitter account and the website, the HMC website contained a Twitter feed to show the most recent tweets. HMC also use Twitter to search for, and connect with, similar projects and other organisations working in this field.

Performance Indicator: number of followers, number of mentions

20 E-mail

- 20.1 One of the primary means of stakeholder outreach in HMC will be by e-mail. E-mail will function as one of the primary means of engaging stakeholders, particularly the highly critical and relevant groups.

Performance Indicator: e-mail responses, contacts network

21 Telephone/Skype

- 12.1 The telephone was a quick and easy means of contacting stakeholders. In the context of HMC, the partners used Skype or telephone contact to target the media and stakeholders from other projects. E-mails were used frequently in situations where in the past a phone call would have been the most likely means to contact stakeholders and partners. As this increased even further, we have not included performance indicators here.

22 Workshops

- 22.1 Workshops were an essential means for the consortium to strategize and plan delivery at transnational meetings and for stakeholder engagement. During the course of the project, workshops have were planned for: WPs 2, 3, 4, 5 and 6. The workshops were used to engage stakeholders and solicit expert feedback with regards to the findings of the project, to discuss the outcomes from training, different tasks and helped review and validate our work. Crucially, they were also opportunities of interaction with stakeholders among the HMC consortium, as well as by providing different stakeholders with an opportunity to get together during multiplier events. Partners also used the contact list developed in the tasks above to invite stakeholders to participate in our multiplier events/workshops.

Performance indicators: number of workshops conducted, number of participants, range of stakeholders represented, participant feedback.

23 External events

- 23.1 Dissemination take place via the consortium partners participation in external events (workshops, seminars, conferences, meetings). Presentations of the HMC's findings throughout the duration of the project were made as and when results become available. As a starting point, the consortium has outlined a series of potential events that were useful for dissemination results. Attendance will be decided case-by-case depending on the availability of project results and their relevance to the specific event.
- 23.2 As the project develops partners will share news of potential avenues for dissemination with each other. A priority level will be defined for each event to manage the resources of dissemination activities.

Performance indicator: number of presentations, type of conferences, presentation, feedback,

conference publications.

24 Networking

- 24.1 Relating to external events. Consortium partners may not always be 'actively' involved in external events, as they may not be presenting or part of a panel. Nevertheless, they can still actively take part in networking. Partners with pre-established relations in the field of social care, elderly care or health and social care can easily inform their contacts about HMC. Where possible, these interactions will be accounted for in the dissemination record that will be maintained by the work package leader; XXX, which will be used to provide an update on dissemination activities and progress within the interim and final reviews.

25 Publications: Journal articles

- 25.1 Journal articles were produced and published as broad-based dissemination tools. The consortium cemented the impact of their dissemination activities by preparing and publishing formal reports and articles on social media sites. These ensure that HMC would have a long-lasting impact beyond the project duration.
- 25.2 As the project developed, partners share frequent news of HMC findings and results were they were disseminated.

Performance indicators: number of reports and articles submitted and published, type of journal (industry, academic), journal Impact factor and circulation.

26 Brochures and posters

- 26.1 Brochures and posters will be printed for partners' participation in external events, such as third-party workshops and conferences, and the project's final event was published on social media.

27 Press releases and newsletters

- 27.1 Publish press articles in newspapers containing news of relevant policy developments and other EU, national and local initiatives, which the consortium believes warrant the attention of its contact list. HMC also provide information on latest results of the project, including workshop announcements, deliverable updates and other dissemination related activities

Performance Indicators: number of newsletter articles, number of contacts sent to, number of Openings.

28 Radio Appearances



Picture: HMC partners from the UK, Italy, Germany and Denmark took part in a 20 minute radio programme aired on BCFM Radio



29 Television Appearance



Picture: Italian partner Daniele Raspini on his way to TV1 to promote the project



30 Multiplier Events

30.1 Multipliers events were held in Denmark, Germany, Italy and the UK.

30.1.1 In the project description it was planned to have the first multiplier event after the first iteration of training courses. The majority of partners decided however to postpone the first multiplier event until the second training course have been held in order to have more measurable results to present to the participants. Although this was a deviation from the initial plans it enabled trainees from the first event to cascade the learning to other colleagues in their organisations and the impact was more quantifiable.

30.1.2 The target of each multiplier event was decision makers and stakeholders. It was decided that these events would be very small events selecting carefully the participants in order to have people really interested in the topic and able to bring the results of the training back to their organisations and embed into policies.

30.1.3 12 events were held - three in each participating countries. The twelve project multiplier events took place at different times in each country.

30.1.4 The aims of the twelve multiplier events were:

- to spread the results improving the project locally, and the possibility of scaling-up nationally and transnationally
- to involve local decision makers and the stakeholder network of each partner country
- to share the project intellectual output
- to explore new cooperation fields among the participants.

30.1.5 The events were carried out in a high interactive way for facilitating collaborative dialogue and the sharing of knowledge and ideas to create a living network of conversation and action. Phoenix Social Enterprise, being responsible for the coordination of the project dissemination, coordinated the implementation of the communication media to be used for the multiplier events in partnership with the HMC Consortium. The event have been a medium to present the project and its outcomes, to

debate new strategies and new curricula in training as a tool for continuing multicultural learning and to elaborate a cooperation plan for the further exploitation of the project outcomes.

- 30.1.6 Although the events started with small numbers of participants through exploration and learning and the combining of events locally some countries had in excess of 30 people attending their events. In Denmark for example they discussed how to involve more people in the multiplier events and decided to combine the event with another Workshop arranged. As the event was combined they did not expect people to come to the event for only one subject, but for a series of subjects. A presentation was arranged of video/films and the working paper in the back of the conference room and it worked. 29 participants signed up after having seen and discussed the MultiCul material. Denmark agreed with the Danish national Coordinator that they would calculate one participant as 1/3 of a full Multiplier event participant. All in all the number of participants in Danish multiplier events have been: 6 + 10 = 16 participants to trigger a budget of 1.600 euro.
- 30.1.7 In order to disseminate the results even more, Denmark run a third multiplier event on 11th of September even though it was after the project finalisation as they wanted to report on the many interested people who saw their video and other materials. 84 signed up having looked at and discussed the video and materials of MultiCul.
- 30.1.8 **Conclusion:** The deviation from the initial plan of holding the multiplier events as standalone events although these were successful in Italy it was difficult in the other three participating countries. Through exploration and discussions it was agreed to promote the event at other events and the outcome was excellent. Over 300 people participated in multiplier events across countries instead of the planned small numbers. Joining with other events worked much better.

SECTION II: SUSTAINABILITY PLAN



2.2 INTRODUCTION

- 2.2.1 Sustainability is a critical component of any organization or coalition's work to achieve long-term goals and outcomes. Sustainability can be defined as "programs and services continue because they are valued and draw support and resources." Similarly, sustained impact is defined as those long-term effects that may or may not be dependent on the continuation of programs, services, efforts or collaborations. Almost all grant-funded initiatives leave some type of legacy in the community even when the direct services or activities are not sustained. Activities or programs may adjust over time as community needs and priorities evolve.¹ Sustainable networks are flexible and able to adapt to meet the changing needs of the community. On Sept. 19, 2013, the Tohono O'odham Elder Care Consortium participated in a presentation on sustainability and sustained impact followed by a discussion activity to evaluate the sustained impact of the Consortium's work throughout the Nation.
- 2.2.2 The activity presented six questions for paired and group discussion on the following topics: new capacities created, new ways of serving and new policies and/or system changes. A follow-up survey containing the six questions and the presentation was administered to all Consortium participants via email for additional input. While various accomplishments and future goals are identified and summarized in this report, ECC members emphasized that a key component of their development as a network committed to improving access to and delivery of services to the Nation's Elders is the ability for multiple agencies and services providers to work together to accomplish their goals. ECC members feel strongly that their participation in the Consortium has been instrumental in improving collaboration and cooperation among the various entities.

2.3 QUOTE IN A BOX

- 2.3.1 Programs and services continue because they are valued and draw support and resources
- 2.3.2 SUSTAINED IMPACT Those long-term effects that may or may not be dependent on the continuation of programs, services, efforts or collaborations

3.1 PURPOSE

- a. It is expected that this document will assist the planners, the managers and the monitors of projects to become aware of issues that are important for project sustainability and help in incorporating the elements of sustainability right at the design stage. A tool has been also provided (Annex 1) for assessing the degree of presence of the elements of sustainability. This tool can be used, while designing a project. Similarly, a tool has also been provided (Annex 3) for monitoring the sustainability.
- b. Section 2 of this report discusses the 'concept' and various 'dimensions' of sustainability. Section 3 talks about various analysis that are needed to be undertaken to compute the values of different dimensions of sustainability. Section 4 describes the methodology of sustainability monitoring.

4 What is Sustainability

4.1 The Concept

- c. Sustainability can be defined as the ability of a project to maintain its operations, services and benefits during its projected life time.

- d. However, the issue of sustainability should also be seen within time and changing social, economic and political contexts. A project that is seen as worth sustaining today, may not be so in future. For example, in case of Sri Lanka paddy production which formed the mainstay of the agricultural economy only a few years ago, does not appear to be all that profitable nor is it sustainable, under the current market economic conditions. This and several similar examples from elsewhere illustrate that what was once considered important and sustainable, may not be so today. However, what is also important to note is that if a government for reasons better known to itself, decides to provide support to a certain activity and maintain its sustainability without regard to its economic viability, then that is a choice that the government has made and that the issue of sustainability of such an activity should be seen purely from the perspectives of a decision taken by such a government. Therefore, in case of situation of paddy production in Sri Lanka, government may decide to sustain paddy production by providing price and other forms of subsidy to the producers and ensure its production sustainability (and not economic sustainability). Such sustainability through subsidy will no doubt benefit the paddy producers and thus serve a social purpose, but only at the cost of other perhaps more profitable investments that could be made in the economy.
- e. The paddy example cited above demonstrates further that while subsidy by the government has the ability to sustain a certain production process and thus benefit few producers, in this case the paddy farmers, such an act may equally constrain activities which have greater potentials and better and more sustainable returns from other endeavours. However, in some situation government may still be prepared to provide support to an activity which is economically unsustainable, but politically or otherwise justifiable. Thus when discussing sustainability, the question that needs to be asked:

4.1.1 What is it that one wishes to sustain?

4.1.2 In public sector activities this decision is crucial and should be made right at the planning stage. This will then help incorporating those elements that are relevant for 'sustainability'. However, in general project sustainability is defined as the percentage of project initiated goods and services that are still being delivered and maintained after five years of termination of implementation of the project; the continuation of local action stimulated by the project and generation of successor services and initiatives as a result of project built initiatives. This definition implies that sustainability concerns itself with:

- Level of continuation of delivery of project goods and services
- Changes stimulated / caused by the project
- New initiatives caused by the project

4.1.3 The World Bank defines sustainability, "as to be the ability of a project to maintain an acceptable level of benefit flows through its economic life". The core indicators that contribute to sustainability vary from sector to sector. For the economic sector projects, the core indicator will be economic and financial returns, whereas, the main indicator for social sector projects will be the extent and degree to which the delivery of goods and services, have been continued and the proportion of target area population that continue to receive the benefits from project activities.

5 Dimensions of project sustainability

5.1 There are several dimensions to project sustainability. Depending on the nature of a sector or a project each of these dimensions has the capacity to influence project sustainability in one or way or another. These dimensions are listed below.

- Continued operation and maintenance of project facilities - i.e., has the project received necessary support (both budgetary and institutional) to enable it to maintain required level of facilities ? (Logistics Dimension)
- Continued flow of net benefits - i.e., (for economic sector projects) has all the cost and benefits under varying conditions weighted properly and does the project guarantee an acceptable level of financial and economic return? (Economic Dimension)
- Continued community participation (in projects where active community participation is crucial for both stimulating new actions as well as for cost recovery) - i.e., has the project involved the community has it succeeded in maintaining a desirable level of participation of the community in the project activities? (Community Dimension)
- Equitable sharing and distribution of project benefits - i.e., has the project incorporated mechanisms that guarantee equitable access to and distribution of project benefits on a continuous basis? (Equity Dimension)
- Institutional stability - i.e. has the project considered adequately the institutional requirements and thus made provisions so that management support to project operations continue, during the life of the project? (Institutional Dimension)
- Maintenance of environmental stability - i.e., has the project considered environmental implications so that negative impacts on environment are either avoided or mitigated during the life of the project? (Environmental Dimension)

5.1.1 Consideration of all these dimensions are Key to sustainability of projects. Experience suggests that weakening of any one of these has the potential to jeopardize the sustainability of the entire project, in the long run.

6 SUSTAINABILITY ANALYSIS

6.1 The multi-dimensional attributes of sustainability - as stated above, imply that to enhance project sustainability, a rigorous sustainability analysis is needed at the time of formulation of a project or a programme. It is expected that such an analysis which is to be followed up by development of a sustainability strategy will assist in incorporating the elements of sustainability, right at the design stage of a project.

7 What is Sustainability Analysis?

7.1 Sustainability Analysis is the identification and analysis of degree of presence or absence of the factors that are likely to impact, either positively or negatively on the prospects of sustained delivery of project benefits.

7.2 Annex 1 (Planning for Sustainability: A check list) presents a tool for checking the aspects of sustainability, at the time of designing of a project. The 'Check List' which include a member of analysis, such as economic and financial analysis; social analysis etc are important and should be undertaken to ensure incorporation of sustainability enhancement inputs during the preparation and the design stage of a project. These analysis include the following:

- Relevancy
- Acceptability
- Economic and Financial Viability
- Environmental Sustainability
- Implementation and Monitoring Strategy
- Post-implementation operation and maintenance

- 7.3 *Relevancy* refers to review of consistency (or lack of it) between the objectives of the proposed project with national, sectoral, provincial and district priorities. Quite often, it is seen that when a project is taken up without due regard to various priorities set by the government, its ability to attract required support from various parties and its capacity to operate in a conducive environment, gets severely restricted. Therefore, 'Relevancy' test is expected to help analyzing these issues and assess the relationships between the proposed actions and their consistency with different priorities that have been set by the government.
- 7.4 *Acceptability* issues relate to the level and degree of acceptability of a project to the community, the local representatives, the executing agency etc. Weak acceptability by anyone or more of these parties has the risk of compromising long term sustainability of a project.
- 7.5 Economic/Financial viability refers to economic and financial profitability of project induced products and services. For these products to be of benefits, both to the producers as well as the economy the product cost must reflect real market costs and the product prices, the real market prices, and that the latter should be consistently higher than the former. In some cases, the project induced products and services may not reflect the market cost and nor the price which may mean that which the project will benefit the direct participants or the target population, the it will incur economic losses, at the national level.
- 7.6 It is now widely recognized that under the current situation of globalization and liberalization, any project induced products which cannot be produced and sold under market determined cost and prices and cannot earn profit under these conditions, are neither likely to be sustained nor would these be beneficial to the economy.
- 7.7 Environmental Sustainability relates to project induced environmental impacts - both positive and negative. If negative impacts are foreseen and no mitigational measures are planned, then ultimately the project may yield benefits at a reduced rate or worse still and depending on the extent of environmental costs, such negative impacts may in fact contribute to the net losses to the economy.
- 7.8 Implementation and Monitoring strategy refers to consideration of project management arrangements - e.g. is the implementation period realistic? Is there a well-defined implementation plan with clearly defined functions and responsibilities and have necessary provisions been made thereof. Quite often weak management and inadequate monitoring provisions contribute to implementation problems which than weakens the project sustainability, eventually.
- 7.9 Post implementation operation and maintenance (O&M) refers to management support (either by the executing agency or the community or both) required after implementation of a project. Quite often projects tend to encounter sustainability problems due to weak or inadequate O&M support.
- 7.10 The sustainability analysis is to be followed by development of a sustainability strategy, so as to ensure that all sustainability enhancing elements are incorporated right at the design stage of a project.

8 Sustainability strategy

- 8.1 The sustainability strategy is a follow up activity of sustainability analysis and is expected to indicate the way various elements of sustainability are to be identified, assessed and incorporated into a project or a programme, right at the design stage. The strategy is expected to specify various complements / constraints to sustainability and make provisions for their incorporation / tackling during: (i) formulation/design; (ii) implementation, and (iii) operation and maintenance stages of a project.
- 8.2 Elements that compliment project sustainability have already been mentioned in the previous section. One needs to undertake necessary analytical research to define these variables and incorporate

mitigating factors accordingly. Sometime it is also helpful to specify factors that constrain sustainability. Definition of constraining factors is also a useful way to determine a sustainability strategy.

8.3 See Annex 2, for a flow chart on, *Project Preparation and Management and Principal Factors Affecting Project Sustainability*. This document describes issues or dimensions that constrain sustainability and illustrates how these issues are also inter-linked. Annex 2 also highlights several External Events that affect project sustainability.

8.4 It is, therefore, important that the project planner becomes aware of these elements and develops a strategy for enhancing sustainability. For example, if a certain project envisages joint responsibility between the executing agency and the community to undertake post-implementation operation and maintenance, design stage to achieve this.

9 Sustainability Monitoring/Measurement

9.1 The next step in project sustainability is sustainability monitoring. The aspects of sustainability monitoring (some call it sustainability assessment) comes into play, as soon as a project goes into implementation. Many also term this exercise as process evaluation and lately, some call it, results-based monitoring and evaluation.

10 Monitoring

10.1 Sustainability monitoring and development of a strategy for sustainability monitoring form the core of a project or a programme management. It is evident from the check list of sustainability analysis, that there are a whole variety of factors that can affect sustainability. Therefore, it is imperative that a well planned monitoring mechanism is put in place to assess the status of sustainability, at a regular interval. This will help tracking sustainability related problems early and provide necessary feedback for adjustments and enhance the prospects of sustainability. It is useful to base such monitoring on pre-determined indicators.

11 Monitoring Indicators

11.1 The Sustainability Monitoring indicators are signposts which reveal status of sustainability at a certain stage or point of time of a project. Since the issue of sustainability concerns a variety of factors and since these are multi-dimensional (e.g. 'economic', 'community', 'equity', 'institutional', 'logistics' and 'environment'), the monitoring indicators representing each of these dimensions needs to be identified separating and measured; community.

11.2 For example, to monitor the "economic" dimension, of a project sustainability, the indicator that has been used in Economic Rate of Ration (ERR) - that means against the economic dimension of sustainability, one to re-estimate the economic rate of return (ERR) of the against the appraisal value. If the current value is significantly lower than the appraisal value, then the project is likely to encounter sustainability difficulties.

11.3 Similarly, for assessing the elements of Community participation, a comparison between appraised targets (i.e. proportion of beneficiaries expected to participate in the project activity) and the level currently achieved (i.e., the proportion of beneficiaries who are actively participating) will reveal the status of achievement of this vital indicator of sustainability. Likewise, with application of a variety of indicators, the status of achievements of 'equity', 'institutional', 'logistics' and 'environmental' dimensions can also be ascertained. In this regard, it is equally important to recognize that a multi-disciplinary team may be needed to monitor the multi-dimensional aspect of sustainability.

- 11.4 A scoring system ranging from 1 (poor) to 3 (strong) against each indicator is being suggested in this document. The 'mean value' of individual scores is expected to give the overall measure of sustainability of a project. At a given time if the mean value is estimated to be less than 2, for a project it is likely that the project is facing serious sustainability problems. Anything above 2 is positive. See Annex 3 for "Sustainability Monitoring Indicators and a Measurement Tool".

12 Sustainability Monitoring to be carried out

- 12.1 Sustainability Monitoring or Sustainability Assessment which also forms the core of process evaluation is expected to commence right from the start of implementation of a project. However, not all dimensions of sustainability are expected to reveal themselves at an early stage of a project. For example, the 'economic'; and 'environmental' dimensions of sustainability is expected to reveal themselves at a more mature stage of a project, say after six months to a year of operation of it. But continuous attention to a variety of other sustainability issues such as the 'institutional', 'logistics' and 'community' etc. will help detecting deviations (if any) at an early stage and ensure introduction of corrective measures ahead of time. A simple survey tool, with semi-structured questionnaire is annexed here to assist assessment of sustainability of 'institutional', 'logistics', 'equity' and 'community' aspects of a project. See Annex 4 for Beneficiary Contact Monitoring Indicators: A Survey Tool

13 Timing

- 13.1 Sustainability monitoring is expected to be carried out on a bi-annual basis, with the help of a multi-disciplinary team. However, it is also expected that some aspects of sustainability monitoring such as 'institutional', 'logistics' and 'community' aspects should be undertaken during the more routine phase of project monitoring.

14 Aims and objectives of Multicult Project's exploitation and sustainability activities/plan

- To share knowledge, experiences and best practices within the care sectors vocational training
- To spread and embed the project's results, with particular reference to the developed training methods
- To raise awareness and understanding about cultural diversity, its benefits and possible misunderstanding in care
- To extend the Multicult's impact through the engagement of stakeholders and target groups, in order to maximise the use of project's results
- To influence policy and practice related to vocational education and training systems, providing useful recommendations in handling multiculturalism

15 MULTICULTURALITY IN CARE PROJECT SUSTAINABILITY RESULTS

- 15.1 The results of the project include both concrete (tangible) results as well as intangible results, i.e. skills and personal experiences that project partners and participants have acquired.
- 15.2 Tangible and intangible results (a proposal):
- 15.3 An approach to support improvements in formal and informal vocational education and training, systems targeted to improve the interaction between vocational training with learning in practice in different national contexts.

- new teaching methods to be better to deal with cultural differences and create a greater readiness in relation to changes in the cultural maps on their job and immediately usable in everyday work situations
- teaching materials and a collection of cases focusing on multiculturalism in care
- an Handbook on teaching in multiculturalism in Health Care
- evaluation reports
- information leaflets and brochures
- knowledge and experience gained by participants, partners and other stakeholders involved in the project
- new competences and increased skills: new key competences for caregivers in connection with discussions of value systems in relation to their current and future needs, communication skills of the nursing staff communicating with their clients, competences connected to the management of value systems based on different cultural background both in their inter collegial communication and teamwork in the eldercare sector
- improved awareness in terms of cultural differences
- others....

16 Target audiences for project sustainability plan

16.1 According to the main target groups and the stakeholder categories already identified (Application, Dissemination plan), here following a table of the main connections between usability of project's results and specific target groups.

Multicult's results	Main audiences (under a sustainability perspective)*	Target
an approach to support improvements in formal and informal vocational education and training systems, targeted to improve the interaction between vocational training with learning in practice in different national contexts	Direct end-users VET and general education providers	
new teaching methods in order to deal with cultural differences and create a greater readiness in relation to changes in the cultural maps on eldercare caregivers' job and immediately usable in everyday work situations	Direct end-users VET and general education providers	
teaching materials (i.e. videos) and a collection of cases focusing on multiculturalism in care	Direct end-users Care sector VET and general education providers	
an Handbook on teaching in multiculturalism in Health Care	Direct end-users VET and general education providers	
evaluation reports	Government	
information leaflets and brochures	All	
knowledge and experience gained by participants, partners and other stakeholders involved in the project	All	
new competences and increased skills: new key competences for caregivers in connection with discussions of value systems in relation to their current and future needs, communication skills of the nursing staff communicating with their clients, competences connected to the management of value systems based on different cultural background both in inter collegial communication and teamwork in the eldercare sector	Direct end-users Care sector VET and general education providers Government	
improved awareness in terms of cultural differences	Press and media General public	

*Legenda with details on the target audiences

Direct end-users of the project activities and deliverables: health professionals in organisations; teachers in educational institutions, teaching within health care; care organisation leaders.

Care sector: care sector organisations, nursing staff and related bodies, health and social care services

VET and general education providers: training agencies, colleges/universities, research institutes, specific networks in the project's topics

Government: policy makers at local, regional, national and European level

Civil society organisations: umbrella organisations and charities working towards inclusion, volunteer groups

Press and Media: news organisations, Journals, radio, social media etc.

Others: project partners, European and national networks in similar domain

General public

NOTE: The project plans is flexible enough to allow target groups and other stakeholders to become involved during the different stages of the project. This help to ensure that the project remains on track in terms of needs. Participation also highlight the potential value of the project as well as help to spread the news to other interested parties throughout Europe.

17 How to exploit and sustain results?

- 17.1 The Sustainability plan represents the strategic platform for the consortium for keeping the ideas and recommendations alive after the closure of the project, and it consists of **a variety of tools** for dissemination and exploitation of the results and products.
- 17.2 The MultiCult sustainability plan includes **two tool kits** for securing more knowledge and use of the project results **and a hand out brochure**:
- ✓ **A tool kit for the dissemination** of the knowledge, the results, training methods and materials.
 - ✓ **An exploitation kit**, which contains a variety of suggestions for using the training material and methods in the Care sector. This kit focus on the possibilities for using the training material in each of the participating countries, but it is also planned to give stakeholders in other countries inspiration for using the material in their context.
 - ✓ **A small hand out brochure** as an appetizer for knowledge of the project results. The handout brochure will link to the Web site and the social media for more information and enabling stakeholders to download the training material free.

17.3 A tool kit for the dissemination

- 17.3.1 The dissemination kit provides *suggestions* for maximize the use of the dissemination tools (as planned within the project's dissemination strategy).
- 17.3.2 Project logo: is the identity of the project and what the target groups, relevant stakeholders and general public will remember. The logo is very often the centre of the company/organisation/project branding, as it is an easily recognizable symbol, which sets the corporation aside from other companies. The logo should be very visible on all publications, communications and information produced within the project.
- 17.3.3 Project website: the objective of a website is to have all relevant information about the project collected in one place so that target group can access it when and wherever they want to. The website also creates awareness in the general public and is an hit, when searching for selected key words from a search engine such as Google. Maintaining the website is just important as creating it. As the project evolves so should the website.

17.3.4 Social Media – Facebook

A comparison of advantages and disadvantages of Facebook pages and groups²

Key feature	Facebook page	Facebook group
Hosting a discussion	Yes	Yes
Discussion wall and discussion forum	Yes	Yes
Extra application added	Yes	Yes
Messaging to all members	Yes (via updates)	Yes (via post message)
Visitor statistics	Yes (page insights)	No
Video and photo public exchange	Yes	Yes
Related event creation and invitation	Yes	No
Promotion with social ads	Yes	No

The conclusion from the above table is:

- Pages are generally better for a long-term relationships with your fans, readers or customers;
- Group are generally better for hosting a quick active discussion and attracting quick attention.

17.3.5 Social Media – Twitter?

Benefits the project can triggers³:

- ✓ Participating in thematic areas conversation, thus creating awareness of the project through this debate
- ✓ Brand awareness, by using twitter and mention the website
- ✓ Engage with project target audience, by “meet “the target group, discuss and get valuable feedback and comments
- ✓ Promote the blog (if the project has it)
- ✓ Ask questions/receive answers on specific issues

17.3.6 Workshops/External events: both represent fantastic opportunities to disseminate the project to the target groups and the general public and to create general awareness about the project. In order to conduct such events successfully we can *consider three stages*:

- I. Preparatory phase. Prior to the event, you should elaborate on: the aim of the event, the target group, the venue/date, contents/agenda, promotion of event, invitations.
- II. Implementation phase. During that, you should consider the following items: agenda ready, all materials printed and ready, PP presentations ready, confirmed with trainers/speakers, arranged the room, technical equipment, facilities, feedback material ready.
- III. Evaluation and feedback phase. Have methodology and possible questionnaires ready to give to people before the leave the event. The report drafted on can be used for next time events.

17.3.7 Networking: it is about “developing long term relationships for mutual gain and creating a last impression with people so that they think of you positively when an opportunity arise”. That is networks are about long-lasting relationships, so take care about them. They include already existing networks, networks created within the project, European networks on a specific thematic area, project synergies with other similar projects.

² www.searchenginejournal.com

³ www.marketing-jive.com

- 18.1 Publications (articles, book chapter): a list of journal has been already identified within the dissemination plan. To be decided: what and when.
- 18.2 Brochures and posters: have the potential to reach a broad audience. The brochure should outline the objectives of the project shorts phrases about the project’s results, the target groups and contacts. It is important that the document quickly catch the eye and thus creates the interest for the reader to seek more information.
- 18.3 Press release. The question of how to develop a press release is not just about writing it but developing it in such a way that it will attract attention and people will remember it. The press release is no longer only for the printed media, but also online. It can be in a variety of formats, depending on the objective of the information published, the sender, the media used etc. However **some general rules are:**
- 19 **Headline.** It should be brief, clear and get to the point: basically, an ultra-compact version of the press release’s key point. Typically headlines are written in bold and with a bigger font size than the rest of the text. A simple method to develop a headline is to take the most important keywords from the press release and form them into a logical and attention packed heading. Another benefit from using keywords ids that if your press release will be available online, good selected keywords will pop-up when people are using search engines and thus more possibility for visibility.
- 20 **Body of press release.** It should be compact, avoiding long sentences/paragraphs and repetition. The lead (first sentence) should attract the reader and describe exactly what is happening. The following 1-2 sentence could then expand what you were saying in the lead. A first paragraph must sum up the press release and then the further text will elaborate. State facts, such as events, products, individuals, target groups, goals etc.
- 20.1 A simple method includes:
- Communicate the 5Ws and H (who, what, when, where, why and how), considering some points: what is the actual news; why it is news; the people, products, items, dates and other information related to the news; your organisation/project and the source of the news. The length of the press release should be no more than 3 pages, in most cases half to 1 page.
 - Include information about the organisation, if relevant, but focusing mostly on the thematic issues in order to attract the reader.
 - Linkage: make sure that the press release has linkage between the different sections and everything make sense to include.
 - Contact information: add contact information for interested people to seek more information, about the partnership, the coordinator, websites, mails etc.
- To publish the press release online and free, some possibilities are:*
www.free-press-release.com, www.priog.orh, www.PR.com, www.24-7pressrelease.com
- 21 **Newsletters.** Normally a newsletter would be published several times throughout the project’s lifetime to announce project progresses, results etc. the newsletter is more a “snapshot” of the work progress to date or announcing events at a particular time. It can also be printed and distributed to local stakeholders, as with the brochure.

22 An exploitation kit

- 22.1 The exploitation kit is mainly based on the following activities:

- ✓ *The use of the website beyond the closure of the project for the next 5 years*
The website has been structured, so it is possible for partners to update it. All partners have the opportunity to put new information, courses and other offerings on the website. Partners can update the website on experiences gained from using the MultiCult concept. A possibility to blog and share experiences with others on the site is also available.
- ✓ *The ongoing presence on the social and audiovisual media* aimed at involve a growing number of stakeholders in the discussions about multiculturality

22.2 Facebook profile? As time is always an issue, a suggestion can be to involve the whole partnership and each partner takes turn in maintaining the profile on Facebook. If the profile is properly managed, this can really be a great dissemination opportunity, where we can post news about events, project results etc. In order to remain active on social media, each partner should provide a person in charge for updating the pages with news, experiences and events.

22.3 *Twitter?* As a common hastag on muticulturality.
Training videos (including English subtitles) to upload on YouTube and/or other free channels (i.e. flicker)

23 Hand-out brochure

23.1 The brochure will be produced during the final stage of the project, when results will be finalized. It will be ready for the 34th month in order to be distributed and used in connection with the final multiplier event.

ANNEX

ANNEX I: Dissemination reporting template

Partners Reporting dissemination activities Multiculturalism in Care

Organisation:	Dissemination	PIC N °:			Period:	01.09.2014 -	Country:	
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Type of Activity	Please specify if necessary (short description, names, titles, web-addresses etc.)	Date(s) Duration Frequency	Place	Target Levels 1*				Distribution level Characteristics of Target Group *2	Reached Number of institutions/ organisations	Approx. number of / persons reached	Comments/ Problems/ monitoring	Evidence n.
				L	R	N	EUR					
		a) Media based activities [Newspapers, Specialist magazines, News agencies, Press releases, Online editorials, etc.]										
		b) Internet based activities [Website, Newsletter, Social media, etc.]										

Type of Activity	Please specify if necessary (short description, names, titles, web-addresses etc.)	Date(s) Duration Frequency	Place	Target Levels 1*				Distribution level Characteristics of Target Group *2	Reached Number of institutions/ organisations	Approx. number of / persons reached	Comments/ Problems/ monitoring	Evidence n.
				L	R	N	EUR					
		c) Face to face activities [Business and trade fairs, Training seminars, Promotion events, existing events, Meetings/Roundtables]										

Type of Activity	Please specify if necessary (short description, names, titles, web-addresses etc.)	Date(s) Duration Frequency	Place	Target Levels 1*				Distribution level Characteristics of Target Group *2	Reached Number of institutions/ organisations	Approx. number of / persons reached	Comments/ Problems/ monitoring	Evidence n.
				L	R	N	EUR					
		d) Other[Radio, Tv, Bluetooth messaging, etc.]										

Please add as many rows as necessary.

*1 L = local
R = region
N = national
EUR = Europe

*2
O = own organisation
P = partner group
C = Care sector/industry
I = industrial/ economic sectors (use NACE codes to clarify further)
S = stakeholders
U = Unions/Chambers ...
OTH = Others

1. When should exploitation activities be carried out?

Here following two approx. timetables are provided.

The timetables have been set up considering:

- the strictly connection between dissemination and exploitation activities;
- the key stages of the project and the major deadline already established;
- the availability of the projects results as planned during the previous stages;
- the flexibility needed according to the different partner’s countries.

Timetable 1. It refers mainly to the activities to be carried out **during** the project lifetime

Dissemination and exploitation Tools	Year/Month/Project's Month number																															
	2015												2016										2017									
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A
	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
Project logo	Development	Established	To be used on all communications and publications regarding the project																													
Project website	Development				Established and ready to use	Ongoing updating of website																										
Facebook page or group?					To be decided																											
Twitter account?					To be decided																											
Dissemination workshop														x																	x	
Networking	Starting from the already existing networks Stakeholders analysis and planning of their involvement as developed in May 15 To be conducted through regularly activities according to each partner’s plan and assessed periodically Involving other stakeholders in view of transferring results to end users/ new areas/policies? (to be decided)																															
Publications					To be																											

Year1: 2014-15	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
<i>Deliverables due</i>												
<i>Project website</i>												
<i>Twitter</i>												
<i>Email</i>												
<i>Telephone/Skype</i>												
<i>Workshops</i>												
<i>Final conference</i>												
<i>External events</i>												
<i>Publications</i>												
<i>Brochures & posters</i>												
<i>Newsletter & press releases</i>												
Year 2: 2015-16	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
<i>Deliverables due</i>												
<i>Project website</i>												
<i>Twitter</i>												
<i>Email</i>												
<i>Telephone/Skype</i>												
<i>Workshops</i>												
<i>Final conference</i>												
<i>External events</i>												
<i>Publications</i>												
<i>Brochures & posters</i>												
<i>Newsletter & press releases</i>												
Year3: 2016-17	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
<i>Deliverables due</i>												
<i>Project website</i>												
<i>Twitter</i>												
<i>Email</i>												
<i>Telephone /Skype</i>												
<i>Workshops</i>												
<i>Final conference</i>												
<i>External events</i>												
<i>Publications</i>												
<i>Brochures & posters</i>												
<i>Newsletter & press releases</i>												