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Digital competence framework for Ukrainian teachers and other citizens / dComFra

WP6: Sustainability and Exploitation Plan

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Executive Summary

This document describes sustainability factors and sustainability goals that dComFra should focus on during its implementation, which directly affect the sustainability of project results and increase the likelihood of extending the project life cycle. The Sustainability part of plan describes dComFra consortium steps for ensuring the project results long-life after completion of the project. The Exploitation part of the plan provides an overview of the strategies and actions needed for the adoption and exploitation of the results generated by the dComFra project. It provides the framework for identifying and developing the exploitation of the dComFra project outcomes during the project and after its completion.

Table of Content

Project partners' names

Beneficiary Number	Beneficiary name	Country
P1	Vytautas Magnus University	Lithuania
P2	Carinthia University of Applied Sciences	Austria
P3	Czech University of Life Sciences	Czech Republic
P4	Pedagogical University of Cracow	Poland
P5	University Politechnica of Bucharest	Romania
P6	Taras Shevchenko National University of Kyiv	Ukraine
P7	Kyiv National University of Culture and Arts	Ukraine
P8	National Technical University "Kharkiv Polytechnic Institute"	Ukraine
P9	Donetsk National Technical University	Ukraine
P10	Yuriy Fedkovych Chernivtsi National University	Ukraine
P11	Kharkiv National University of Radioelectronics	Ukraine
P12	Kremenchuk Mykhailo Ostrohradskiy National University	Ukraine
P13	Ministry of Education and Science of Ukraine	Ukraine
P14	Information Technologies Institute	Lithuania
P15	Ukrainian association of IT professionals	Ukraine

Introduction

The dComFra Project Consortium understands that the Sustainability and Operations Plan are essential components of the project success, and therefore paid special attention to identifying the sustainability factors and sustainability goals that dComFra should focus on. These factors and goals were primarily included at the project development stage and should be continued at the stage of its implementation. They were decisive in determining common approaches to developing a project sustainability strategy and its operation.

Sustainability factors were selected relative to:

- Demonstrable Effectiveness
- Project Flexibility
- Human Resources
- Financial Resources and Financing Strategies
- Project Evaluation
- Organizational Setting: Organizational stability and flexibility
- Project Champions
- Managerial support and flexibility
- Broader Community: Community support for the project.

Based on this, the goals of sustainability and sustainability actions for their achievement were determined.

We understand that:

1) Operation is associated with the use of project results at different levels, during and after the implementation of the project. This is due to the necessary actions that will ensure the visibility and recognition of the project in order to attract target groups, end users, stakeholders and transfer the results / products to their field of activity. The operation is mainly related to the idea of convincing key players to use the main products of the project. Operation is closely related to the sustainability of the project after its completion, as operational activities must ensure that the results of the project are used by its target groups and possibly transferred to other contexts.

2) The priority task of the dComFra project is to ensure its sustainability and long-term duration, that is, the project must finally function after the completion of its financing. Continuity is determined by the parameters of the aspect: a) from a financial point of view; b) from an organizational point of view.

Continuity from a financial point of view is determined by the possibility of further financing after the end of the donor financing phase.

The organizational aspect of the dComFra project involves the preservation of infrastructure and resources, both human and intellectual. The objective of the dComFra S & E plan as an important part of WP6 is to create and execute actions for the lifelong operation of the design products. This is consistent with and follows the main objectives of the project.

1. The target groups during the project life

1) University teachers (full and part-time) will get additional knowledge and Digital Competences (DC). During the project they will learn how to teach the DC subjects for any adults; how to design such learning resources, courses, how to use DC offices – appropriate software and equipment.

2) School and vocational teachers will get common and chosen DC for their professional area; be equipped with the DC for e-Social inclusion; and benefit from their professional DC profile based on DC framework for educators thus ensure their higher proficiency and self-sustainability.

3) Refugees will get access to the modern set of DC trainings and workshops increasing their employability and adaptation on a new place.

4) ATO-veterans. In order to accelerate the social adaptation to civilian life, the veterans will get new competences required on Ukrainian labor market, and worldwide. Due to the possible virtual mechanism of work using DC and possibilities to continue studying IT or other IT-depended professions because of bridging the digital divide in their heads, this target group, especially with limb amputation, will be able to employ themselves with work at home, freelance ensuring high quality of life and actively participating in UA society building.

5) Other stakeholders: other academic staff, students and any citizens will get opportunities to improve their DC using established infrastructure and developed OER.

1.1. Sustainability Actions

1) University staff and students will be reached using common information methods (newsletters, university website, e-mail, presentations, conferences, seminars, publications in their professional journals), professional networks (MESU, UA Erasmus National Agency, etc.), and social channels (Facebook, Twitter, etc.).

2) School sector will be influenced mainly over the regional education departments and MESU. The professional networks, roundtables, workshops, website and information over the local media will be employed.

3) Communications over roundtables, conferences, and seminars are also going to be performed in each country informing large number of interested entities, such as EU and UA universities, other neighbor countries universities, and other stakeholders. Information about the on-going activities and promotion of the final outcomes will be presented on final project international conferences, as well as promotion materials on different events, publications in the journals and local press.

4) Regional and national unemployment centers, organizations for ATO-veterans, organizations and social services for refugees in Ukraine will be informed about project and its results. The collaboration will be developed based on the mutual interests.

5) Wide society will be reached through UNDC and public appearances of politicians and other public persons, after DC frameworks acceptance.

In this way direct access to the long-term target group in Ukraine and Program Countries is guaranteed.

2. Main Project Products & Activities

2.1. WP1: Project Products

- Ukrainian framework of digital competencies for teachers and citizens to transfer it to the Ministry of Education and Science of Ukraine;
- Conceptual Design of DC office: technical, pedagogical, methodological;
- New public structure – UNDC and signed memorandum by UA stakeholders. UNDC action plan for coming year;
- At least 11 DC Profiles;
- Social inclusion DC Competence Profile;
- Report "Comparative analysis of existing DC programs and curricula at EU partner organizations";
- Report "Analysis of existing DC trainings for teachers";
- Report "EU Digital competence framework for citizens and for educators";
- Report on chosen DC certification program;
- dComFra web portal;
- Guide on didactical approach in dComFra training as a part of DC study program.

Activities

- Analysis and report on the existing programs and curricula at project targeted DC available at EU partner organizations;
- Visiting Study of Partners universities in Program Countries;
- Preparing guides for UNDC launching and implementation according to the European countries NDC experience;
- Preparing memorandum, Launching of the UNDC, preparing action plan for coming years;
- Analysis and report on full-time DC trainings for teachers in EU/UA and programs/aspects of in-service trainings for teachers in EU (if they are exist);
- Analysis and report on Digital competence framework for citizens and for educators;
- Social inclusion DC Profile based on analysis of existing and expected socially significant UA e-Sources;
- At least 11 DC Profiles;
- Analysis of the international DC testing systems and certification programs;
- Design, development and maintenance of the dComFra Web Portal;
- Design of the didactical approach in dComFra training;
- Conceptual Design of DC offices: technical, pedagogical, methodological.

2.2. WP2: Project Products

- Built dComFra infrastructure. Seven DC offices operated in UA HEIs, Test system and international certification is available, seven DC offices accredited seven concepts.

Activities

- Testing existing software; purchasing and installation of equipment and software in each UA HEI;
- Organizing infrastructure, installing software (if needed) for the competence's test system (based on results 1.5, WP1);
- Accreditation DC offices by International DC testing and certification program, like authorized test offices (based on results 1.5, WP1);
- Development of the DC office concept using knowledge and skills acquired during workshop on competence building. The workshop is provided during visiting study – 1.1, WP1.

2.3. WP3: Project Products

- Seven selected training groups and training workshop;
- Amendments for Ukrainian digital agenda.

Activities

- Selection of UA HEIs teachers into trainings groups;
- Development and organization of 3 training workshops by EU partners;
- Development and organization of internal training per UA HEI, after workshop;
- Development of evaluation questionnaire for participants of workshops;
- Arrangement of 7 reports on evaluation of provided training/workshops;
- Forming of special working group for UA DC frameworks design;
- Development of UA DC frameworks and their presentation to UNDC.

2.4. WP4: Project Products

- 14 learning modules; at least 12 DC modules' blocks according to UA DC Frameworks;
- At least 210 involved teachers; 140 refugees and ATO-veterans; 84 internationally certified participants;
- English syllabus.

Activities

- Creating training concepts of Pilot at HEI;
- Creating DC E-Platform;
- Designing and developing the dComFra open education resources;
- Organizing training for school and vocational teachers;
- Drawing up the report on teachers' evaluation of the Pilot and 2-steps testing results report;
- Presenting and offering training of the refugees and ATO-veterans;
- Drawing up the report on refugees' & ATO-veterans' evaluation of the Pilot and 2-steps testing results report;
- Testing and international certification of the selected participants.

3. Overview of project sustainability factors & Sustainability Actions

3.1. Sustainability Factor regarding Project Design and Implementation

Elements application of the changes theory (Employing a change theory) as an approach to project development and to describing the way to achieve project goals, in particular, clear definitions: 1) target group; 2) the expected results of the project and the measures used to achieve them. Based on this they have been identified.

Sustainability Objective: Develop and include follow-up mechanisms in the project implementation plan to ensure its sustainability.

Sustainability Actions:

- Development of project strategies (Dissemination and promotion plan, Quality Control and Monitoring Plan, Sustainability and Exploitation Plan, Communication strategy, financial strategy, etc.)

3.2. Sustainability Factor regarding Demonstrable Effectiveness

The project must be able to document its success and disseminate the evidence among stakeholders. Advertisement of the project's effectiveness not only to its stakeholders but also to the general public serves as a meaningful predictor of the sustainability of the project in that it enhances community support.

Sustainability Objective: guarantee high quality work and project results; Evaluate project effectiveness; Disseminate results to community.

Sustainability Actions:

- Performance indicators will be determined through the Quality Control and Monitoring Plan, 1st two Reports on external evaluation; 2nd two Reports on external evaluation; CBHE / Tempus coaching minutes; 7 Final QCM internal reports on dComFra resources and pilot.
- Project outcomes and results will be delivered with various dissemination channels including professional societies, stakeholders of UNDC and project conference on DC in Ukraine.
- UNDC will promote DC frameworks and other project results. Promotional materials, e-mails, newsletters and direct contacts will be used to contact HE institutions, schools and vocational organizations, National Professional Associations and Associations of SMEs, Labor Offices, etc. Personal partner's communication also will be used for dissemination. Moreover, partners will

make publications in newspapers/magazines as well as releases in social networks, etc. which will guarantee further project promotion.

- Electronic and printed promotional materials will be distributed, as well as EU partners, EU national IT professional societies and All Europe IT professional society web resources will be used.
- Final international conference will be organized. International certification program organization will add DC offices to their PR and advertisement activities. The project is aimed at the large teachers set of various specialties, refugees, ATO-veterans, which in itself will lead to widespread project outcomes in various levels of society.
- Organization CBHE coaching inviting the Tempus/Erasmus+ project experts. The coaching activity includes an invitation of the consultants of the Erasmus Plus National Agency, and training staff of completed Tempus/Erasmus+ projects in Ukraine. The CBHE coaching is planning to organize in a connection with the external and internal evaluation of the prepared pilot. Minutes will be disseminated between the participants.

3.3. Sustainability Factor regarding Project Flexibility

Ability of a project to change in accord with changing circumstances can significantly affect its chances of survival. Projects that may be modifications in the course of their implementation have better chances of being sustained than projects that stuck to their original pattern.

Sustainability Objective:

- Maintain project flexibility to adjust to project challenges and barriers.
- Establish assessment tools that accompany project development, ensure quality control (and, if necessary, corrective actions) of processes, resources and results, as well as collect data for sustainable continuation after the end of the project.

Sustainability Actions: All partners will contribute to the evaluation process and continuous monitoring. This shall allow the consortium to receive a constant feedback on the performed work and allow partners to make corrections wherever necessary. The process and project results will be evaluated internally every 6 months. Qualified external evaluators will be subcontracted to perform QC procedures for the intellectual outputs of the project – midterm and pilot phase evaluation. CBHE coaching will be provided as well. As tools for constant monitoring will be used partner meetings and the feedback received from them, project plans developed by the project coordinator, monthly reports on project status by all WP leaders. These tools will help project team to identify any potential problems or risk areas and undertake corrective or preventive actions.

3.4. Sustainability Factor regarding Human Resources

Staff training or expertise building, including leadership skills and fundraising expertise, is important to project sustainability. Ensuring staff motivation provides project sustainability when staff and other stakeholders feel that they or their clients can benefit from the project.

Sustainability Objective. Hold regular comprehensive staff training and preparation on key sustainability factors; Conduct regular coalition trainings on key implementation and sustainability factors

Sustainability Actions. The train sufficient number of University teachers (future coaches) to have knowledge to teach DC, to create learning materials and courses as well as to have skills in using the facilities of DC offices.

3.5. Sustainability Factor regarding Financial Resources and Financing Strategies

Sustainability increases when projects have multiple sources of funding, when financing strategies are in place, and when these strategies are implemented early.

Sustainability Objective. Availability of financial strategy; Develop fundraising strategies with partner organizations and coalition members; Recruit and engage volunteers.

Sustainability Actions:

- Development of a cost and time efficiency strategy based on the principles of:
  a) value added;
  b) making decisions on the relationship between goals, schedule and budget;
  c) project optimization and risk minimization.
- All partners are involved in the planning process to ensure an effective and realistic project budget.
- Each partner organization will contribute their facilities, human resources as well as accounting, management and logistics to support the project activities.
- Beside the large financial impact the qualitative impact including interuniversity collaboration, innovative and creative teaching and learning, satisfaction, improvement of teaching, access to learning resources and opportunities, as well as motivation effect for chosen target groups are expected.
- Leverage resources of coalition member organizations in providing speakers and materials, at reduced or no cost, for training conference, meeting rooms, etc.
- The use of fundraising methods in the search for new sources of financing.

3.6. Sustainability Factor regarding Project Evaluation

Ongoing project evaluation is viewed as a valuable tool to promote sustainability. Quality Plan, evaluation can help in the development of strategies for sustainability, to follow up their implementation, and to evaluate their effectiveness. Similarly, evaluation can be useful in identifying problems in the project and in facilitating flexibility.

Sustainability Objective. Develop and conduct a comprehensive project evaluation

Sustainability Actions.

- The partnership will apply the DAC Criteria of OECD for evaluation of projects, in particular documenting the relevance, effectiveness, efficiency, impact and sustainability of the project.
- The evaluation will be split up into 4 main parts:
    d) Evaluation of Project management. The project will be constantly measured by the effectiveness of the management and communication within the project team, the distribution of tasks and the relevance of the project results and the partnership as such for each partner, for this purpose evaluation surveys will be distributed at each meeting.
    e) Evaluation of Project core developments. The extent to which the project meets its objectives will be addressed in this category. The evaluators will check if the outputs are consistent with the intended characteristics and effects on the target groups. Recommendations from internal and external evaluation will be given to WP leaders to make necessary changes or adaptations.
    f) Evaluation of Project Dissemination and Sustainability strategies. Evaluators will pay attention to the relevance, coherence, effectiveness and efficiency of the long-term strategies to certify outputs (accreditation); to spread outputs and findings to HE providers, and other stakeholders (transferability and multiplier effects).
    g) Transversal Evaluation of horizontal issues. Finally, the evaluators will test the results of the project against the principles of equal opportunities, non-discrimination, cultural and linguistic diversity.

- On the project level the process of project implementation is monitored by two bodies - Steering Group (SG) and Quality Control Group (QCG). The Steering Group (SG) is responsible for developing the management strategy and supervising all management activities: partnership and financial management, activity scheduling and reporting. The Steering Group (SG) consists of Project coordinator, the National UA leader, and one contact representative of each partner. The QCG controls and monitors quality assurance of project

16

performance. The QCG provides extensive assessment of the project through the external and internal evaluation.

3.7. Sustainability Factor regarding Organizational Setting: Organizational stability and flexibility

The institutional stability of the university and support in the implementation of the project, the ability to integrate new elements into its structure and culture, make a significant contribution to the sustainability of the project.

Sustainability Objective. Provide institutional support for the project.

Guarantee sustain usage of DC offices and dComFra learning materials as OER within school and vocational teachers' development programs as well as encourage the incorporation the project outcomes in the professional training provided to refugees, ATO-veterans and other interested.

Sustainability Actions.

On institutional level, the process of the project implementation is controlled by university administration and the administrative group for the project. It is issued orders that determine university contact representative, project participants; persons responsible for the administrative and academic part of the project The Consortium members maintain a constant interaction and cooperation on all issues and tasks of the project. The selection of teachers to prepare the training materials in the framework of the project, and for a variety of universities dComFra activities is based on number of selection criteria (e.g. accessibility, competitiveness, transparency).

Organizational actions on institutional levels:

- approval and publication Conceptual Design of DC office, "The Regulation of the of DC office" (initial title). "Regulation …" must be approved by the University Council and actualized under the university rector order.
- Accreditation DC offices by International DC testing and certification program, like authorized test offices;
- New public structure – UNDC and signed memorandum by UA stakeholders. UNDC action plan for coming year.
- Establish team at each UA HEI for design and development of DC office;
- Creation of the DC E-Platform;
- dComFra open education resources, integrated into the educational process of universities: 14 learning modules, initial & internal testing system and additional materials. Social inclusion DC Competence Profile.
- Plan of Pilot implementation
- Seven groups of trained university teachers (50 participants)

- The results will be disseminated using info-days, workshops, etc. and via distribution of leaflets, links to the website and printed promotional materials.
- To further search for financing, a business plan will be developed and fundraising opportunities will be used.
- Partnership agreement is developed and signed. The partnership agreement provides a description of beneficiaries' role and responsibilities in carrying out the work program, the management and governance modalities, the financial management and related rules, the reporting mechanisms, the conflict management mechanisms in case of problems or tasks/activities not properly implemented and the communication strategy.

3.8. Sustainability Factor regarding Project Champions

The correct selection of project team members with certain skills and knowledge, including project management.

Sustainability Objective. Engage community champions who will promote the project within their organizations and facilitate other community activities.

Sustainability Actions. Orders on the creation of a project working group at the university in accordance with the tasks solved in the project.

3.9. Sustainability Factor regarding Managerial support and flexibility

Management's openness to new ideas and readiness to take risks for the project increase the project's chances of survival in the organization

Sustainability Objective. Develop an effective management structure and attract qualified / motivated staff to ensure the success of the project.

Sustainability Actions. Consortium will tailor an Involving Management approach, where a coordinator – P1, is supported by a national coordinator in Ukraine, TSNUK (P7), as well as by project leaders of consortium institutions of Program and Partners Countries. The P1 will be responsible for effective running of the project what includes the communication with the European Commission, administration of resources, project monitoring and management (WP7) and the coordination of activities. The P7 has experience in participating and coordinating international projects. This experience makes them the appropriate partner to coordinate the project employing appropriate communication mechanisms, action protocols, control, and monitoring systems. The same approach is used for other WP leading – a bond between UA and EU HEI. The WP's leaders will delegate the task responsibility to consortium members thereby engaging all partners to play actively different roles in performance of project. Leadership support will be appreciated and, if necessary, implement a change process. These partner's leaders will also responsible for all project management of

their organizations. The information on the budget spent and delivery of the project results will be reported by partners to the coordinator P1 on a regular basis, thus coordinator will have a control mechanism to follow the fulfillment of project goals against the budget spent. If this will be necessary, the corrective actions will be taken by coordinator. Such effective management structure and involvement of the qualified/motivated staff will ensure the project success.

3.10. Sustainability Factor regarding Integration in the organization

To integrate the project results into the educational environment of the university, through developed organizational policies and procedures that will ensure that the project remains a part of the organization's daily activities even after the departure of people who were initially responsible for the creation and implementation of the project.

Sustainability Objective. Integrate the goals of the project with the goals of the host organization; Integrate project activities into the structure of the organization.

Sustainability Actions. DC offices can be described as an institution's infrastructure including:

1) high-tech DC offices for different inside and remote DC trainings;
2) DC test offices for approve applicant's competence level, with possible international certification;
3) production centers of competence for design and implementation of new courses, teaching materials, and so on.

The all university's DC offices will cooperate with each other sharing and exchanging learning and teaching materials as open educational resources, exchanging knowledge, experience and innovative practices of DC education.

These actions include:

- Testing software and mapping the technological structure of DC offices; purchasing the equipment and software for DC offices;
- Accomplish accreditation of the DC offices, like test offices;
- Establish team at each UA HEI for design and development of DC office;
- Formulate and set up the concept of the DC office infrastructure; designing the set of functionalities/instruments of DC office.

On the basis of DC office infrastructure learning and training materials will be created, the pilot will be performed. Moreover, DC offices will be responsible for efficient and sustainable exploitation of the project outcomes and results. All UA partners are actively involved with support of EU organizations.

On the base of available dComFra learning materials at least 14 DC modules will be created and incorporated into blocks according to social inclusion profile and 11 DC profiles, as well as provided as separate courses in format of elective courses. The comprehensive learning modules will be prepared based on learning objectives in Ukrainian language. The syllabus would be published in English as well. Pilot trainings for target groups will be organized.

Implementation of Pilot will include selection of learning modules topics, procedure and criteria of training group organization, schedule and agenda of training, communication during the training, testing and certification;

dComFra open education resources will be integrated into the educational process of the university.

DC offices curricula using separate elective courses/modules and blocks, taking into account project's approach for teaching method: short full-time training & remote trainings, and UA DC framework for educators will also be integrated.

3.11. Sustainability Factor regarding Broader Community: Community support for the project.

Presentation of the project results at the regional level to expand the possibility of using its results at the regional level.

Sustainability Objective. Develop community support and ownership for the project in the targeted communities.

Sustainability Actions.

At the regional level, "Regulation …" should be extended by paragraphs for the university DC office inclusion in the regional educational resources. Expanded "Regulation …" requires harmonization with educational & science department of regional state administration. The new stakeholders attracting (regional level) will be carried out in the following areas:

a) The possibility of future improvement of educational programs (training) in the field of IT on a solid dComFra basis will appeal to administrative staff and teachers of all UA universities;

b) The transformation of project learning modules in accordance with the open courses standards and the creation of an open public dComFra.

The dComFra facility can be offering their service as consulting, training centre to unemployment/state placement centers. Thus, unemployment will benefit as long-term target groups. Consortium believes that project outcomes and results will articulate for themselves convincing regional decision-makers in use and support

dComFra infrastructures on education market (taking in account, regional government bodies will well-know project).

dComFra website with uploaded all training materials and guidelines will be maintained and updated at least 5 years after the end of the project by coordinator VMU.

Experts, teaching staff of the partner organizations will be used to promote and further improve the results of the project. This work will be done voluntarily by the partners and will be a direct result from their usual business activities, so no funds will be planned for that.

Partners will also use their organizations' websites to publish any new developments of the project. The costs for this activity will be covered by the expenses project partners already make for maintenance of their websites.

UNDC will guarantee project promotion. DC offices will continue provide trainings for teachers by gov. order and on commercial basis (each school has special foundation for such expenses), as well as for different social groups, certainly all developed OER will be free of charge. DC international certification also will be demanded. New modules, maybe narrower professional oriented also could be offered on a pay base. Income will be reinvested in future sustainable development.

The results will be disseminated using info-days, workshops, etc. and via distribution of leaflets, links to the website and printed promotional materials. All partner organizations are very well positioned in their local and regional communities. On their web pages partners will share news, invitations and information regarding the project which will ensure the dissemination on all levels of local and regional stakeholders.

UA DC frameworks acceptance on UA level, special governmental program will be designed for different citizens' groups.

In order to reach and engage the target groups after the project is finished, the consortium view is:

1) University staff and students will be reached using common information methods (newsletters, university website, e-mail, presentations, conferences, seminars, publications in their professional journals), professional networks (MESU, UA Erasmus National Agency, etc.), and social channels (Facebook, Twitter, etc.).
2) School sector will be influenced mainly over the regional education departments and MESU. The professional networks, roundtables, workshops, website and information over the local media will be employed.

3) Communications over roundtables, conferences, and seminars are also going to be performed in each country informing large number of interested entities, such as EU and UA universities, other neighbor countries universities, and other stakeholders. Information about the on-going activities and promotion of the final outcomes will be presented on final project international conferences, as well as promotion materials on different events, publications in the journals and local press.

4) Regional and national unemployment centers, organizations for ATO-veterans, organizations and social services for refugees in Ukraine will be informed about project and its results. The collaboration will be developed based on the mutual interests.

5) Wide society will be reached through UNDC and public appearances of politicians and other public persons, after DC frameworks acceptance.

In this way direct access to the long-term target group in Ukraine and Program Countries is guaranteed.

3.12. Sustainability Factor regarding Political Legitimation

Political support is considered important for project sustainability. Adapt projects at the state level is the key to extending the project life cycle.

Sustainability Objective. Get political support for dComFra results.

Sustainability Actions. Ministry of Education and Science of Ukraine provides the support on a state level, related to the provision of advice on the question of project impacts accreditation. National Erasmus+ Office (Ukraine) provides assistance on the EU level.

Important task is to ensure acceptance on governmental level and promotion of DC frameworks, sustain usage of DC offices and dComFra outcomes as OER. For the sustainability DC offices will continuously update, modify and offer trainings after the project.

UNDC will guarantee project promotion. DC offices will continue provide trainings for teachers by gov. order and on commercial basis (each school has special foundation for such expenses), as well as for different social groups, certainly all developed OER will be free of charge. DC international certification also will be demanded. New modules, maybe narrower professional oriented also could be offered on a pay base. Income will be reinvested in future sustainable development.

Experts from the created Digital Coalition will take part in the development of the Digital Strategy of Ukraine.

To contact the Ministry of Social Policy of Ukraine with a proposal to include the dComFra infrastructure in the official list of the unemployed training centers; - to contact the Ukraine gaming industry companies with a proposal to use dComFra infrastructure for training (retraining) their employees.

4. Communication

The successful project realization depends on cooperation and communication between partners, on allocation project's tasks, their execution, the production of the outcomes according to the scheduled deadlines, and the identification of any problems/risks as early as possible so that appropriate action is taken. At the project level for partners communication following communication channels are used: videoconferencing (Blackboard collaboration), telephone conversation, e-mails, project mailing list social networks, such as: Facebook page

(https://www.facebook.com/groups/dComFra/).

The partnership foresees no communication or collaboration problems during project work, the procedures for the resolution of conflicts will be detailed in the consortium agreement. The main approach is that the conflict should be resolved on consortium level by the Executive board. If no decision in the team will be reached, the advice of the National Erasmus+ Agencies will be asked. At the state level communications are performed over roundtables, conferences, and seminars to informing large number of interested entities, such as game SMEs, creative agencies, EU and UA universities, other neighbor countries universities, and other stakeholders. The communication strategy will be established between different actors:

1) internal – between consortium members;
2) external – between consortium and target groups and between consortium and other stakeholders.

5. dComFra Exploitation Plan at Consortium Level

5.1. To approve the Ukrainian framework of digital competencies for teachers and citizens to transfer it to the Ministry of Education and Science of Ukraine for approval at the state level.

The synergy of the European countries experience, best practices and the Ukrainian legislative framework will form the basis of this document. A wide PR company, expert discussions organized as part of the round tables will attract the attention of target groups and the community. Delivery date: June, 2019

5.2. Implemented digital Competence Profile

For the digital competence profile implementation in each university-partner it is necessary to integrate them into the educational environment of the university.

This requires the creating of assessing tools. Main indicators: 7 UA universities will accept the DC profile in the development of their educational resources. Developed monitoring tool of actual knowledge/skills needs of ICT & creative sectors. Delivery date: Aug.2019 Target group: developers of learning/teaching modules. Assessment of the indicators will be carried out by interviewing the target groups.

5.3. Memorandum signed in the framework of the created Ukrainian digital coalition.

Guidelines for UNDC and action plan for coming years UNDC will be launched. UNDC will promote DC frameworks and other project results. Promotional materials, e-mails, newsletters and direct contacts will be used to contact HE institutions, schools and vocational organizations, National Professional Associations and Associations of SMEs, Labour Offices, etc. Delivery date: Apr.2019.

5.4. Design of the didactical approach in dComFra training.

The training model will be integrated into the educational process of the university in order to deliver teaching material in face–to–face and blended learning formats. The analysis of available international DC testing systems and certification programs will be provided. The appropriate well-known system/program will be chosen. Delivery date: Sep.2019. Target group: instructors/coaches.

5.5. Built dComFra infrastructure.

For settling of DC offices in each Ukrainian university it is necessary to perform next steps:

1. To develop the DC office concept.

2. To develop the DC offices Structure.
3. To create DC offices using technical capabilities, scientific and pedagogical resources of responsible department and dComFra project support.
4. To get support from each university management.
5. To sign documents regulating DC offices activities.
6. To organize relationships between dComFra parts.

On the basis of DC office infrastructure learning and training materials will be created, the pilot will be performed. Moreover, DC offices will be responsible for efficient and sustainable exploitation of the project outcomes and results. All UA partners are actively involved with support of EU organizations.

Main indicators: Seven DC offices operated in UA HEIs, Test system and international certification is available, seven DC offices accredited, seven concepts are presented.

- Tasks - Testing existing software; purchasing and installation of equipment and software in each UA HEI;
- Organizing infrastructure, installing software (if needed) for the competence's test system based on results;
- Accreditation DC offices by International DC testing and certification program, like authorized test offices;
- Development of the DC office concept using knowledge and skills acquired during workshop on competence building.
- Delivery date: June 2020. Target group: University teachers, School and vocational teachers, ATO-veterans, other academic staff, students and any citizens will get opportunities to improve their DC using established infrastructure and developed OER.

5.6. Developed dComFra resources (OER)

Main indicator: developed DC e-Platform and 14 learning modules by UA universities based on the detailed syllabus developed by VMU & ITI. The topics base on DC profiles and UA DC frameworks for educators and for citizens, exactly include module for social inclusion. The initial (self evaluation tests) and internal (DC tests to evaluate knowledge and skills after trainings) testing system will be developed. The preliminary structure of learning module is initial tests, theoretical materials, practical work and final testing simulation (according to real appropriate tests from chosen international testing and certification system).

The quality of prepared resources will be evaluated by external and internal evaluators and by UNDC. The recommendations of this coaching would be formed into a report.

The learning modules and other recourses will be offered in Ukrainian. Their summary and syllabus will be in EN as well.

Assessment of the indicators achievement will be carried out by depositing electronic versions of learning modules on dComFra drive.

Main indicator: 14 learning modules; at least 12 DC modules' blocks according to UA DC Frameworks.

Delivery date: Feb. 2021. Target group: Teachers, School and vocational teachers, ATO-veterans, other academic staff, students and any citizens.

5.7. Developed DC offices curricula

DC offices curricula would deliver a new education approach, top-notch methodology, and software. It would offer blocks of modules, depended on level by UA DC framework for educators or for citizens and separate courses in format of elective courses as well. The learning materials incorporate, based on learning objectives of specific type and level of curriculum and syllabus. The syllabi would be published in UA and EN as well. To ensure in-service training for teachers, all blocks of modules will be fully digital and accessible in remote mode. Assessment of the indicators achievement will be carried out by depositing electronic versions of learning modules on dComFra drive.
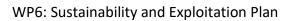
Main indicators: 7 DC offices curricula using separate elective courses/modules and blocks; English syllabus; taking into account project's approach for teaching method. Programs are integrated in the educational environment of universities.

Delivery date: Aug. 2021. Target group: Teachers, School and vocational teachers, ATO-veterans, other academic staff, students and any citizens.

5.8. New content & Pilot use of dComFra resources

Plan of implementation of Pilot will include Learning modules topic select, outline a procedure and criteria of training group organization, establish training schedule and agenda, draft strategy of management and communication during the training, and arrange policy of testing and certification. Training concepts at HEI established and is integrated into the educational process of universities.

Short full-time training & remote trainings, and UA DC framework will be delivered and available for educators. We are planning to engage the refugees and ATO-veterans to attend training. They will have some mandatory modules: social inclusion module, modules according to chosen level of UA DC framework for citizens and modules on personal choice. Testing and certification by the selected international program will be held for the best 7 teachers and 5 refugees/ATO-veterans in each of Ukrainian universities.

Internal training evaluation and testing report is based on testing results, WP5' representatives activities monitoring and responses of participants.

Main indicators: At least 210 involved teachers; 140 refugees and ATO-veterans; 84 internationally certified participants.

Delivery date: Oct. 2021. Target group: Teachers, School and vocational teachers, ATO-veterans, and any citizens.

5.9. DC & dSocial inclusion International Conference

Unlike European countries there are no any conferences, congresses or forums aimed on DC in Ukraine and/or highlighting social digital services. Taking in consideration this fact and because of dissemination reasons it was decided to organize the DC and dSocial inclusion international conference in Ukraine, last project's year in Kyiv for minimum one hundred participants with involving public's attractive Key-note speakers.

Main indicators: Present the dComFra outcomes and results to international auditorium and to focus public attention on digital social inclusion, digital divide and opportunities of its overcoming.

Delivery date: Oct. 2021. Target group: UNDC stakeholders, Partner universities and some enterprises top managers, schools and vocational organizations management, local/regional/national level government representatives and politicians will be invited to attend the conference.

Conclusion

This document contains the first version of the Sustainability and Exploitation Plan for a dComFra project, developed in accordance with the task of Work Package 6.

The document describes the target groups during the project life, project products and outcomes and two main sections: plan for sustainability and exploitation plan during project at consortium and partners' level. The plan for sustainability consists of organization capacity and describes the steps of the dComFra consortium regarding sustainability factors and the sustainability goals that dComFra should focus on during its implementation, as well as communication, funding stability, state support, organizational actions on project, institutional, regional and state levels.

The exploitation plan at consortium level contains: Approved Ukrainian framework of digital competencies for teachers and citizens; embedded digital Competence Profile; Memorandum Signed within the framework of the created Ukrainian Digital Coalition; new model of the didactical approach in dComFra training; Built dComFra infrastructure; Developed dComFra resources (OER); developed DC offices curricula; New content & Pilot use of dComFra resources; DC & dSocial inclusion International Conference.

Thus the presented document formulates the set of actions for the project results implementation and keeping its stability, both at run time, and after the end of project funding. The presented version of the plan should be updated during the third year of the project.