Step Up

Project: "Establishment of a transnational network of adult education providers for the promotion of social inclusion of vulnerable groups" – STEP UP

Project N° 621376-EPP-1-2020-1-EL-EPPKA3-IPI-SOC-IN

Title: Strategy for the development and operation of the Network

1.   BACKGROUND AND INTRODUCTION TO THE STRATEGY

1.1   About the STEP UP Network

The Network is established in the context of the Project "Establishment of a transnational network of adult education providers for the promotion of social inclusion of vulnerable groups (STEP-UP)" funded under the Erasmus+ project No 621376-EPP-1-2020-1-EL-EPPKA3-IPI-SOC-IN. The Network consists of the following organisations:

- EQUAL SOCIETY;
- CENTRO SOCIAL DE SOUTELO;
- ESPACIO ROJO;
- NYITOTT KOR EGYESULET
- OBA ÜTOPYA EĞITIM SANAT VE MEDYA TICARET LIMITED ŞIRKETI,
- BIELSKIE STOWARZYSZENIE ARTYSTYCZNE TEATR GRODZKI

The Partners of the STEP UP project, which are the founding members of the Network, are committed to collaborate actively for the promotion of the Network at the national and European level, and to use all of their existing networks to disseminate the Network and the funding scheme as widely and as effectively as possible.

1.2   Process for Development of the Network's Strategy

The Network Strategy has been developed based on the profile of the partners and accompanies the Agreement for the establishment of the Network, as well as the Project Management Plan produced under the STEP UP project. Over the coming years our priority objectives are to:

1. Increase participation in the Network;
2. Strengthen the members' capacity;
3. Strengthen the Network's work at the local, regional, national and European level
4. Ensure that the network is inclusive
5. Strengthen members' engagement

The achievement of the aforementioned priorities shall contribute to the achievement of the Network's vision which is:

- To inform and raise awareness about the positive impact of cultural and artistic activities in the social inclusion process of various vulnerable groups;

- To promote and enhance the effectiveness of cultural and artistic activities, as a tool for the promotion of social inclusion of vulnerable groups (i.e. women, minorities, immigrants, asylum seekers and refugees, and other disadvantaged groups such as elderly, people with disabilities, unemployed, homeless, etc);

- To advocate for the adoption of cultural and artistic activities in the programmes and projects aiming at the social inclusion of vulnerable groups;

- To empower the people who are socially excluded.

2. PRINCIPLES AND OBJECTIVES

2.1 Principles

Right from its establishment, the partners have agreed that the Network must be based on the following principles:

- Allowing time to establish trust and respect—A relationship founded on mutual respect is more likely to survive, and can be established through regular and open communication;

- Establishing common interests and goals—these allow organisations to communicate in a similar language and move in the same direction over time;

- Clearly defining everyone's role within the network—This ensures each member's role is distinct in terms of actions and tasks, and are not restricted to, or reliant on, one individual;

- Identifying the right people to champion relationships at the right time— The network should not rely on one person to be the "champion" all the time. A catalyst is important in driving the network; however, all members must take ownership of its purpose, direction and maintenance;

- Establishing formal agreements—These may help collaboration and will make it easier to resolve potential conflicts;

- Defining protocols for conduct and behaviour in meetings and between individual members—These will make it easier to resolve potential conflicts between individuals, groups or organisations, and will set a standard for how people communicate;

Co-funded by the
Erasmus+ Programme
of the European Union

Step
Up

- Being aware of mutual strengths and gaps and sharing of skills—This prevents any gaps in skills and allows members to understand and build on their existing abilities and knowledge base;

- Being clear, transparent and accountable for any decisions/agreed actions.

- Create win/win situations. It's very important that every partner will gain equally when networking.

3.   MEASUREMENT AND ROLES

To determine the success of a project, all partners agree that the network needs to measure the results of every step. Equal Society, has already established techniques and methods that enable to ensure the quality of the network and achieving optimal results. This is achieved in combination with the Social Return on Investment (SROI) methodology in order to measure to what extent the network reached its objectives and create impact.

Social Return on Investment (SROI) is a systematic way of incorporating social, environmental, economic and other values into decision-making processes. By helping reveal the economic value of social and environmental outcomes it creates a holistic perspective on whether a development project is beneficial and profitable. This perspective opens up new opportunities and forms the basis for innovative initiatives that genuinely contribute to positive social change. SROI balances proving and improving the paradox between accountability and learning by placing the perspectives of the different stakeholders at the centre of the valuation process.

SROI is used for planning purposes in terms of designing a Theory of Change. Although the SROI approach supports the thinking along the lines of a result chain, it does not support the idea of the components being connected in a linear fashion. The SROI approach is embedded in the acceptance of development taking place in situations of complexities. The aspect of stakeholder perspectives is essential in the SROI approach. It is precisely the value perspectives of the stakeholders (and most importantly the key beneficiaries), assessed, not by assuming these values, but by thoughtfully and intellectually engaging the stakeholders themselves, which is at the heart of this innovative (e)valuation approach. There are different components that are followed which collectively constitute the SROI approach.

A. Defining the boundaries (objective and scope).
B. Identification and selection of key stakeholders.
C. Developing the Theory of Change.
D. What goes in (identifying inputs for each outcome) and what comes out (identifying results).

"Establishment of a transnational network of adult education providers for the promotion of social inclusion of vulnerable groups" – STEP UP

E. Valuation. The process of developing indicators to turn the articulated benefits and costs into a monetary value.

F. Calculation of the SROI ratio.

G. Narratives are increasingly understood as the stories that complement the numbers (ratio).

H. Verification is done throughout the analyses, either using triangulation or through other means.

The SROI analysis will measure the change occurred. The approach has the capacity to create awareness of mutual interdependence and as such develops collective ownership and commitment. It leads to mind-shifts and rather than positioning initiatives within imperatives such as profit maximisation and neoliberal economic growth, SROI, allows actors to create opportunities to more directly address the creation and measurement of social value. The partners believe that the SROI analysis is the best methodology for the project as it provides information about actual and planned changes, and the qualitative, quantitative, and financial information.

4. ACTION PLAN FOR THE FIRST TWO YEARS OF OPERATION OF THE NETWORK

4.1 Activities and Results

For the first two years of its operation, the Network will implement the following main Workpackages and activities, which correspond to the Workpackages and activities of the STEP UP project, funded under the Erasmus+ programme of the European Union.

Work Package 1: Establishment of the Network of adult education providers

Activity: Production of communication and information material

The activity includes the production of the following deliverables (in English):

a) a project brochure (electronic and printed) and

b) bi-monthly newsletters (electronic) concerning the project activities as well as recent developments in the area of adult education and in particular any development which concerns the participation of vulnerable groups in adult education.

"Establishment of a transnational network of adult education providers for the promotion of social inclusion of vulnerable groups" – STEP UP

All communication material will be sent to a list of participants which will be produced at the beginning of the STEP UP project implementation. The list of recipients will be constantly revised so as to include organisations which will participate in the project activities but also express their interest on the Network. The project brochure will also be printed by the partners and distributed to the communication and raising awareness events.

Activity: Organisation of communication and raising awareness activities

Each partner will organise 2 events (one-day events) in their country with the aim to disseminate information about the network and the project activities, as well as to attract new organizations to the network.

Activity: Development and operation of a web platform

At the first phase of the project implementation, Equal Society with the cooperation of all partners will develop the Network's web platform which will serve the purpose of presenting information about the Network and its members, the project activities, and presenting good practices, articles, announcements, etc, with stakeholders and the wider public. The platform is expected to increase the visibility of the network.

Activity: Organisation of a final conference

At the end of the STEP UP project, a final conference will be organized in Athens. The partners will have the opportunity to present the results of the project to a wide range of stakeholders, including:

•the National Coordinator for Adult Learning and the national representative on the ET2020 Working Group;

•representatives of national, regional, local and other relevant public authorities;

•private and public organizations involved in adult education;

•professionals providing educational activities to vulnerable groups at the national, regional or local levels.

Work Package 2: Exchange of good practices and capacity building of the partner organisations

Activity: Collection of good practices implemented at the national, regional or local levels

"Establishment of a transnational network of adult education providers for the promotion of social inclusion of vulnerable groups" – STEP UP

Each partner will organize 2 focus groups in their country with the participation of adult education providers (providing informal or non-formal training to vulnerable groups). The aim of the activity is to collect good practices of cultural activities targeting vulnerable groups. Following the organization of the 2 focus groups per country, each partner will prepare a report summarizing the collected good practices (type, target group, methodology, measurable outcomes, etc).

Activity: Organisation of a workshop for exchanging experiences and good practices among the partners of the Network

The aim of the workshop, which will be organised by Espacio Rojo in Spain, is to allow the partners to exchange experiences as well as the collected good practices from their country. Moreover, during the workshop, the partners will discuss in depth on these practices as well as on the ones that will be piloted by each partner in their country.

Activity: Pilot implementation of the selected good practices

The activity includes the pilot implementation of one selected good practice by each partner. The good practice will be tested in different, than the "original", context (i.e. different target group or tested in a geographical area with different socioeconomic profile and conditions. After the end of the pilot activity, Equal Society will organize in Greece, a two-day event, with the participation of all partners, in which the 6 piloted good practices will be presented to the wider public and to authorities.

Activity: Production of a toolbox of good practices

Under this activity a toolbox will be produced which will describe the good practices piloted by the partners, the methodology applied, the achieved results as well as recommendations concerning their implementation in different contexts.

All partners will provide the necessary information concerning the good practice that they piloted and Nyitott Kör Egyesület will be responsible for the production of the toolbox.

Activity: Distribution of the toolbox to relevant organizations and authorities

Following the production of the toolbox, each partner will disseminate the toolbox to a list of relevant organizations and authorities within their countries, while Bielskie Stowarzyszenie Artystyczne Teatr Grodzki will distribute it to the list of recipients from other EU countries.

"Establishment of a transnational network of adult education providers for the promotion of social inclusion of vulnerable groups" – STEP UP

Activity: Delivery of training to trainers

On the basis of the manual that will be produced in the context of Activity "Production of a manual on how to design and deliver cultural activities, as an educational method, to vulnerable groups", all partners will provide a one-day training to 20 trainers (and/or members of vulnerable groups who are interested to become trainers themselves). The aim of the activity is to enhance the capacity of the trainers to effectively design and implement cultural activities, as a training method, targeting vulnerable groups. Following the end of the training programme, all participants will receive a certification which will be issued by the Network, which although will be informal at that stage will be proposed by the Network to be integrated into the formal education system.

Results Work Package 2

- ✔ Collection and exchange of good practices among the participating organizations achieved
- ✔ Synergies with relevant projects achieved;
- ✔ The capacity of the participating organizations in the delivery of cultural activities for the promotion of social inclusion of vulnerable groups enhanced;
- ✔ Good practices piloted and assessed;
- ✔ A toolbox of good practices developed;
- ✔ Dissemination of the toolbox to relevant authorities and organizations achieved;
- ✔ The capacity of trainers to design and implement cultural activities achieved.

Work Package 3: Production of a manual on adult education programmes and policy recommendations

Activity: Production of a manual on how to design and deliver cultural activities, as an educational method, to vulnerable groups

On the basis of the pilot implementation of the selected good practices, Utopia and Equal Society will produce a manual which will include guidelines on how to design cultural activities targeting vulnerable groups. Depending on the vulnerable groups who will participate in the pilot activity, the manual will include a different approach and guideline for the design and implementation of cultural activities targeting each vulnerable group.

Activity: Production of a policy recommendations report

The report will include recommendations on what type of cultural projects should be designed and implemented, in the context of adult education, for promoting the social inclusion of vulnerable groups; proposals on the collaborations needed for the effective

implementation of such projects; preconditions for maximizing the effectiveness of such projects, etc.

- ✔ A manual of adult education programmes developed;
- ✔ A policy recommendations report produced;
- ✔ Dissemination of the manual and the policy recommendations report achieved.

Work Package 4: Capacity building of organizations involved in adult education

Activity: Selection of the targeted organisations and authorities

Each partner will prepare a list of organizations and/or authorities that will be invited to the workshops.

Activity: Training to professionals, trainers/representatives of organisations involved in adult education

Each partner will implement 1 workshop/training in their country with the aim to present the manual (activity "Production of a manual on how to design and deliver cultural activities, as an educational method, to vulnerable groups") as well as the results of the training provided under activity "Delivery of training to trainers". In addition, participants in each partner's pilot activity (members of vulnerable groups) will present their experiences from their participation in the partner's activities and explain how this supported their efforts to develop their skills, networks and overall their social (re)integration.

Activity: Preparation of a report summarizing the experience from the workshops

On the basis of the workshops/trainings delivered under the previous activity ("Training to professionals, trainers/representatives of organisations involved in adult education"), Centro Social de Soutelo will produce a report which will summarize the experience and feedback from the workshops.

Results Work Package 4

- ✔ The capacity of relevant organizations, authorities and professionals at national/regional/local level to design and implement cultural activities for the promotion of social inclusion of vulnerable groups enhanced;
- ✔ The dialogue concerning the impact of the implementation of cultural activities in promoting the social inclusion of vulnerable groups at the European, national, regional and local level strengthened;

"Establishment of a transnational network of adult education providers for the promotion of social inclusion of vulnerable groups" – STEP UP

✔ The contribution of vulnerable groups in the provision of recommendations, based on their life experiences, towards relevant authorities and organizations ensured and enhanced.
✔ Increase of the impact of the partner organizations at local, national and European levels.

Work Package 5: Evaluation of the project

Activity: Design of the evaluation

During the second month of project implementation, Equal Society will design the evaluation of the STEP UP project using the SROI methodology. The monitoring and the evaluation of the project will be conducted on a continuous basis and they will be based on critical points, standards and specifications (concerning the quantity, quality, time and cost). The indicators to be applied will be based upon specific elements demonstrating the stakeholder's involvement and level of satisfaction. The indicators will provide a realistic and reliable framework for evaluating the project's planning, organising, executing and effectiveness, as well as for assessing each and every one of its results and outputs.

Activity: Implementation of the evaluation

Equal Society, with the participation of all partners, will evaluate the project activities and impact using the SROI methodology.

Work Package 6: Ensuring the sustainability of the network

Activity: Design of cultural activities which will be implemented after the end of the project

On the basis of the activities implemented throughout the life course of the project, the Network will prepare in the last month of the project implementation a new strategy for the operation and development of the Network, which will be in line with the Agreement for the establishment of the Network, including concrete activities that will be implemented following the end of the STEP UP project.

"Establishment of a transnational network of adult education providers for the promotion of social inclusion of vulnerable groups" – STEP UP

Activity: Continuous operation of the platform after the end of the project

During the last month of the project implementation, Equal Society will prepare a plan for the continuation of operation of the web portal.

Activity: Dissemination campaign implemented following the end of the project

With the aim to promote the activities of the Network and the latest developments in the field after the end of the project implementation, partners will continue to prepare electronic communication material that will be distributed to relevant stakeholders, professionals and the wider public.

4.2   Synergies with other projects and initiatives

The STEP UP team will ensure that all efforts and activities implemented are in coordination with related Networks, as well as ongoing projects and programmes, developing thus synergies with these Networks and projects. Attention will also be placed on the exploitation of results and achievements of completed projects and initiatives.

4.3   Timetable of main activities

Month	15/01/21	15/02/21	15/03/21	15/04/21	15/05/21	15/06/21	15/07/21	15/08/21	15/09/21	15/10/21	15/11/21	15/12/21	15/01/22	15/02/22	15/03/22	15/04/22	15/05/22	15/06/22	15/07/22	15/08/22	15/09/22	15/10/22	15/11/22	15/12/22 – 15/01/23
Workpackage 1: Establishment of the network of adult education providers																								
Production of communication and information material	X	X			X		X		X		X		X		X		X		X		X			X
Organisation of communication and raising awareness activities			X																X					X
Development and operation of a web platform		X	X		X		X		X		X		X		X		X		X		X			X
Organisation of a final conference																								X
Workpackage 2: Exchange of good practices and capacity building of the partner organisations																								
Collection of good practices implemented at national, regional or local level			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X
Organisation of a workshop for exchanging experiences and good practices						X	X																	

"Establishment of a transnational network of adult education providers for the promotion of social inclusion of vulnerable groups" – STEP UP

Activity																												
among the partners of the Network																												
Pilot implementation of the selected good practices																												
Production of a toolbox of good practices																												
Distribution of the toolbox to relevant organizations and authorities																												
Delivery of training to trainers																												
Workpackage 3: Production of a manual on adult education programmes and policy recommendations																												
Production of a manual on how to design and deliver cultural activities, as an educational method, to vulnerable groups																												
Production of a policy recommendations report																												
Workpackage 4: Capacity building of organisations involved in adult education																												
Selection of the targeted organisations																												

"Establishment of a transnational network of adult education providers for the promotion of social inclusion of vulnerable groups" – STEP UP

Activity																								
and authorities																	░	░	░					
Training to professionals, trainers/representatives of organisations involved in adult education																				░	░			
Preparation of a report summarizing the experience from the workshops																					░	░		
Workpackage 5: Evaluation of the project																								
Design of the evaluation	░	░	░																					░
A5.2 Implementation of the evaluation			░	░	░	░	░	░	░	░	░	░	░	░	░	░	░	░	░	░	░	░	░	░
Workpackage 6: Ensuring the sustainability of the network																								
Design of cultural activities which will be implemented after the end of the project																					░	░		░
Continuous operation of the platform after the end of the project																								░
Dissemination																								░

"Establishment of a transnational network of adult education providers for the promotion of social inclusion of vulnerable groups" – STEP UP

campaign implemented following the end of the project																				

5. COMMUNICATIONS MANAGEMENT PLAN FOR THE FIRST TWO YEARS OF THE NETWORK OPERATION

The Communications Management Plan sets the communications framework for the Network/STEP UP project. It will serve as a guide for communications throughout the life of the project and will be updated as communication requirements change.

The communications requirements are documented in the Communications Matrix below, which will be used as the guide for what information to communicate, who is to do the communicating, when to communicate it, and to whom to communicate.

Communications Matrix

Work package	Communication Type	Frequency	Participants/ Distribution	WP leader
WP 0	Email Zoom Google Drive Web portal/ Facebook	Monthly	Project Team	Equal Society
WP 1	Email Zoom Google Drive Web portal / Facebook	Monthly	Project Team	Equal Society
WP 2	Email Zoom Google Drive Web portal/ Facebook	Monthly	Project Team	Nyitott Kör Egyesület
WP 3	Email Zoom Google Drive Web portal / Facebook	Monthly	Project Team	UTOPIA Education Art And Media Organization
WP 4	Email Zoom Google Drive Web portal / Facebook	Monthly	Project Team	Centro Social de Soutelo
WP 5	Email Zoom Google Drive Web portal / Facebook	Monthly	Project Team	Equal Society

"Establishment of a transnational network of adult education providers for the promotion of social inclusion of vulnerable groups" – STEP UP

WP 5	Email Zoom Google Drive Web portal / Facebook	Monthly	Project Team	Bielskie Stowarzyszenie Artystyczne Teatr Grodzki

Means of Communications

- Zoom

Equal Society will distribute a meeting agenda at least 2 days prior to any scheduled meeting and all participants are expected to review the agenda prior to the meeting. It is imperative that all members will participate to each meeting on time.

- Facebook

On the project Facebook page, partners can communicate and exchange information on the implementation of the project while safeguarding the confidentiality of the persons involved in the discussions. They will also be able to upload information (articles, links etc.) relevant to the subject matter and purpose of the project.

- Google Drive

A Google Drive account will be created for the first period of the project implementation which will be used (until the web portal is developed by Equal Society) by the partners' project teams so as to exchange and have access to all material related to the project implementation (deliverables, reports, photos, etc.)

- Web portal

A web portal will be developed by Equal Society with the contribution of all partners. The web portal will facilitate the increase of the visibility of the Network, the partners, and the project activities and results. It will include the project description, partner profile, progress of activities, articles and information about adult education and vulnerable groups, good practices of cultural activities etc. The web portal will have a dedicated section in which only partners will have access using a personalized username and password. This section will be used for the purposes of sharing information, outputs and deliverables among the Consortium and all the Partners will have full access rights.

In addition, it is noted that the partners will also develop their own partner-specific communication plans and activities which will cover the following:
- Internal dissemination within partner organisations to support diffusion of knowledge acquired in the project
- will take advantage of the opportunities provided through EU channels and programme dissemination platforms as well as other international open platforms to raise awareness, disseminate results and support sustainability.

"Establishment of a transnational network of adult education providers for the promotion of social inclusion of vulnerable groups" – STEP UP

5.1   Target groups

The project's activities will target a range of stakeholders and groups and in particular:

a)   the STEP UP project partners

Through the STEP UP project activities, it is expected that the partners will gain considerable benefits for their organisations, including the acquisition of new competencies and knowledge.

b)   professionals, trainers as well as representatives of authorities and organizations involved in adult education

National authorities are a major target group of the project activities. In particular, the project aims to disseminate all relevant information and material produced (project brochure, newsletters, reports, manual, toolbox, etc) under the project and provide capacity building to authorities at local, regional and national level who are involved in adult education and social inclusion.

Moreover, organisations involved in adult education and social inclusion is also a major target group of the project. The project aims to collect related good practices from such organisations and provide capacity building activities. In addition, all relevant information and material produced under the project will be disseminated to a wide range of organisations with the aim to support them in their work, as well as to motivate their involvement in setting a relevant agenda in local and regional level as well as on the national and European levels.

c)   members of vulnerable groups

People from vulnerable groups face various impediments to the enjoyment of their human rights, and in this respect, education and social inclusion programmes must take into the design and implementation phase the particular needs and characteristics of these groups. Programmes must ensure both their effective coverage and access. The project aims to:

➢ respect for inherent dignity, individual autonomy including the freedom to make one's own choices, and independence of persons;
➢ support the non-discrimination theory;
➢ provide effective participation and inclusion in society;
➢ respect the acceptance of vulnerable groups as part of human diversity and humanity;
➢ promote equality of opportunity;
➢ Promote accessibility in educational and cultural activities.

6. RISK ASSESSMENT PLAN

Several risks could occur during the implementation of the Network Strategy. Their definition, likelihood of occurrence and remedies are as follows:

Conflict among team members

During the implementation of the Network Strategy, there is a possibility of conflicting activities among project team members and overlapping of dependent activities.

Level of risk: Low

Risk management strategy: Meticulous planning of activities and scheduling during the preparation phase. Constant communication among project coordinators of each team will ensure that any arising conflicts are resolved immediately.

External conditions

During the implementation of the Plan, there will be possibilities that external conditions of economic, political, legal nature may impede or endanger project activities' implementation.

Level of risk: Low

Risk management strategy: Constant communication between each partner. Experience of the coordinator and of most partners in problem solving (also thanks to the knowledge acquired during the pandemic).

Delays of implementation

Delays in the implementation of activities due to either/both internal or external factors.

Level of risk: High

Risk management strategy: Meticulous planning of activities and scheduling during the preparation phase. Use of professional tools to map milestones and deadlines for the activities, as well as constant communication with partners, to ensure deadlines are met and delays do not occur.

During the implementation of the next phase of the network, risk assessment will be made on quarterly intervals, to ensure that objectives are met, and risk management strategies are in action. If required, project partners may change or adapt risk strategies to respond to current and expectant conditions.

Withdrawal of a partner

It is always possible that one partner, for reasons not related to the project, withdraws from the project.

Level of risk: Medium

Risk management strategy: The coordinator of the project, with the support of the project partners, will work together to resolve this issue. An option would be to find a substitute partner, with a similar profile, which can participate in the project guarantying the required quality.

Insufficient quality of the implementation by a partner

Due to unpredicted situations, it is possible that the activities planned during the next phase of the network will need adjustments, or radical change

Level of risk: Medium

"Establishment of a transnational network of adult education providers for the promotion of social inclusion of vulnerable groups" – STEP UP

Risk management strategy: Common work of the coordinator with all partners in planning activities. Accurate monitoring and evaluation plan.

Low level of involvement of stakeholders
There is a possibility that some of the stakeholders may not be willing to take part in planned activities.
Level of risk: Low
Risk management strategy: Constant communication with all stakeholders and focusing all promotion activities at the target groups of the project.

7. INDICATIVE ACTION PLAN FOR THE NEXT THREE YEARS

All partners have declared their commitment to keep the STEP-UP network alive and to continue promotion of social inclusion of vulnerable groups after the project completion. To this end, the members of the Network/partners of the STEP UP project have initially agreed on the action and communication plan that will be implemented after the end of the STEP UP project. However, it is noted that these plans (action plan and communication plan) will be revised and finalized during the last month of implementation of the STEP UP project, on the basis of the experience and assessment of the implementation of the STEP UP project activities.

Concerning the action plan that will be implemented after the end of the STEP UP project, it is noted that the partners have agreed on the implementation of the following provisional/indicative artistic and cultural activities:

- Creative workshops, both in face-to-face environment and on-line, focused on the presentation of good practices gathered by all partners. The partners will incorporate some of the STEP-UP good practices into their workshop and training programs to be shared with educators, artists and other staff members of relevant institutions.

- Theatrical performances, happenings and open presentations of other creative works involving different art forms (music, dance, pantomime, puppetry, street art, paintings) created by vulnerable groups the partners work with on a regular basis.

- Exhibitions of art works, photos and other materials created during the project in the premises of all the partner organizations and also in the premises of their collaborators and partners, as well as during various events attended by staff members from partner organizations.

- Streaming of video materials from selected project actions documented during workshops, trainings and various dissemination activities conducted throughout the project.

- Art contests organized for institutions active in the field of adult education and/or art (for instance OTWs) meant for creating art works and gadgets promoting social inclusion with support of project partners.

- Extensive use of social media - sharing all artistic and cultural activities on partners' social media pages, twitter and Instagram accounts. Using organizations' social media as a dissemination tool to promote Step up's intellectual outputs continuously.

7.1 Communication plan for the next three years

This "Step Up Network" 3 years communication plan (starting in 2023 and till 2026) aims to follow the vision and mission not only of the project itself but each one of entities which forms the Step Up consortium.

Our communication strategy is designed as an umbrella framework for Step Up project communications to ensure that we communicate in a strategic and targeted way. It is closely aligned with the Step Up strategy coming along the project lifetime (2021-2023) as a whole as well as each one of entities within the consortium. The strategy builds on existing foundations such as a recent visual identity refresh (collectively and individually), an enhanced social media presence and a revamped website.

2023 will be a transition year for Step Up´s members to ensure that the communications strategy addresses their needs. The strategy is designed over three years allowing for some overlap and flexibility between years.

2023 Transition Year: Back to basics

Our main focus in 2023 will be to get back to basics, build on existing foundations within the framework of The United Nations Sustainable Development Goals (SDGs), adopted in 2015, provide a common global set of objectives, considering social, economic, environmental and governance needs and challenges, based on a foundation of human rights.

Our main goal this 2023 will be embraced "the fundamental right to participation in cultural life" (Article 27.1, Universal Declaration of Human Rights, 194) integrated in the SDG framework transversally into all 17 goals from the SDG´s agenda for 2030.

Our actions will include: enhancing our social media presence by ensuring a more active presence on Twitter, Facebook, Instagram and YouTube; refreshing the e-newsletter; reaching out local and national public institutions; celebrating public events such seminars; fostering our network.

Year 1: Focus on to bring more agents mainly public sector, and more creatives spaces into the network as to highlight not only the work they are doing but also the importance of social inclusion and to integrated to the SDG framework transversally as to promote a more modern, efficient and transparent societies.

Our goal should be to bring as direct actors stakeholders such as public sector, private entities, civil society, creators of any kind, and fourth sector (social economy, clusters, medialabs, networks).

"Establishment of a transnational network of adult education providers for the promotion of social inclusion of vulnerable groups" – STEP UP

This year will be the opportunity to look more closely at our editorial strategy and evaluate what Step Up have done so far under their lifetime under the umbrella of Erasmus plus programme and clarify purpose.

We should develop & improve our website; segmenting the content according to our audiences, making design changes; creating and establish a voice/tone; engage in storytelling to new audiences; boost our social media presence; draw more people to our websites.

Year 2 and 3: By 2025-2026, our main communication tools and channels should be in place. In years two and three of the communications strategy we will look at communicating "Who Does What?" as well as to celebrate and humanize. Outputs may include:

- Infographic (showing project/impact)

- Factsheet (for mailing)

- Stories/anecdotes from our entities/networks/participants.

- Video/Podcast series.

Each step of the plan will be redefined at the end of the STEP UP project.