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INTERNATIONAL VIRTUAL BUSINESS HUB FOR YOUTH
on the basis of the Khmelnytskyi National University



Approved

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(Date)

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INSTRUCTION FOR THE HEAD OF THE INTERNATIONAL VIRTUAL BUSINESS HUB FOR YOUTH

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Abstract

This instruction defines the functional duties, rights and responsibilities of the Head of the International Virtual Business Hub for Youth on the basis of an educational institution. The document covers general provisions, tasks and duties, rights, responsibilities, qualification

Project details: VIRTUAL YOUTH BUSINESS HUBS INTERNATIONAL NETWORK (VEHUB4YOU). Project ID: 101083856. Call: ERASMUS-EDU-2021-VIRT-EXCH. Programme: ERASMUS2027. DG/Agency: EACEA. December, 2023.



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requirements and relationships with other structural divisions of the educational institution and stakeholders.

The manual is a living document, edited and supplemented as the VIRTUAL YOUTH BUSINESSES HUBS INTERNATIONAL NETWORK (VEHUB4YOU) project is implemented, Project ID:101083856, ERASMUS-EDU-2021-VIRT-EXCH

The document is of a recommendatory nature.



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1. General provisions

1.1 The purpose and tasks of the International Virtual Business Hub

1.1.1 The International Virtual Business Hub (hereinafter referred to as the Hub) is aimed at providing a platform for young people, promoting their international educational and virtual international business integration.

1.1.2 The tasks of the Hub include the development of innovative approaches to business education, promotion of non-formal education and support of international virtual exchange.

1.2 Subordination and responsibility

1.2.1 The head of the Hub reports to [indicate the higher management of the educational institution] and is responsible for achieving the strategic and operational goals of the Hub.

1.2.2 The manager ensures effective interaction with other structural units and stakeholders to achieve maximum impact and success of the Hub.

1.3 Position category and place of compilation of instructions

1.3.1 The position of Head of the International Virtual Business Hub for Youth has the category [specify the category] and corresponds to the management level of the organization.

1.3.2 The instruction is drawn up at the workplace and approved by [indicate the responsible person or body].

2. Tasks and Responsibilities

2.1 Coordination of cooperation within the VIRTUAL YOUTH BUSINESS HUBS INTERNATIONAL NETWORK (VEHUB4YOU) project, Project ID:101083856, ERASMUS-EDU-2021-VIRT-EXCH

2.1.1 The head ensures the coordination of the work of the Hub through the establishment of contractual relations with the main Virtual Youth Business Hub of the country and the development of a plan for joint activities of international virtual mobility.

2.1.2 Responsible for the development and implementation of measures to support and develop information technologies of the Hub.

2.2 Development of Activities and Plans for the activities of the virtual youth business hub.

2.2.1 Responsible for the development and implementation of the plan of measures to ensure the operation of the Hub and coordination with the main Virtual Youth Business Hub of the country.

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2.2.2 Develops a plan of cooperation with management, units, students, graduates of the educational institution and other stakeholders regarding the implementation of planned activities.

2.2.3. Develops a plan for disseminating the results of the virtual youth business hub.

2.2.4. Coordinates with the main business hub of the country the procedure for using project symbols.

2.3 Implementation of the Latest Technologies

2.3.1 Promotes the introduction and improvement of the latest technologies in the field of entrepreneurial education.

2.3.2 Manages the processes of applying innovations in order to increase the efficiency of the Hub.

2.3.3 Provides feedback with participants of the virtual youth business hub, forms databases of participants

2.3.4. Provides input, intermediate and final control of knowledge and skills acquired by participants of the virtual youth business hub according to the procedures agreed with the Main Virtual Youth Business Hub of the country.

2.4 Analysis of Activities and Preparation of Materials

2.4.1 Analyzes information about the activities of the Hub and develops recommendations for further improvements.

2.4.2 Prepares necessary materials for internal and external use, in particular for managers, employees and the media.

3. Rights of the Head of the International Virtual Business Hub

3.1 Obtaining Information for the Performance of Duties

3.1.1 The manager has the right to receive from the structural divisions the information necessary for the effective performance of his duties.

3.1.2 Information must be documented and include all necessary data for making informed decisions.

3.1.1 The manager has the right to receive information from the main virtual business hub of the country, which is necessary for the effective performance of his duties.

3.2 Inspection and Control of Computing Equipment

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3.2.1 Has the right to check the availability, order of use and storage conditions of computer equipment in the structural divisions of the Hub and its branches.

3.2.2 Monitors the safety and correct use of information resources and means of communication.

3.3 Participation in Meetings and Meetings

3.3.1 Has the right to participate in all meetings, gatherings and other events related to the sphere of his competence.

3.3.2 Actively cooperates with other managers and specialists to achieve optimal results.

3.5 Submission of Proposals and Recommendations

3.5.1 Has the right to submit proposals to the management regarding the application of innovative measures of international virtual exchange.

3.5.1 Has the right to submit proposals to the management regarding the recognition of the results of non-formal education obtained as a result of international virtual exchange.

4. Procedure of the Head of the International Virtual Business Hub

4.1 Execution of Organizational and Administrative Documents

4.1.1 The manager is obliged to fulfill the requirements of the organizational and administrative documents of the educational institution.

4.1.2 Must maintain its activities within the framework of current legislation and standards regulating security activities and information security.

4.2 Compliance with Terms and Rules

4.2.1 Responsible for meeting the scheduled deadlines of planned virtual exchange events.

4.2.2 Provides control over the state of preservation of project materials and their availability for participants of the virtual business hub.

4.3 Organization and Management of Work

4.3.1 Organizes and manages the implementation of a set of measures aimed at ensuring synchronous and asynchronous virtual exchange.

4.3.2 Develops appropriate measures and corrective action plans taking into account current trends and technological innovations, as well as local needs.

4.4 Reporting and Documentation

Project details: VIRTUAL YOUTH BUSINESS HUBS INTERNATIONAL NETWORK (VEHUB4YOU). Project ID: 101083856. Call: ERASMUS-EDU-2021-VIRT-EXCH. Programme: ERASMUS2027. DG/Agency: EACEA. December, 2023.



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4.4.1 Prepares reporting documentation in accordance with established forms and within specified deadlines.

4.4.2 Ensures compliance of documentation with regulatory and legal acts and internal standards of the educational institution.

4.5 Control of Media Access and Negotiations

4.5.1 Prepares information and controls the delivery of materials to the mass media about the activities of the virtual business hub.

4.5.2 Conducts negotiations with the main virtual business hub of the country, representatives of mass media and other enterprises in case of threats of leakage of information regarding the security of the enterprise.

4.6 Development and Operation of the Virtual Business Hub

4.6.1 Responsible for the development and implementation of strategies for the development of the virtual business hub aimed at attracting young people, creating innovative projects and partnering with international enterprises.

4.6.2 Ensures the functioning of virtual exchange at various levels, including innovative approaches to informal business education and communication with various stakeholders.

4.7 International Communication and Cooperation

4.7.1 Ensures the organization and conduct of international communications, promotes cooperation with the main business hub of the country and business hubs of the international network of business hubs of the project in accordance with the action plans agreed with the main business hub of the country.

4.7.2 Conducts communications with stakeholders, successful businessmen, departments, societies of young scientists and teachers, graduates and business partners.

4.8 Creation and Development of Alumni's Business Portfolio

4.8.1 Responsible for creating and managing a portfolio of business successes of graduates, promotes their interaction and cooperation with enterprises.

4.8.2 Develops and implements a system of communication with young people and involvement in international events.

4.9 Implementation of International Virtual Exchanges

4.9.1 Organizes and promotes international horizontal and vertical virtual exchange between faculties, departments, students, graduates and business partners.



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4.9.2 Prepares proposals for training virtual exchange facilitators and providing informal business education through virtual exchange.

4.5 Management of the Process of Obtaining and Disseminating Knowledge

4.5.1 Ensures the involvement of all interested stakeholders under the age of 35 in the joint process of acquiring and disseminating knowledge.

4.5.2 Uses a virtual business hub as a Living Lab to create innovative forms of obtaining and providing business knowledge.

4.6 Organization of International Initiatives

4.6.1 Develops and implements international initiatives aimed at ensuring active participation of young people in the business environment.

4.6.2 Contributes to the creation of innovations in the interaction of young people with the business environment through the use of a virtual business hub as an experimental platform.

4.7 Evaluation and Improvement of the Efficiency of the International Virtual Business Hub

4.7.1 Evaluates the effectiveness of the virtual business hub and develops measures to improve it.

4.7.2 Implements a feedback system from users and stakeholders for continuous improvement of the hub.

4.8 Learning and Applying Best Practices

4.8.1 Studies and applies the best international practices in the field of youth business development and virtual exchange.

4.8.2 Ensures the integration of the latest technologies and methods in the work of the International Virtual Business Hub.

5. Legislative and Regulatory Aspects

5.1 Knowledge of Legislation

5.1.1 Acquaintance with legislative and regulatory acts regulating the activity of the educational institution, international cooperation, virtual exchanges and recognition of the results of non-formal education.

5.1.2 Timely study and implementation of the provisions of relevant departmental orders, orders, instructions regarding security activities and information security.

5.2 Organization of Information Security

Project details: VIRTUAL YOUTH BUSINESS HUBS INTERNATIONAL NETWORK (VEHUB4YOU). Project ID: 101083856. Call: ERASMUS-EDU-2021-VIRT-EXCH. Programme: ERASMUS2027. DG/Agency: EACEA. December, 2023.



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5.2.1 Establishing and implementing the foundations of the organization of information security in accordance with the requirements of legislation and relevant standards.

5.2.2 Ensuring the protection of personal data and fulfilling the requirements for their processing in accordance with the law.

6. Methods and Forms of International Virtual Exchange

6.1 Synchronous and Asynchronous Types of Exchange (Appendix 1)

6.1.1 Using modern technologies to organize synchronous exchanges, such as video conferences and webinars.

6.1.2 Development of asynchronous forms of exchange, such as forums, online courses, which provide flexibility of participation.

6.2 Innovative Approaches to Business Education

6.2.1 Development and implementation of innovative business education programs using interactive methods and case studies.

6.2.2 Facilitating participants' participation in projects and startups as part of the educational process.

7. Engagement and Communication with Various Stakeholders

7.1 Interaction with Business Partners

7.1.1 Effective communication with business partners to implement joint projects and create a favorable business environment.

7.1.2 Development and support of interaction mechanisms for sharing resources and experience.

7.1.3 Ensuring active interaction and cooperation with successful entrepreneurs to share experience and involve them in education programs.

7.1.4 Organization of special events and forums for meetings with successful businessmen and discussion of development prospects.

7.2 Cooperation with Educational Institutions

7.2.1 Establishing partnerships with domestic and international educational institutions.



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7.2.2 Organization of exchange of students and teachers to expand learning and research opportunities.

7.3 Communications with Internal Structures

7.3.1 Interaction with the Department and Graduates

7.3.2 Ensuring effective exchange of information between the International Virtual Business Hub and the responsible structures of the university department.

7.4. Organization of events aimed at preserving and expanding ties with graduates and students.

8. Implementation of Initiatives and Study of Best Practices

8.1 International Initiatives

8.1.1 Promotion and participation in international initiatives to attract attention to the activities of the Virtual Business Hub.

8.1.2 Working with other international business hubs to exchange ideas and best practices.

8.2 Study and Implementation of Best Practices

8.2.1 Study of the experience of other virtual business hubs and its integration into work.

8.2.2 Regular updating of programs and methods based on the study of the best practices in the world.

9. Communications and Network Development

9.1 Internal Communications

9.1.1 Creation of an effective system of internal communications to facilitate the exchange of information among members of the Virtual Business Hub.

9.1.2 Organization of regular meetings, trainings and seminars to strengthen team spirit.

9.2 External Communications

9.2.1 Development and implementation of an external communication strategy to increase public awareness of the activities of the Virtual Business Hub.

9.2.2 Active participation in international events, conferences and exhibitions to promote the image and expand the network of contacts.

Project details: VIRTUAL YOUTH BUSINESS HUBS INTERNATIONAL NETWORK (VEHUB4YOU). Project ID: 101083856. Call: ERASMUS-EDU-2021-VIRT-EXCH. Programme: ERASMUS2027. DG/Agency: EACEA. December, 2023.



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10. Evaluation and Development

10.1 Monitoring and Evaluation of Activity

10.1.1 Systematic monitoring of the results and quality of implementation of projects and programs.

10.1.2 Conducting activity analysis to determine effectiveness and improve strategies.

10.2 Development and Update of Programs

10.2.1 Continuous improvement of the work of the virtual youth business hub.

10.2.2 Promoting the introduction of innovative methods of training and management in accordance with the needs of modern business.

11. Communication Strategy and Network Development

11.1 Involvement of Stakeholders

11.1.1 Development and implementation of an effective strategy for involving stakeholders in the activities of the Virtual Business Hub.

11.1.2 Organizing regular interactions with stakeholders, including other educational institutions, business partners and youth representatives.

11.2 International Communications

11.2.1 Establishment and development of international communication channels for the exchange of information and ideas.

11.2.2 Maintaining an active presence in international networks and forums to increase awareness of the Virtual Business Hub.

12. International Virtual Exchange and Cooperation

12.1 Modern Virtual Exchange Technologies

12.1.1 Research and implementation of innovative technologies to ensure effective virtual exchange at various levels.

12.1.2 Creation and support of a virtual platform for international exchange between faculties, departments and business partners.

Project details: VIRTUAL YOUTH BUSINESS HUBS INTERNATIONAL NETWORK (VEHUB4YOU). Project ID: 101083856. Call: ERASMUS-EDU-2021-VIRT-EXCH. Programme: ERASMUS2027. DG/Agency: EACEA. December, 2023.



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12.2 Development of a network of international business hubs

12.2.1 Organization of international communications to promote exchange of experience and ideas between various international business hubs.

12.2.2 Development of a network of external relations to attract international employees and experts.

13. Training and Development of Facilitators

13.1 Professional Development

13.1.1 Organization of training for virtual exchange facilitators to ensure a high level of competence.

13.1.2 Creation of a system of professional development and support for the professional development of facilitators.

13.2.1 Development and implementation of a program of informal business education through international virtual exchange.

13.2.2 Involvement of all interested stakeholders under the age of 35 for joint acquisition and dissemination of business knowledge.

13.1.1 Promoting the training of facilitators, which will ensure their qualification in conducting virtual exchanges and training.

13.1.2 Regular evaluation and updating of the training program for facilitators taking into account modern trends.

13.2.1 Continuous monitoring of market requirements and updating of business education programs.

13.2.2 Implementation of interactive methods and case studies for practical training of participants.

14. International Cooperation and Interaction

14.1 Intercultural Cooperation

14.1.1 Development of strategies and methods for interaction with different cultures within the international business hub.



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14.1.2 Creation of intercultural education programs to promote mutual understanding among exchange participants.

14.2 Cooperation with Stakeholders

14.2.1 Establishing and maintaining effective communications with departments and faculties.

14.2.2 Interaction with youth associations, scientists and teachers to facilitate the exchange of ideas and experience.

15. Creation of Business Portfolio of Graduates

15.3.1 Development and maintenance of a system for creating a business portfolio of graduates' successes.

15.3.2 Maintaining relations and communications with graduates to promote their professional development.

16. International Vertical Exchanges

16.1 Vertical Exchanges with Business Partners

16.1.1 Implementation of international vertical exchanges with partners of other educational institutions and foreign educational institutions in accordance with the plan of activities agreed with the main virtual business hub of the country.

16.1.2 Developing collaborative and collaborative strategies to support these vertical exchanges.

17. Promotion of International Horizontal Exchange

17.1 Interaction between Divisions, Faculties and Departments

17.1.1 Promoting the exchange of innovations and experience between divisions, faculties and departments of other educational institutions of the network, including foreign ones.

17.1.2 Support initiatives to use international exchange to improve curricula and methods.

17.2 Cooperation with Business Partners and Educators

17.2.1 Establishing effective connections and cooperation with business partners within the framework of international exchange.



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17.2.2 Development and support of programs aimed at the interaction of education seekers with the business environment abroad.

18. Innovative Approach to International Virtual Exchange

18.1 Using the Virtual Business Hub as a Living Lab

18.1.1 Development and implementation of innovative methods and technologies within the virtual business hub.

18.1.2 Facilitating the participation of exchange participants in the creation and testing of new approaches to virtual business exchange.

19. Provision of Informal Business Education through International Virtual Exchange

19.1 Training of Virtual Exchange Facilitators

19.1.1 Organizing and conducting training for facilitators participating in the virtual exchange.

19.1.2 Development and implementation of tools and methods for improving the skills of facilitators.

19.2 Involvement of Interested Stakeholders in the Learning Process

19.2.1 Development and implementation of programs aimed at attracting stakeholders under the age of 35 to informal business education.

19.2.2 Facilitating interaction between business, educational institutions and youth initiatives through virtual exchange.

20.1 Interaction with the Main Business Hub of the Country

20.1 Participation in international communications and joint events with the Main Business Hub.

20.2 Development of effective means of communication and information exchange with the Main Business Hub of the country.

20.3. Development and approval of virtual exchange activities.

20.4 Coordination of the procedure for using project symbols.

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20.5 Coordination of feedback procedures and exchange of information and databases for the organization of virtual exchange, certification of participants and recognition of the results of non-formal education.

20.6 Organization of events and programs aimed at supporting international horizontal virtual exchange between faculties and departments.

20.7 Organization of the process of exchange of knowledge, practice and experience between exchange participants.

20.8 Provision of an information base for participants of the exchange and implementation of modern technologies to increase the efficiency of the exchange.

20.9 Training for virtual exchange facilitators, including modern methods of virtual learning and communication.

20.10 Creation of a system of support and evaluation of the work of facilitators, in particular with the use of innovative approaches.

20.11 Development of innovative approaches to informal business education through international virtual exchange.

21. Evaluation and Reporting

21.1 Preparation of documentation in accordance with established forms and within specified time limits.

21.2 Preparation of regular reports on the activities of the International Virtual Business Hub for Youth.

22. Provision of Security and Privacy Measures

22.1 Provision of security measures in accordance with the procedures established by the educational institution,

22.2. Ensuring the confidentiality of information and personal data in the context of the Virtual Business Hub.

22.1 Development of programs and initiatives to involve students in international events and activities organized by the Virtual Business Hub.

22.2 Creation of incentive programs for active participation of students in international projects and exchanges.

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23. Activities and Dissemination of Information

23.1 Use of Logos and Branding

23.2 Ensuring the use of the "VEHUB4YOU" and "EU" logos in accordance with established standards and ensuring brand consistency.

23.3 Developing and executing a branding strategy on various communication channels, such as the website, YouTube channel, Instagram, TikTok, etc.

24. Preparation of Information for VE HUB 4 YOU

24.1 Preparation and regular updating of information for placement on VE HUB 4 YOU resources.

24.2 Ensuring relevance and interest of materials to attract the attention of stakeholders.

25. Access to Resources on Different Channels

25.1 Making VE HUB 4 YOU resources available to stakeholders of the educational institution through the website, YouTube channel, Instagram, TikTok and other communication channels.

25.2 Systematic updating and improvement of content on various platforms in order to maintain a high level of interest.

26. Promotion of Recognition of Non-Formal Education Results within the framework of virtual exchanges

26.1 Consultations with the Management and Scientific and Pedagogical Staff

26.2 Organization of regular consultations with management and scientific and pedagogical staff to determine the procedures and criteria for recognizing the results of non-formal education.

26.3 Development of clear guidelines and procedures for evaluating and recognizing achievements of program participants.

26.4 Support for the Implementation of Progressive Approaches



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26.5 Promoting the implementation of progressive methods of assessment and recognition of the results of non-formal education.

26.6 Interaction with the scientific community and experts to improve the recognition system.

27. International Cooperation and Network of Partners

27.1 Development of the Network of Partners

27.2 Active participation in the formation and development of international partnerships for the exchange of experience and resources.

27.3 Promoting the participation of educational institution stakeholders in international projects and initiatives.

28. Summary and Performance Evaluation

28.1 Conducting regular evaluation of the effectiveness of the International Virtual Business Hub and making appropriate adjustments to strategies and programs.

28.2 Ensuring openness to feedback and suggestions from participants and stakeholders.

29. Completion of the International Virtual Business Hub

29.1 Determination of procedures and criteria for the completion of activities of the International Virtual Business Hub for Youth on the basis of an educational institution.

29.2 Ensuring proper decommissioning of all resources, assets, databases.

30. Conclusion

30.1 This manual defines the key aspects of the work of the head of the International Virtual Business Hub for Youth on the basis of an educational institution. The most important task is to ensure the effective functioning and development of the hub through innovative approaches to informal business education and international virtual exchange.

30.2 The leader must have a wide range of knowledge, including methods of virtual exchange, international communications, the organization of informal education and other aspects that contribute to the development of young people and their success in business.



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30.3 The document is an advisory element of the implementation of the hub development strategy and reflects the important principles and responsibilities associated with the position of the manager.

30.4 The instruction is a living document that is corrected and supplemented based on the results of the evaluation of the effectiveness of individual measures.

30.5 This document consists of 25 pages and is internal material for use in the International Virtual Business Hub for Youth.

Thank you for the specified contribution to the creation and improvement of the International Virtual Business Hub for Youth. We wish you success in your work and achieving high results!



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Appendix 1

**Abstract of the project VIRTUAL YOUTH BUSINESS HUBS INTERNATIONAL NETWORK
(VEHUB4YOU), Project ID:101083856, ERASMUS-EDU-2021-VIRT-EXCH**

The VEHUB4YOU project is aimed at transferring business knowledge from the EU to the youth of Eastern partner countries (aged 13 to 30) using virtual exchange technologies. Within the framework of Goal 9 of the EU Youth Strategy for 2019-2027 "Space and participation for all", the members of the consortium will make joint efforts to create a network of international virtual business hubs and business training for high school students, college and university students in economic and non-economic specialties, creating an INTERNATIONAL NETWORK OF VIRTUAL BUSINESS HUBS FOR YOUTH, which includes 60 virtual international business hubs in schools, universities and rural libraries in Ukraine and Azerbaijan. European universities, with the help of universities and youth organizations in Ukraine and Azerbaijan, will share their business courses and the experience of teachers with the youth of the Eastern Partnership countries. As a result, the project will involve 2,500 representatives from 60 hubs and 250 facilitators from Eastern countries, as well as 220 participants from other designated regions (Southern Neighborhood and Sub-Saharan Africa). Project participants will develop a pool of methodical materials for online business trainings. In addition, a training program for hub leaders and facilitators will be published, taking into account local requirements. The VEHUB4YOU project is expected to improve the quality of business education by providing access to modern European education; at the organizational level, entrepreneurial learning will be promoted, and at the level of individual project participants, it is expected that they will acquire skills in business planning, product marketing, and tools for creating their own business. Modernization of school, college and university educational programs is expected in accordance with new trends in virtual learning and increasing the effectiveness of virtual education.



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Appendix 2

Forms of Virtual Exchange: Description, Meaning, Impact and Mechanism of Organization

Form of Virtual Exchange	Description	Value and Impact	Organization Mechanism
Video Conferences	Online meetings between teachers and students for knowledge exchange, strengthening international relations.	Exchange of knowledge and experience, enhancing international ties.	Using video conferencing platforms such as Zoom, Skype, Google Meet.
Email Correspondence	Exchange of electronic mails and messages between school students from two countries.	Development of writing and reading skills, understanding of cultural differences.	Email, chat platforms, and email.
Collaborative Projects	Joint research and educational projects carried out by students from both countries.	Expansion of educational opportunities, deepening of knowledge.	Online platforms and educational portals.
Virtual Excursions	Online student travel between schools to explore cultural and historical aspects of another country.	Educational journey, expansion of geographical knowledge, development of intercultural competence.	Virtual tours, online museums, video conferencing.
Video Exchange	Creation and exchange of videos depicting life and culture in one's own country.	Development of editing and creative skills, promoting the school on the global stage.	Video editors, cloud storage (YouTube, Google Drive).
Online Courses	Participation in educational online courses offered by another school.	Improved education quality, expanded learning opportunities.	Online learning platforms such as Coursera, edX, Moodle.



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International Olympiads & Competitions	Participation in international Olympiads and competitions held online.	Development of academic skills, preparation for global-level competition, support for gifted students.	Registration on international Olympiad platforms and material exchange for preparation.
Virtual Libraries & Educational Materials	Exchange of electronic books and educational materials to enrich the learning process.	Access to additional educational resources, expansion of library collections and knowledge.	Exchange of electronic textbooks and resources.
Collaborative Research & Scientific Collaboration	Joint research projects and exchange of scientific articles between students and teachers.	Scientific cooperation, development of scientific competencies, new discoveries and knowledge.	Communication through electronic platforms, university resources, scientific journals.
Virtual Cultural Events, Festivals & Festivals	Online events dedicated to the culture and traditions of each country, such as virtual cultural festivals, quizzes, and more.	Strengthening cultural understanding, mastering the arts and traditions of another country, expanding ties.	Web platforms, social media, and event platforms.
Teacher and Pedagogical Experience Exchange	Personal exchange of teachers for training in various teaching methods and strategies.	Exchange of best practices, improved education quality.	Organized through educational agencies and institutions.
Educational Chats and Forums	Online platforms for discussing educational issues and sharing experiences between teachers and students.	Knowledge exchange, solving educational tasks, supporting students.	Forums, chat platforms, educational websites.
Mentoring Program	Creating mentor-mentee pairs for individual mentoring and support in students' development.	Leadership skill development, professional growth, support in adapting to a new environment.	Organized through educational agencies and partnerships.
Virtual Scientific Laboratories	Access to virtual labs and experimental equipment for conducting experiments and research.	Enhanced quality of education in scientific subjects, development of scientific skills.	Use of virtual laboratories, online platforms.



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Artistic and Craft Exchange	Exchange of art and artistic works for students and young artists.	Cultural enrichment, development of artistic taste and creativity.	Teachers, artists, cultural organizations, virtual masterclasses, and webinars.
Youth Debates	Organization of debates and discussions among young people from two countries on various topics.	Development of argumentation skills, critical thinking, and communication.	Virtual debate platforms, video conferencing.
Joint Completion of International Teams	Participation in international teams to solve complex tasks and projects.	Joint development of strategies and collaboration to address complex challenges, strengthening teamwork.	Online collaborative project platforms and environments.
Joint Presentations	Preparation and delivery of joint presentations on current topics.	Development of public speaking skills and collaborative research.	Virtual tools and platforms, video conferencing.
Collaborative Projects	Joint projects, including scientific and educational projects, executed in international teams.	Collaborative problem-solving and learning new skills.	Collaborative online platforms and portals.



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Appendix 3

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