COST Action CA18110
"Underground Built Heritage as catalyser for Community Valorisation"

Communication and Dissemination Plan

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1.   Introduction

This document describes the dissemination and communication plan for the COST Action "Underground4value", including the different tools, channels and means of communication that will be implemented throughout the project duration. The plan also describes the target groups of the dissemination strategy and it outlines the key dates related to planned actions and events. It contains the main strategic and operative guide that shall govern the overall action dissemination and communication activities. These guidelines will help to ensure that relevant information is shared with appropriate audiences on a timely basis by the most effective means. The dissemination activities will be continuously monitored during the action. The main objective of the communication activities is to raise awareness about the action activities, disseminate information in a consistent and coherent manner about its results, and maximize its impacts. It will formulate criteria for the exploitation strategy. Additionally, this document is a guideline for all involved stakeholders to establish their individual dissemination/exploitation plans within their local context. This is a 'living document' to be updated during the Action lifespan.

2.   Action description

The aim of Underground4value is to establish and implement an expert network, aiming at promoting balanced and sustainable approaches for the conservation of the underground heritage and, at the same time, realising the potential of underground space in urban and rural areas for regeneration policies. The three main areas of action are: 1. Underground Built Heritage conservation and monitoring; 2. Underground Built Heritage reuse and valorisation strategies; 3. Underground Built Heritage planning approaches.

The experts will share best-practices, by reporting on governance mechanisms, planning framework, stakeholders' involvement management, financing mechanisms, technical needs, and their direct impacts on the underground built environment preservation, environment, society and economy, as well as potential negative externalities (i.e. 'gentrification', hard branding, mass tourism, recreational villages, underground degradation…).

The information thus assembled will be the basis for developing new research and training, open and accessible to all parties interested in the underground regeneration. It will provide knowledge on main technical and organisational barriers to the underground regeneration and correlated solutions. Underground4value aims at guaranteeing continuity of use and significance to the underground historic fabric, revitalisation of the public realm and skills development for townspeople. It will disseminate knowledge on underground culture and assist local communities' decision making with adequate cultural, scientific and technical knowledge of the underground built environment from many different aspects (i.e. archaeology, geotechnics, history, urban planning, cultural anthropology, economics, architecture, cultural tourism).

3.   Project implementation

The project is carried out by a high-quality network of different actors from twenty-three (23) different countries in Europe, led by the COST Action Chair Giuseppe Pace from the Institute of Studies on the Mediterranean, National Research Council of Italy.

4.   Scope of work and objectives

This document describes a general communication strategy and specific activities dedicated to communication of the COST Action Underground4value. The Communication and Dissemination Plan aims to address activities and communications that will:

- Inform and engage the relevant stakeholders in Europe;
- Raise awareness around the Action and its communication activities, objectives and impact;
- Reach the widest dissemination of the Action outcomes, among local communities, experts, decision-makers and academics, as well as towards the society in general

The content of this activity involves all the relevant tasks that will allow the accomplishment of the highest level of dissemination and diffusion of the project objectives, actions and results. This activity will run for the whole duration of the Action.

The specific activities proposed are:

- Communication with the stakeholders and dissemination of the project results.
- Continuous update of the Action's website.
- Development and distribution of informative material (newsletters, flyer, poster etc.).
  - Publication in national and international scientific and technical journals and conference proceedings.
  - Social media deployment.
  - Organisation and participation in workshops, conferences & other events.

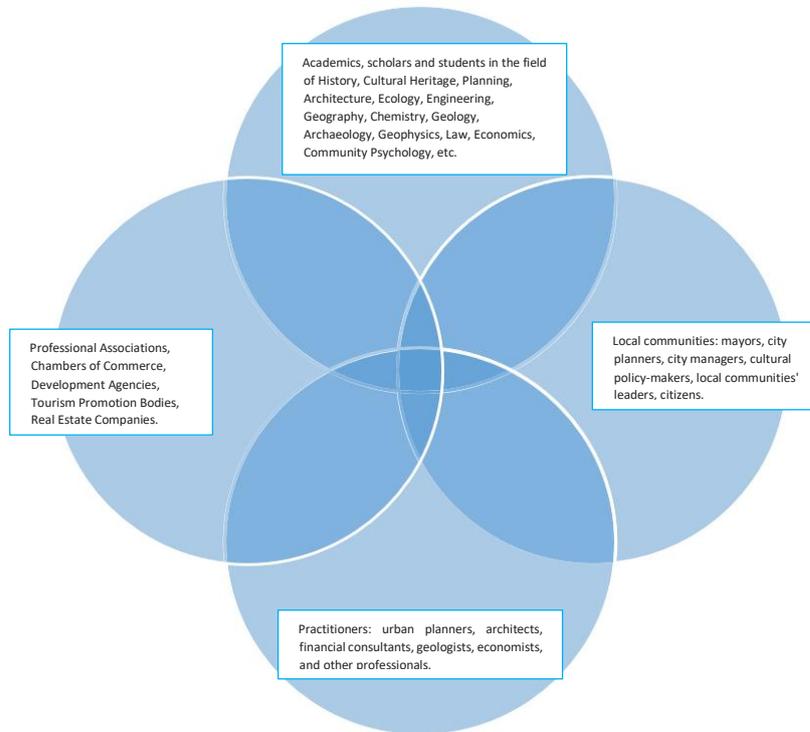The objectives of the Communication and Dissemination Plan are to:

- Identify target groups, communication tools and distribution channels for the Action dissemination and communication activities.
- Create an identity to the Action through graphically coherent material.
- Plan how to share the knowledge gained in the Action, i.e. to which target groups each activity and results are relevant, as well as the adequate channels to address these.
- Define the period for dissemination and communication activities and the responsible partner for the implementation.
- Interact with a wide audience through the internet, promotional materials and events

The Science Communication Manager (SCM), Dov Winer from the MAKASH, Israel, will be in charge of developing, maintaining and managing the Communication Strategy of Underground4value. Key responsibilities of the SCM are to:

- ✓ Plan and coordinate the implementation of communication activities at project level.
- ✓ Set the tone for internal and external communications.
- ✓ Maintain records of communication activities.
- ✓ Be the central point of contact with the COST Association for communication activities only.
- ✓ Provide information to interested partners and other stakeholders in a convenient format.

5.   Targeted audience

The main stakeholders of the Underground4value project are as follows:

Academics, scholars and students in the field of History, Cultural Heritage, Planning, Architecture, Ecology, Engineering, Geography, Chemistry, Geology, Archaeology, Geophysics, Law, Economics, Community Psychology, etc.

Local communities: mayors, city planners, city managers, cultural policy-makers, local communities' leaders, citizens.

Professional Associations, Chambers of Commerce, Development Agencies, Tourism Promotion Bodies, Real Estate Companies.

Practitioners: urban planners, architects, financial consultants, geologists, economists, and other professionals.

The communication activities will target these audiences with the purpose supporting dissemination activities by:

- Raising the level of awareness about the importance of Underground Built Heritage (UBH).

- Engaging the stakeholders during conferences, workshops and other targeted events.

- Promoting the interest on UBH as a unique cultural resource, which might contribute to individual and collective identity, social cohesion and inclusion.

- Sharing the results and outcome of the project.

6.   Project visual identity

The Action will launch a competition for the design of the Action logo to be used together with the COST logo. All dissemination materials will be prepared in line with the visual identity of the Action to enable effective "branding" of the project. The design of the project website will also represent the project identity. The logos will appear on all public documents, publications etc. in order to increase visibility of the Action. Partners will be provided with working tools to be adopted through the project implementation such as:

- ✓ Template for PowerPoint presentations
- ✓ Template for word documents
- ✓ Template for posters, programmes, badges, placeholders, banners

7.   Communication Strategy

The present document is designed to support the overall and specific communication and visibility objectives of the project. Specifically, it is aimed at detailing the structure and the goals of the two main levels of the project communication strategy:

- Internal communication
- External communication

The strategy sets up approaches and tools in order to keep the stakeholders regularly informed and to ensure the visibility of the project. On visibility, the strategy contains the requirements to be undertaken by all members of the COST Action, and suggests activities that may be incorporated to build a strong communication and visibility plan. Communication objectives are the following:

- ✓ Ensure effective communication between groups;
- ✓ Ensure timely notices for requirements/meetings;
- ✓ Ensure optimum results for all communications and project expectations;
- ✓ Measure the results of the communication strategy execution and revise accordingly;
- ✓ In order to maximize the impact of communication efforts:
    - ▪ Activities need to be timely;
    - ▪ Information used must be accurate;
    - ▪ Messages should interest the target audience(s);
    - ▪ Activities should be appropriate in terms of resources (human and financial);
- ✓ Effective communication is critical to the successful implementation of the project, in order to ensure that the project results are disseminated to the widest possible audience;
- ✓ Communication activities will be implemented in partnership relations with other relevant/similar programmes or initiatives.

8.   Communication Plan

8.1.   Internal communication

The project seeks to be transparent in relation to both the Action participants as well as external stakeholders with interest in the subject. Both the dedicated webpage of the Action (http://underground4value.eu/) and a back-office tool to be chosen and implemented (Trello https://trello.com/) will be utilized throughout the project's implementation. These online collaboration environments enable for storing, organizing and sharing information and are accessible from almost all devices. Only Action members using a password that will be provided to them will use them.

Complementing above-mentioned tools, Skype will also be used for communication among the Action partners.

8.2. External communication

The external communication and dissemination activities are on two levels, as follows:

- EU/COST/International level, focused on the dissemination and promotion of the Action outcomes at EU level;
- Local level, aimed at promotion, communication and engagement with local stakeholders and local target audiences in the selected case studies.

Therefore, the communication strategy will be implemented using different approaches in order to diversify and maximise the outreach to the target groups and all the stakeholders accordingly. They include:
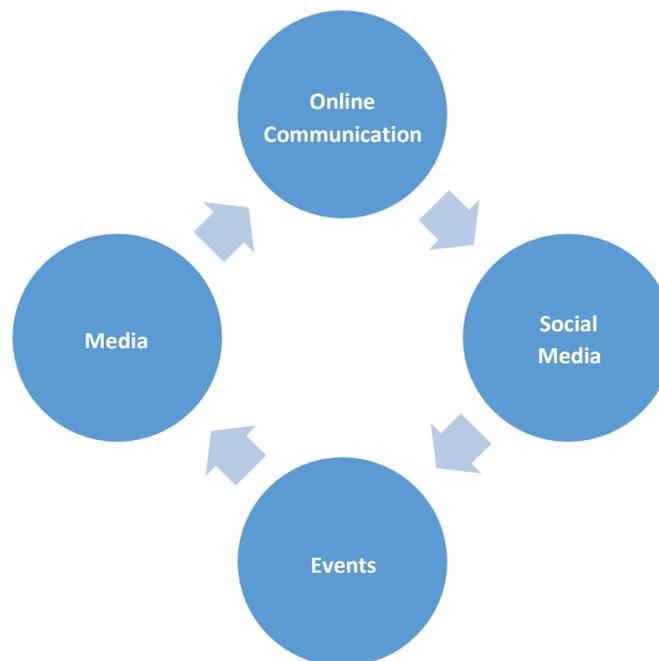
The table below summarizes the different channels, methods, tools and materials, which will be used during the project.

> Here the place of a table in a separate file summarizing channels, methods and tools and materials that will be used during the Action lifetime.

8.3. Online communication

Online communication includes all channels through which the target groups and stakeholders can reach the project on the Internet. This will carried out through the project's website, distribution of newsletters and country Wikipedia articles concerning UBH.

The webmaster (or the appointed responsible for the news) will constantly update the website with news about the Action's activities, such as short training scientific missions, training schools and announcements of events in a timely fashion them several weeks before taking place.

Project website http://underground4value.eu/

A professional and user-friendly website will be developed for the COST Action with the aim of making the project's results publicly available, offering easy access from anywhere in the world and working as a strong dissemination tool addressing all stakeholder groups. The website will be linked to e-COST, the future data bank and the back office environment (Basecamp or Trello). The website will provide information on the project results, project activities and events as well as information on other relevant issues. The website will be updated regularly by Core Group members, who will get access so as to enable them to edit (parts of) the content. The focus of the website will be on the provision of relevant information to interested stakeholders, including information for the different working groups. The website will include the COST features, COST logo, EU emblem and accompanying text as indicated in the Dissemination Guidelines of the programme.

Members and participating organisations' websites

All project partners will include a link to the Underground4value website in their own organisation's website. This permits a higher traceability and outreach.

Newsletters

The newsletter and press releases will be distributed via the project website as well as via mailshots to the networks of contacts of the members/action participants. Press releases will be drafted by the Science Communication team in collaboration with Core Group members and newsletters by the Newsletter Editor with input from other members

Wikipedia Country Pages

MC Members of the Action 18110 will be edit Wikipedia pages for each one of their countries. Such pages will serve the following purposes:

- Establish a local presence for the COST Action 18110 in the national language.
- To aggregate information concerning UBH and its context in each of the countries participating in the Action.
- To provide a tool to co-opt other stakeholders in their countries and provide them suitable visibility. Such stakeholders will be invited to contribute to the page or to set their own Wiki pages that then will be referenced in the Action 18110 Wikipedia National Page.

MC members may seek the support of local Wikimedia chapters in the process of establishing such pages. Wikimedia chapters are independent organizations founded to support and promote the Wikimedia projects in a specified geographical region (in most cases, a country). Like the Wikimedia Foundation, they aim to "empower and engage people around the world to collect and develop educational content under a free license or in the public domain and to disseminate it effectively and globally". See: https://meta.wikimedia.org/wiki/Wikimedia_chapters

The Action 18110 Editorial Board will define guidelines for editing the national Wikipedia pages. In particular, it will set the **main sections and sub-sections**, which such pages should feature. These guidelines will enable a comparison outlook for UBH sites and activities across the different countries participating in the Action.

8.4. Social media

Communication has experienced, in recent years, a high level of interpersonal connectivity and of information generated in the network. This fact encourages progress towards more collective forms of knowledge sharing, among other things. Through social networks we will aim to provide timely and up to date information about project activities, interacting thus with the target groups involved and concerned by the Action. All the content that will be uploaded on the projects' website will also be shared across the project's social media accounts. By doing so, we will gain more visibility for the project, managing thus, to extend the coverage of the project and improve our Google search ranking.

The Action members will make use of their own institutional social media accounts (LinkedIn and Twitter) to distribute news on a regular basis.

The COST Action will have dedicated social media channels (Twitter, Facebook, Linkedin, etc...), managed by WG5 leader, Florin Nemtanu, from the Polytechnic University of Bucharest, Romania. A first example is #costCA18110

Whenever possible, the news will also be distributed through the official social media channels of COST Association (i.e. https://twitter.com/COSTprogramme, https://www.linkedin.com/company/costoffice). These accounts will be used as additional distribution channels of the project results.

8.5. Flyer

Informational material need to convey a rounded impression of the project in a way designed to draw attention and create interest. Texts should be short and simple and photographs should be used where possible, to illustrate the action and its context. All material produced in paper form should also be made available in electronic form, so that it can be sent by e-mail and posted on both the internet and social media. An informative flyer will be produced at the beginning of the project and distributed to the relevant target groups. It will contain information about the project, an overview of the topics of the working groups and activities, and include information about how to join the Action. The flyer will be distributed mainly in electronic format. A poster describing the Action will also be adjusted, following the design of the flyer to be consistent. All this material will form a communication package, delivered to partners to ease communication. The principle applied will be to 'adopt/adapt/create', in order to respect local differences in culture, language, social contexts and needs, yet fosters application of standards (with all the exploitation benefits that result).

8.6. Newsletters

A newsletter will be published every four months (MoU) in order to report on the project activities and develop awareness about the topics tackled but more importantly about the Action and the network. The Newsletter will be edited by an Action member to be nominated in the first Action meeting (after the Action launching) in collaboration with the Core Group members. The main contents of these newsletters shall include, but shall not be limited to, the following items:

- Welcome note
- A brief summary of the newsletter content
- Reporting on events

- List of relevant coming workshops, training schools, short-term scientific missions etc.
- Progress of the Action in terms of publications and activities/results
- Personal stories

The first newsletter will be published by September 2019.

8.7. Infographics

Infographics will be designed containing data, which is interesting for targeted stakeholders as well as for the EU in general, even EU institutions at a central level. These may be used on the website, in conferences and workshops as posters.

8.8. Media

Media is known to be an effective way to reach not only stakeholders, but also the public. The members of the Network will look for opportunities to publish articles about the project in local and European journals. Links to these publications will be included both in the Action newsletter as well as in the Web site.

8.9. Conferences and events

In order to achieve the maximum exposure of the project results and to encourage the involvement of the stakeholders, the members of the Action in collaboration with the WG leaders and the Action Chair will present Underground4value in major relevant conferences and workshops. A number of forthcoming events have been identified and are listed in the below table. The list will be of reference also for requests for an ITC Conference Grant, addressed to PhD students or an Early Career Investigator (ECI), affiliated with an institution located in an ITC country participating in the Action.
This list will be continuously updated with new events as suggested by the Network of actors. To facilitate this process, the list of forthcoming conferences and events will be shared with the Action participants as a separate document.

Title	Date	Location	Action Member
IV Workshop for Early Career and PhD students at DECIDE (Interuniversitary Doctorate in Economics) http://doctoradodecide.com/eventos/iv-jornadas-de-doctorado-y-seminarios-novel/	27-28/05/2019	Madrid	Susana Martínez-Rodríguez
Meeting with IGME (http://www.igme.es/ Instituto Geológico y Minero de España) to present #costCA18110 and potential collaborations	27/05/2019	Madrid	Susana Martínez-Rodríguez
59th ERSA Congress Cities, regions and digital transformations: opportunities, risks and challenges	27-30/08/2019	Lyon (FR)	Giuseppe Pace

55th ISOCARP World Planning Congress – Beyond the Metropolis	09-13/09/2019	Jakarta (ID)	Giuseppe Pace
Meeting at Real Colegio Complutense at Harvard University to present #costCA18110	15/11/2019	Cambridge(MS)-USA	Susana Martínez-Rodríguez
XII International Conference of the Spanish Association of Economic History	1-4/9/2019	Bilbao-Spain	Susana Martínez-Rodríguez
XIX World Economics History Congress	25-30/7/2021	Paris-France	Susana Martínez-Rodríguez
Meeting at Rectorado University of Murcia to present #costCA18110 to the local stakeholders	2 possible options: 15/07 or 15/12/2019	Murcia-Spain	Susana Martínez-Rodríguez
I Workshop on History of Labour- (Spanish) Excellence Network of History of Labour: Where do we Stand?	12-14/06/2019	Molina de Segura-Murcia, Spain	Susana Martínez-Rodríguez
3-ICAUD Third International Conference on Architecture and Urban Design EPOKA University, Department of Architecture: http://icaud.epoka.edu.al/2019/	24-25/10/2019	Tirana, Albania	Artan Hysa

9.   Monitoring

An action of communication can be defined as "effective and efficient" when it reaches and is received correctly by its target. The effectiveness and efficiency of the actions of information and public awareness depend on (i) the content transmitted, and (ii) the channel used. The target audience should then recognize the information transmitted and understand it, as it was intended by the publisher of the news. In order to measure the efficacy of the tools included in this Plan, the SCM will keep track on the below-mentioned indicators that will determine the efficient implementation of the Communication Plan. For consistency purposes, it is suggested to perform this exercise at the same time as reporting to the COST Association.

- ✓ Appearance of the logo in all material and dissemination activities created under the Action.
- ✓ Number of visits to project's website.
- ✓ Quantity of appearances in media (e.g. articles published in press/online, interviews etc.).
- ✓ Number of events attended by network members relevant to the Action.
- ✓ Number of newsletters and flyers disseminated.
- ✓ Number of recipients/subscribers of the Action's newsletter.
- ✓ Number of conferences and workshops organized.
- ✓ Number of followers on the Action's Twitter account.
- ✓ Number of members on the Action's LinkedIn account.

✓ Number of presentations of the Action at conferences or events (presentation, poster, paper). Number of scientific publications.

The table below suggests the indicators to be used for monitoring the activities undertaken for communication purposes on an annual basis:

Indicators	Year 1 (Apr 19 – March 20)	Year 2 (Apr 20 – March 21)	Year 3 (Apr 21 – March 22)	Year 4 (Apr 22 – March 23)
Logo	Appearance of the logo in all material and dissemination activities created under the Action.	Appearance of the logo in all material and dissemination activities created under the Action.	Appearance of the logo in all material and dissemination activities created under the Action.	Appearance of the logo in all material and dissemination activities created under the Action.
Number of visits to project's website	3000	4000	4000	4000
Quantity of appearances in media.	10	12	14	16
Number of events attended by network members relevant to the Action.	5	6	7	8
Number of newsletters disseminated	4	4	4	4
Number of flyers disseminated	500	500	500	500
Number of recipients/subscribers of the Action's newsletter	150	200	250	300
Number of conferences and workshops organized.	4	4	4	4
Number of Tweets on the Action's Twitter account and re-tweets	50	80	120	200
Number of followers on the Action's Twitter account	60	70	80	100
Number of members on the Action's LinkedIn account	60	70	80	100
Number of presentations of the Action at conferences or events (presentation, poster, paper)	4	6	10	15
Number of scientific publications	1	4	6	8

In addition, project partners must ensure that:

- ✓ Signed list of participants in hardcopy is kept for all workshops, conferences, seminars and events organised under the project.
- ✓ Presentations are in accordance with the specific template provided.
- ✓ Photos are being taken as evidence of action implementation.

We developed a spreadsheet (annex 1) to document all the dissemination activities carried out during the project and to monitor them using different metrics (e.g. number of publications, number of visits to the project website, number of flyers distributed). The spreadsheet will be available in the back office environment (Basecamp or Trello) and can be edited by all partners at any time. The SCM will remind the members to update it particularly prior to reporting and MC meetings. The file is divided in the following sheets:

- Publications
- Events
- Website references
- References in social media
- Mailshots (i.e. newsletters or informational material sent etc.).

10. Risks and Mitigation Measures

The implementation of the communication plan can be influenced by a wide range of factors, both internal and external.

DESCRIPTION OF THE RISKS	PROPOSED RISK-MITIGATION MEASURES
Low level of engagement/Disengagement of the Action members	Ensure equal interaction with all the members of the Action to ensure regular updates on activities.
Low level of awareness about the activities of Underground4value from the expert community and the general public	Regular updates of quality content related to the Action´s activities on the available Communication Channels (especially on the Action's Webpage and Social Media Platforms)
Lack of structure in the communication activities	Set-up regular editorial meetings with the communication team of the Action and chaired by the Science Communication Manager to define the content and schedule of the communication activities.
Noncompliance to the agreed templates and/ or formats of documents, reports etc.	These will be agreed upon and made available to all from the initial stages. The Science Communication Team will monitor throughout the project and intervene to take corrective actions, where necessary.
Insufficient effort by partners to publicize the project and its results at the nation or European level	The Science Communication Team will monitor effort at regular intervals and will discuss progress during MC meetings with the Core Group and Chair/Vice-Chair, so as to prevent or correct such incidences.
Lack of interest by stakeholders groups in the project	Efforts will be made at the initial project stage and throughout the lifecycle of the project through valorisation panel meetings, workshops etc. to engage and interact with the stakeholders to prevent or correct such incidences.

Poor quality of printed or other material delivered by a sub-contractor	The Science Communication Team will monitor the material produced. If it occurs, sub-contractors will be asked to replace the products as per instructions given in the beginning free of charge.

11.   Role of the partners

One of the main problems of a community-oriented Action is the need to involve the existing community in the activities and ensure they feel part of the Action.

The first step is to develop for each case study Living Lab capacity building pathways in a coordinated manner: Action glossary, open source training modules, community focused meetings, true style hackathons for local companies, site visits and peer review workshops, and creating opportunities to experience how the other communities manage the challenges.

The second step is to gather momentum for the Action community, stimulating curricula progress and willingness to solutions. In this case, promoting storytelling, publication of results, and wider dissemination for each case study. It is expected that this will lead to the uptake of Action outputs by a large number of communities.

The SCM in close cooperation with the Coordinator of the COST Action, will be responsible for the project's dissemination and communication plan, guarantee consistency in the message delivered and ensure all the targets are successfully reached.

All partners will contribute to the implementation of the stakeholder and public engagement strategy and play a key role in networking with local stakeholders, and whereas possible establish Living Lab.

Specifically, the all partner institutions will be responsible for:

- Creating a bridge between the project and the networks they are involved in;
- Providing input to the content of the project's website, communication materials and media channels;
- Disseminating the activities and results of the project through to their social media channels;
- Disseminating the activities and results of the project at specific events/fairs.

12.   Data processing

Data coming from the Action website usage, social media, and dissemination and networking activities will be electronically stored. Action members will also directly provide information about specific companies, contact people, etc., from the target groups of interest for the project. No personal information beyond name, corporate email address and company address and telephone will be stored. The network and the COST Association officers will have access to this information. No use of this information unrelated to the Action will be made. The dissemination will take a position of 'in principle' to offer open access to all Action tools and publications and accept demand of aggregation from other initiatives (where feasible with initiatives that are already up and running). Third parties can use any public data published on the website. Network members only, with a password provided by the Action Chair, on the other hand can use the back office environment (Basecamp or Trello).

13. Contacts

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