

**REPAiR: REsource Management in Peri-urban AREas: Going Beyond Urban Metabolism
D8.2 Communication Handbook**

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REPAIR

REsource Management in Peri-urban AREas: Going Beyond Urban Metabolism

D8.2 Communication Handbook

Version 3

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Dissemination level:

- PU = Public
- CO = Confidential, only for members of the consortium (including the Commission Services)



Change control

VERSION	DATE	AUTHOR	ORGANISATION	DESCRIPTION / COMMENTS
1.0	07-10-2016	DENIS CERIĆ, MICHAŁ KONOPSKI	IGiPZ	First Draft Version
2.0	28-10-2016	DENIS CERIĆ, MICHAŁ KONOPSKI	IGiPZ	Communication Managers (CM) for TUD, UGent, UNINA, HCU, RKI, BLOKOM, GGR and OVAM updated. Comments from OVAM, HCU, RKI, BLOKOM and UGent taken into account. Additional information added to Section 2.3 on Corporate Identity (CI) developed by UNINA
3.0	28-11-2016	DENIS CERIĆ, MICHAŁ KONOPSKI	IGiPZ	Amendments to section 5.1 (Communication Managers) with changed approach towards CM's (reduced number of CM's from 18 to 9). Comments from OVAM, TUD and UGent taken into account. Document formatted as the final version of D8.2 for submission. D8.2 Final sent out to the consortium.

Acronyms and Abbreviations

CA	Consortium Agreement
CFS	Certificate on the Financial Statement
CM	Communication Manager
DEM	Dissemination and Exploitation Manager
DMP	Data Management Plan
DoA	Description of Action
EB	Executive Board
EC	European Commission
ECA	European Court of Auditors
ECAS	European Commission Authentication Service
EU	European Union
FSIGN	Project Financial Signatory
GA	Grant Agreement
GDSE	Geo-design Decision Support Environment
GF	Guarantee Fund
ICP	Internal Communication Plan
LEAR	Legal Entity Appointed Representative
LSIGN	Project Legal Signatory
OLAF	European Anti-Fraud Office
PaCo	Participant Contact
PM	Person Month
PO	Project Officer
PULL	Peri-Urban Living Labs
SC	Steering Committee
SP	SharePoint
UB	User Board
UoR	Use of Resources
WP	Work Package

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Publishable Summary

Communication Handbook aims to define common principles of internal communication throughout project lifetime (48 months). It is assumed to be a living document and can be updated as required throughout the project.

REPAiR assumes the following types of communication to take place in the course of project: internal and external. Internal communication is anticipated to occur at organizational, WP team and consortium levels. Such communication will be conducted with the means of standardized communication tools in form of defined communication channels. The second type of communication comprises external communication with target groups of end users by implementing assumed means of dissemination. Both internal and external communication are expected to engage direct and indirect means of communication.

Direct internal communication channels promote establishing a person-to-person or team-to-team relation. These include:

- 1) Project Meetings at both organization level, WP team level and consortium level.
- 2) Technical meetings. Work package leaders may call for intermediary technical meetings within a work package or between technical work packages in order to coordinate progress on WP level.
- 3) Skype conversation (Teleconferences) can be initiated and organised by the coordinator or by any partners of the consortium if necessary.
- 4) Telephone calls. Telephone numbers have been included in the project SharePoint contact list.

In the course of REPAiR project it is assumed that the following indirect communication channels will be implemented:

- 1) E-mails. Project related emails should always include in the subject title the name of the project followed by WP number and then specific subject.
e.g. REPAiR WPnr: subject

Furthermore it is advised to copy the coordinator in all important and relevant email communication. There will be different mailing lists for different purposes: (i) Mailing list of all scientific staff and (ii) mailing list(s) for financial, legal and administrative staff responsible for the project. Changes regarding contact persons should be made by the partners, communication responsible person, directly into the communication list at share point.

- 2) SharePoint (SP) site. It acts as repository for all working documents, minutes and reports and it serves for the means of internal communication among project partners via dedicated discussion forum which will be accessible only to individuals involved in REPAiR. This will be the place for

on-line brainstorming, exchange of ideas and sharing relevant data. Every member of the consortium has access to the SP site. In case of problems/need for a new account, please contact: repair-bk@tudelft.nl.

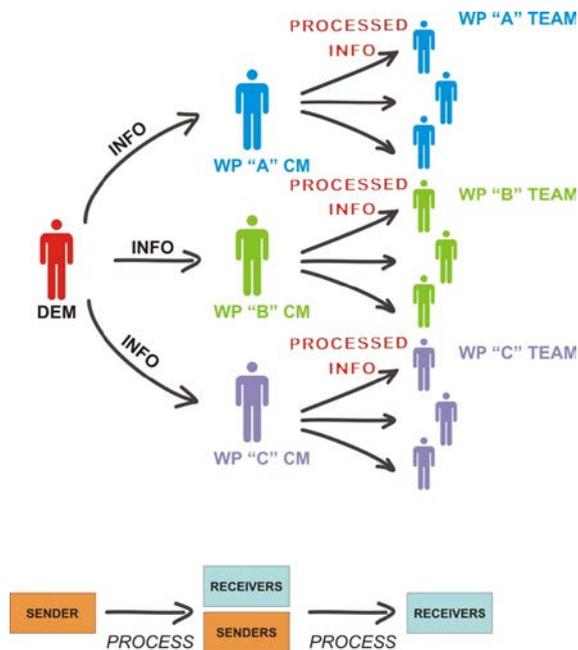
Address of SharePoint (SP) site:

<https://teams.connect.tudelft.nl/projects/vc/repair/SitePages/Home.aspx>.

Additional information about SharePoint is available in Project Handbook, article 6.4.

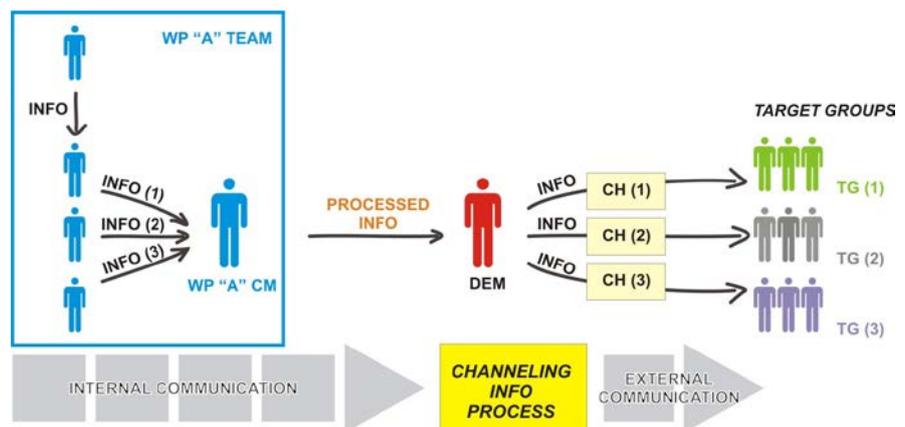
- 3) Social media can function both as direct and indirect channel, as with its means it is possible to carry out a real-time discussion and share data for a certain amount of time. The use of social media will facilitate internal communication among individuals and project teams as these can be easily accessed. This channel could be particularly useful in case of informal communication among project partners on a daily basis to exchange information that does not necessarily need to be shared on a discussion forum. It is thus planned to establish REPAiR's group profile gathering interested individuals on easily accessible commonly known and recognised social networking sites (e.g. Facebook, Twitter, LinkedIn, Google+, Research Gate, Academia.edu).
- 4) Website is above all intended to provide a principal channel for dissemination and exploitation tailored for the purpose of external communication. The project website contains principal information about the project, its objectives, publishable results, list of partners and events. Copies of public deliverables and any documents that are declared as public by the consortium can also be included in the project website. Moreover, the website is expected to facilitate the functioning of social media related to REPAiR.

It is proposed to appoint 9 Communication Managers (CM) - 1 per WP team to be responsible for receiving information from Dissemination and Exploitation Manager (DEM) and then transfer it exclusively to appropriate workers (WP team members), for whom such information is relevant and required. In some cases CMs would need to preliminarily segregate and process the information received from DEM in order to facilitate assimilation of relevant information. The list of Communication Managers for all WPs is included in the full version of Communication Handbook in section 5.1.



Internal Communication Plan for efficient transfer of information between Dissemination and Exploitation Manager and WP team members

Information flow will also be proceeded in the opposite direction mostly for the purpose of external communication and dissemination of project results to target groups (TG). First, information will be exchanged among given WP team members and transferred to appointed WP Communication Manager (CM) within that particular WP team. The information will be then preselected and processed - if necessary - and transferred to Dissemination and Exploitation Manager (DEM), which will be responsible for appropriate information channelling - selection of the most appropriate external communication channel (CH), intended to be most optimal and tailor for the needs of a given target group.



Internal Communication Plan for efficient transfer of information between WP team members and dissemination and Exploitation Manager (DEM) as well as target groups

1. Introduction

Communication Handbook comprises Deliverable D 8.2 within the REPAiR project. This document is assumed to be complementary to Deliverable D 1.1 Project Handbook developed by TUD as lead participant under Work Package 1 (Project Management) intended to cover project's essence, while the Communication Handbook primarily concerns with the issues of internal and external communication. **It is assumed to be a living document and can be updated as required throughout the project.**

Communication Handbook (D 8.2) has been created as part of Work Package 8 (Dissemination and Exploitation). The lead participant of this WP is the Institute of Geography and Spatial Organization, Polish Academy of Sciences (IGiPZ). The overall aim of this work package is to maximize the impact of REPAiR's results by: (1) delivering dissemination and exploitation strategies; (2) ensuring the transfer of knowledge and expertise to identified target groups; (3) ensuring the intellectual property (IP) management along with data management according to principles concerning protection and exploitation of the foreground IP; (4) establishing the path for future uptake of the geodesign decision support environment (GDSE) tool and ensuring implementation of project's results.

Communication may be defined as **an act or process of using words, sounds, signs, or behaviours to express or exchange information or to express ideas, thoughts, feelings, etc., to someone else.** It is a message that is given to someone: a letter, telephone call, etc. (Oxford Living Dictionaries). The process of communicating often requires the use of appropriate technology.

The general objective of Communication Handbook is **to define common principles of internal communication throughout project lifetime (48 months).** For each deliverable to be accomplished under REPAiR this document shall specify: (1) appropriate communication channels; (2) targeted end users and (3) responsible partner(s). The handbook is thus intended to provide project participants with necessary **tools of communication** in order to optimize collaboration among them. These tools embrace defined principles and regulations aiming to facilitate and improve everyday work within a given project participant team as well as between consortium members.

Basing on Communication Handbook it is intended to develop an **Internal Communication Plan**, which would be a living document accessible to all project partners via REPAiR's website (set up and administered by the IGiPZ as Deliverable D 8.5 developed in frames of Task 8.4 under Work Package 8).

2. Visibility of EU funding and project

2.1 Publications

All publications of research results or information from EU-funded projects must be clearly marked with the EU-emblem (EU-flag) and information about the financial funding mechanism. Not including proper acknowledgement and the EU-emblem may have financial consequences.

Unless it goes against their legitimate interests, each beneficiary must - as soon as possible - 'disseminate' its results by disclosing them to the public by appropriate means (other than those resulting from protecting or exploiting the results), including in scientific publications (in any medium). Each beneficiary must ensure open access (free of charge online access for any user) to all peer-reviewed scientific publications relating to its results. The bibliographic metadata must be in a standard format and must include all of the following:

- 1) the terms "European Union (EU)" and "Horizon 2020";
- 2) the name of the action, acronym and grant number (REPAiR - REsource Management in Peri-urban Areas: Going Beyond Urban Metabolism; Project Acronym: REPAiR; Grant Agreement No.: 688920);
- 3) the publication date, and length of embargo period if applicable;
- 4) a persistent identifier.

Any dissemination of results (in any form, including electronic) must:

- 1) display the **EU emblem** (when displayed together with another logo, the EU emblem must have appropriate prominence);
- 2) display the **project logo** on the front page (any dissemination of results in any form, including electronic);
- 3) include the following text: **"This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 688920"**;
- 4) Any dissemination of results must indicate that it reflects only the author's view and that the Agency is not responsible for any use that may be made of the information it contains. Therefore, it should include following text: **"Disclaimer: This document reflects only the author's view. The Commission is not responsible for any use that may be made of the information it contains."**

Details on Publication procedure please find in Project Handbook under 6.5.

2.2 Document Standards

All public documentation needs to conform the document standards set in this section. The document standard could be used for:

- Official EU reports (such as Periodic, Final);
- Public documents by the consortium;
- Project deliverables (in a report format);
- any documents that are declared as public by the consortium.

All official project documents shall be in A4 format with font Calibri 11 and shall be submitted to the coordinator in MS Word. The required fields are:

1) Cover page:

- a) Project name (“REPAiR - REsource Management in Peri-urban Areas: Going Beyond Urban Metabolism; Project Acronym: REPAiR), project logo and the EU emblem;
- b) Title of Document;
- c) Name of author(s) and organisation(s);
- d) Current version (Each document will be given a version number as follows: Version x.y where x=1 is initial draft and y is draft level; x=1 will be initial formal release with y being minor corrections. For substantive revisions, x>1 will be used);
- e) Project information including:
 - a. GA no. 688920
 - b. Classification
 - i. PU=public
 - ii. CO=Confidential, only for member of the consortium incl. the Commission;
- f) Acknowledgement of EU funding (“This project has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 688920”);
- g) Disclaimer excluding EU responsibility (“Disclaimer: This document reflects only the author’s view. The Commission is not responsible for any use that may be made of the information it contains.”);
- h) For deliverables the following information need to be mentioned additionally:
 - a. Number of Deliverable;
 - b. Start date of the project;
 - c. Duration in Month;
 - d. File name;
 - e. Project website.

2) **Page 2:** Change Control: version number, name of author, organisation, date, comments

3) All pages except cover:

- a. Header: Project Acronym and GA number, document version, document title;
- b. Footer: date of issue, page

4) **File naming:** Each file should be named as follows: Acronym_Title_AuthorInitials_{version} where the version is optional.

2.3 Corporate image

Corporate Identity will ensure the recognisability of the project across all materials, media channels and stakeholders. All communication activities will follow the **guidelines for corporate Identity.**

The Corporate Identity (CI) should be used for all communications at network, EU, programme and international levels. Communications on local level may be slightly different from the CI guidelines, with the exception of the EU, and REPAiR logos. All communication at network, EU, international and programme levels: British English. All communication at local and national level: English; local language is allowed too.

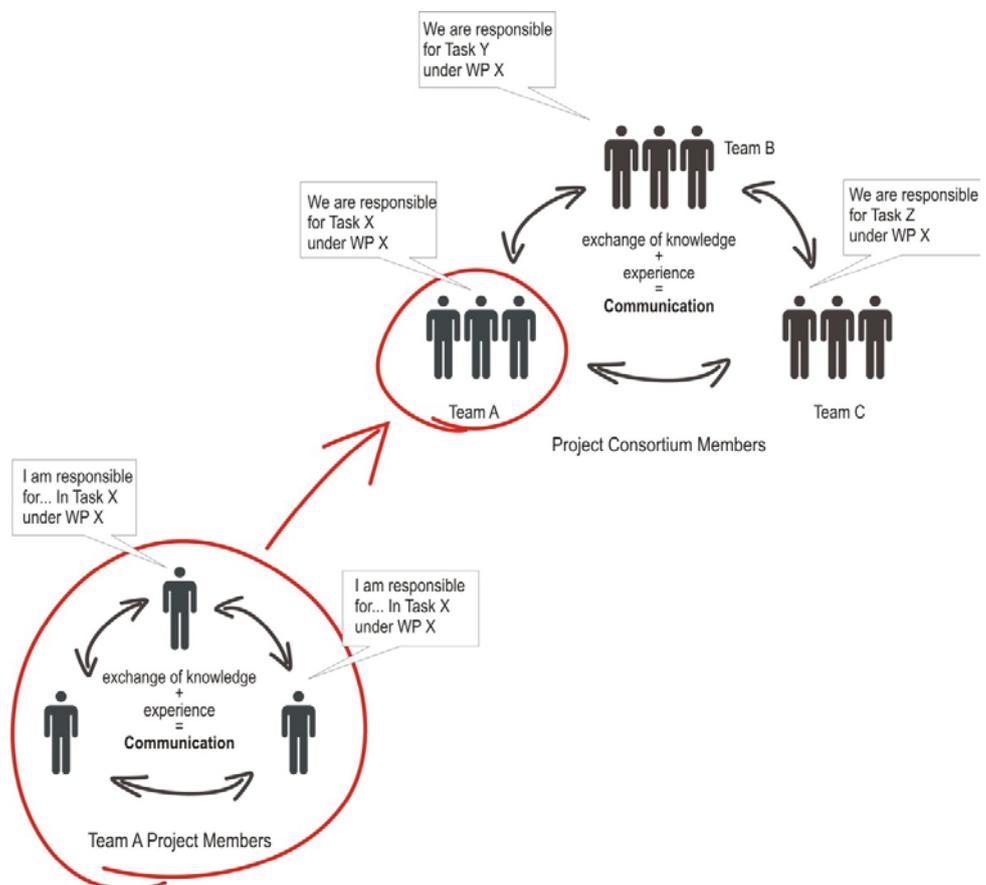
Documents should be delivered in an adaptable format to facilitate further translation in other languages according to specific needs. For all communication and project deliverables, an internal and external audience will be kept in mind. All the materials and graphic information will be presented in an attractive and comprehensible form. Electronic printable formats (PDF) will be preferred to paper communication to reduce the environmental impact and facilitate dissemination and printing in accordance with the recipient's needs. The aim is to avoid printed materials as much as possible. Nevertheless, some communication outputs (e.g. Final Conference proceedings) will be in print to emphasize the importance of the research findings. This can represent an important communication tools to continue the debate of REPAiR themes at the European level. The proper indications about Logo, Tagline, Colours, Font and Templates could be found in Deliverable **D.8.1: Corporate Identity**.

3. Communication within REPAiR

REPAiR assumes the following types of communication to take place in the course of project. The first one being **internal communication**, which is anticipated to occur at two levels: a) between individual project team members and b) between consortium members (see fig. 1). Such communication will be conducted throughout project lifetime with the means of standardized communication tools in form of defined **communication channels**. The second type of communication comprises **external communication** with target groups of end users by implementing assumed means of dissemination.

3.1 Internal communication

Internal communication does not only refer to fixed “official” channels of communication within project workflow such as e-mails or meetings, but also concerns constant interactions within a given project partner team and various partner teams involved in cooperation under a certain work package. Internal communication encompasses both overt communication like progress reports and meeting or milestones and deliverables reviews, but also – what is equally important - the actual everyday workflow between individuals and project teams. When internal communication takes place on a daily basis and the social interactions are being maintained with the means of standardized communication tools, as a consequence the collaboration at the two specified levels is most likely to succeed.



Exemplary internal communication scheme at the levels of individual project team members (left) and consortium members (right).

Internal communication within REPAiR is significant as it is a fundamental component for establishing of the **organizational culture**, encompassing the atmosphere within project teams and consortium members based upon **shared values and objectives**. The outcome of an ideal internal communication would be a situation in which every individual involved in REPAiR holds the same values, presenting coherent understanding of project procedures and mission. Thus, a well structured, solid organizational culture based upon consistent internal communication fosters a more effective collaboration and eventually achievement of a given objective. A productive communication results in a clear and common vision of project outcomes with limited room for one's personal interpretation. At this point it must be emphasized that the expected workflow at both project team or consortium level is a **mutual transfer of knowledge and experience**, thus it could be compared to a chain made of links. A chain is no stronger than its weakest link (William James). An efficient internal communication should be therefore of everyone's interest – both individuals and project teams.

3.2 Internal communication channels

Internal communication within REPAiR will take place through the means of most efficient communication channels, which can be classified as direct or indirect. **Direct internal communication channels** include such forms of communication, in which there is a direct and immediate contact. These should be most desired ways of communication as they allow for exchange of opinions, discussion and brainstorming at present time. Moreover, they strengthen social bonds at personal and team level most effectively. Direct internal communication channels promote establishing a person-to-person or team-to-team relation. These include:

- 1) **Project Meetings** at both team level and consortium level. Considering financial and organizational reasons meetings at **team level** are expected to be more frequent. Each team coordinator should be obligated to schedule regular meetings throughout project lifetime. Additionally, if necessary informal person-to-person discussions are desired. Meetings at **consortium level** are planned in advance by the Steering Committee (SC), which consists of one representative of each consortium member and holds the meeting every six months at the **progress meetings**. These are plenary meetings combining technical progress discussions and a Steering Committee meeting. The minutes of the meetings can be shared with the Project Officer (PO) if requested.
- 2) **Technical meetings**. Work package leaders may call for intermediary technical meetings within a work package or between technical work packages in order to coordinate progress on WP level. A shortlist of progress made and follow-up actions should be sent to the coordinator.
- 3) **Skype conversation (Teleconferences)**. These comparably efficient to regular meetings and have the advantage that can be organized more frequently with no additional costs. A team-to-team conversation can be arranged easily allowing for efficient discussion. When necessary, teleconferences can be initiated and organised by the coordinator or by any partners of the consortium.

- 4) **Telephone calls** can be seen as an additional communication channel that allows for effective person-to-person communication. Telephone numbers have been included in the file containing contact details, attached below:

https://teams.connect.tudelft.nl/projects/vc/repair/All%20documents/REAPaiR_Partner%20Roles%20and%20Communication.xlsx?Web=1

More details on organization of several meeting types, including convening period and proposed frequency can be found below:

Meeting type	Organiser	Frequency	Convening period
Steering Committee	Steering Committee Members	At least once a year <i>or</i> at any time upon written request of the Executive Board or 1/3 of the Members of the Steering Committee	45 calendar days for ordinary meetings <i>or</i> 15 calendar days for extraordinary meetings
Executive Board	Executive Board Members	At least Quarterly <i>or</i> at any time upon written request of any Member of the Executive Board	14 calendar days for ordinary meetings <i>or</i> 7 calendar days for extraordinary meetings
Project meeting	Steering Committee Members	At least twice a year	<i>Not specified</i>
Technical meetings	Work package leaders	According to WP leader's decision	According to WP leader's decision
Teleconferences (telcos)	Each consortium partner	<i>Not specified</i>	<i>Not specified</i>

The chair-person of a Consortium Body (e.g. Steering Committee, Executive Board) shall prepare and send each Member of that Consortium Body a written (original) agenda no later than the minimum number of days preceding the meeting as indicated below.

Steering Committee	21 calendar days, 10 calendar days for an extra ordinary meeting
Executive Board	7 calendar days

Minutes of Executive Board meetings, once accepted, shall be sent by the Coordinator to the Steering Committee Members for information.

Although **indirect communication channels** in general tend to be less effective in terms of real-time discussion and brainstorming, they do have certain advantages. First of all, there is a trace of communication activities in form of e.g., e-mails or discussion forum

files. Thus, there is an accessible data record of person-to-person or team-to-team interactions, unlike in the case of meetings, unless these are registered. Secondly, with the means of indirect communication channels it is possible to share greater capacity of data via e.g., exchanging scientific articles, reports, etc. It can be therefore stated that indirect communication channels foster transfer of knowledge at person-to-person or team-to-team levels. In the course of REPAiR project it is assumed that the following indirect communication channels will be implemented:

- 1) **E-mails** are a commonly used way for communicating indirectly. When sending emails it should be remembered that individuals involved in REPAiR may be working on a number of different projects and are likely to receive numerous emails every day. This can make it difficult to quickly recognise the significance of an email. Therefore project related emails should always include in the subject title the name of the project followed by a more specific description of the subject.

subject e.g.: REPAiR WPnr: [subject]

Furthermore it is advised to copy the coordinator in all important and relevant email communication.

There will be different mailing lists for different purposes:

- Mailing list of all scientific staff;
- Mailing list(s) for financial, legal and administrative staff responsible for the project.

Changes regarding contact persons should be made by the partners, communication responsible person, directly into the communication list at share point.

- 2) **SharePoint (SP) site.** The project website will contain a link to a member-only area for internal communication among the project partners, set up and managed by the coordinator TUD. The member-only area is a SharePoint-based site. It acts as repository for all working documents, minutes and reports and it serves for the means of internal communication among project partners via dedicated **discussion forum** which will be accessible only to individuals involved in REPAiR. This will be the place for on-line brainstorming, exchange of ideas and sharing relevant data. Every member of the consortium has access to the SP site. In case of problems/need for a new account, please contact: repair-bk@tudelft.nl. Address of SharePoint (SP) site: <https://teams.connect.tudelft.nl/projects/vc/repair/Lists/Contacts/AllItems.aspx>. Additional information about SharePoint is available in Project Handbook, article 6.4).

- 3) **Social media.** This channel can function both as direct and indirect one, as with the means of social media it is possible to carry out a real-time discussion as well as share data for a certain amount of time. The use of social media will facilitate internal communication among individuals and project teams as these can be accessed with a smart phone from any place with Internet connection. This channel could be particularly useful in case of informal communication among project partners on a daily basis to exchange information that does not necessarily need to be shared on a discussion forum. It is thus planned to

establish REPAiR's group profile gathering interested individuals on easily accessible commonly known and recognised social networking site (e.g. Facebook, Twitter, LinkedIn, Google+, Research Gate, Academia.edu).

It is significant that the internal communication between consortium members will be conducted throughout project lifetime as it must be effective and operative for every work package. The consortium consists of 18 participants from 6 countries gathering dozens of workers involved. An efficient internal communication based upon unified principles and commonly shared vision of participants' interactions is therefore crucial for ensuring project's success. This communication handbook is anticipated to serve as a set of guidelines established for the purpose of fostering and enhancing internal communication between project partners.

By implementing these guidelines (or standardized communication tools) individuals involved in the REPAiR project at both partner or consortium levels are more decisive themselves as they are provided with a dedicated set of tools as well as shared knowledge and experience. The workers are thus more self-confident in making decisions that are in line with project assumptions. By the use of effective communication tools, the division of labour within a project team and/or consortium partners is clear, avoiding unnecessary duplication of work. Moreover, potential conflicts are less likely to occur as the misunderstanding and confusion are significantly reduced.

Internal communication is intended to be an integral and inseparable component of everyday work under REPAiR concerning all eight work packages. It is anticipated that internal communication within the project will be twofold. First, each of the 18 partners is responsible for effective internal communication among individuals involved in numerous tasks to be conducted. Second, similar interactions are desired between various members of the consortium. The lead participant of a given work package is expected to be responsible for optimal communication with other institutions involved.

3.3 External communication

The REPAiR also assumes vivid external communication throughout project's lifetime. Communication and dissemination with external stakeholders will be established by the IGiPZ partner under WP 8. It is planned to set up a **project website**, which will have a public section containing general, non-confidential information. Individual partners can upload their progress reports and/or deliverables along with any other essential outcomes of knowledge dissemination including scientific publications or conference papers related to the work within REPAiR.

3.4 External communication channels

As within internal communication channels, external ones also have their direct and indirect form.

Direct external communication channels:

- 1) **National and international conferences, seminars and workshops.** REPAiR's consortium includes several research institutions, which are primarily involved in scientific activity and dissemination of acquired knowledge. Participation and organisation of both domestic and international conferences, seminars and workshops is thus natural for them. Such events are also open to other institution representing diverse backgrounds (local and regional authorities, policymakers, practitioners involved in resource management, etc.)
- 2) **Academic courses** (including a MOOC to be developed with AMS Institute) **on the circular economy and the use of waste as a resource.**
- 3) **Practice-oriented workshops** in each of the case study regions, with particular attention paid on the **promotion of the GDSE** among the most relevant stakeholders.
- 4) **Newsletter** will allow for keeping targets groups interested and informed on the project's milestones, events, and outputs. Newsletter will complement communication via social media with additional, more extensive content.

Indirect external communication channels:

- 1) **Open access articles in leading peer-reviewed academic journals.** The project's scientific advances will be disseminated via open access journal articles. The open access approach will ensure broad readership, while peer-review will serve the purpose of validation of the results. It is planned to deliver at least twelve peer-reviewed journal articles throughout the project.
- 2) **Website (www.h2020repair.eu).** Set up and administered by the IGiPZ as Deliverable D 8.5 developed in frames of Task 8.4 under Work Package 8). The website is above all intended to provide a principal channel for dissemination and exploitation thus tailored for the purpose of external communication. The project website contains principal information about the project, its objectives, publishable results, list of partners and events. Copies of public deliverables and any documents that are declared as public by the consortium can also be included in the project website.
- 3) **Social media.** Communication will be held twofold. There will be an embedded social media component within project's website and also via social networking service. It is thus planned to establish REPAiR's profile on easily accessible commonly known and recognised social networking site (e.g. Facebook, Twitter, LinkedIn, Google+, Research Gate, Academia.edu).

4. Target groups

The dissemination strategy within the REPAiR is to be implemented both in internal and external dimension, focusing on the main target groups:

- Project partners, who represent all user categories and provide direct personal contact with colleagues and disseminate project information through channels appropriate to their peer groups;
- User board, consisting of the representatives of all user categories who will disseminate information about the project's results and its products to a highly targeted audience;
- Broad range of targeted and tailor-made communications measures to reach out to lead users and other stakeholders.

Dissemination is a form of external communication as project assumptions and outcomes will be spread out of the Consortium partners. The dissemination activities will focus on four target groups using tailored external communication channels, which can be classified as direct or indirect:

- 1) **Researchers.** The dissemination activities will target researchers at universities and other research institutions working in a range of disciplines (spatial planning, economic geography, urban studies, regional science, environmental studies, organizational studies, or management). The dissemination to this group will enhance the understanding of urban metabolism and the potential of geodesign to promote better resource management and - importantly - will add to the on-going academic debates on circular economy topics. This in turn is expected to spur further research projects, cross-fertilization of ideas, and publications, thus offering a valuable contribution to knowledge.

Direct External Communication Channels: presentation of the project's findings at national and international conferences, seminars and workshops.

Indirect External Communication Channels: open access articles in leading peer-reviewed academic journals newsletter.

- 2) **Decision and/or policy makers involved in European Circular Economy.** The dissemination strategy focuses on reaching out to the **practitioners** dealing with Circular Economy, including (1) **relevant public authorities operating at different scales** (chiefly regional and local authorities) as well as (2) **businesses dealing with waste management, both in the case study areas and in other European regions.** These actors are among the **Lead Users** of GDSE. It is therefore essential to disseminate REPAiR's results among them in order to (1) promote the use of GDSE as a tool for fostering the use of waste as a resource; (2) raise the awareness of the importance of that issue; and (3) spur them to take action to turn the European ambition to build a circular economy into reality, both through activities within their respective remits and through collaboration among them.

Direct External Communication Channels: practice-oriented workshops in each of the case study regions, with particular attention paid on the promotion of the GDSE among the most relevant stakeholders.

Indirect External Communication Channels: newsletter, online and printed media, social media.

- 3) **Non-governmental organizations and the general public.** Dissemination to this group aims at building stakeholder awareness of the importance of the shift towards a circular economy and educating the general public. This in turn is expected not only to muster public support to efforts towards this European ambition, but also to promote the engagement of non-governmental organizations focusing on waste, sustainable cities and wider environmental issues in (i) scrutinizing the implementation of waste management policies and (ii) in decision-making concerning these policies.

Direct External Communication Channels: seminars and workshops, features in online and printed media as well as informal contacts and networks that project partners have within their regions and beyond (other regions, national and EU level organizations).

Indirect External Communication Channels: newsletter, online and printed media, social media.

- 4) **Students.** A further target group are students in regional and urban studies, spatial planning, environmental studies, and other relevant disciplines. The underpinning aim here is both long-term and normative: to promote the values and good practice in waste management by **educating the next generation of decision-makers and ambassadors of the circular economy.**

Direct External Communication Channels: academic courses (including a MOOC to be developed with AMS Institute) on the circular economy and the use of waste as a resource (including student work contributing to a range of activities from data gathering, spatial analysis, flows analysis to generation of ideas for solutions to be applied in these regions) offered by the consortium universities, with educational institutions as partners to the research-oriented consortium-members (e.g. University of Pécs, University of Łódź).

The dissemination plan and the related dissemination kit (developed as part of WP8) will translate this strategy into practice. They will provide concrete guidelines to all project partners to ensure **that the channels of dissemination are matched with the relevant project deliverables** and with the **identified groups of end users** in order to ensure the outcomes of the project (at any stage) are shared with **appropriate audiences and in a comprehensible manner.** The dissemination plan will clearly define the double role of end users as target groups and as providers of critical input into the deliverables of all WPs, including the dissemination strategy itself.

Communication channels

REPAiR's assumptions and outcomes will be disseminated with the use of communication means listed below.

Communication means	Target groups	Objectives / Impact	Performance indicators
Website	All target audiences	The website will provide a one-stop-shop for communicating all information about the project, news, publications and other deliverables. The website will also serve as an interface for third parties through which they will be able to interact with the consortium.	Number of visitors and downloads of the materials provided per month.
Corporate Identity	All target audiences	Corporate Identity will ensure the recognisability of the project across all materials, media channels and stakeholders.	-
Social media	All target audiences	Social media presence has become the most effective communication means. It will allow for keeping the relevant targets groups informed of the project's milestones, events, and outputs. It will also allow for expanding the potential audience.	Number of followers, 'likes', 'retweets'
Newsletter	All target audiences	Newsletter will allow for keeping targets groups interested and informed on the project's milestones, events, and outputs. Newsletter will complement communication via social media with additional, more extensive content.	Number of subscribers.

Press releases	General public	Press releases will raise the awareness of the project and its results.	Number of press releases published and number of media outlets to which it is distributed
Features in printed press and online media	General public	Features in printed and online media (general interest newspapers and periodicals as well as EU's own research focused publications, such as Horizon, the EU Research & Innovation Magazine, research*eu magazine) will allow for communicating the key results and sensitizing the general audience to the need for enhanced waste management.	Number of features.
Scientific workshops and conferences and final seminar	Researchers	The project's result will be presented at scientific events (e.g. Geodesign Summit, European Urban Research Association Conference, Regional Studies Association European Conference, Association of European Schools of Planning Congress) to diffuse them to the academic community, receive feedback and discover scientific cooperation opportunities.	Number of events attended.

Workshops and events for public sector and final seminar	Practitioners , researchers	The GDSE will be presented at workshops and events focused on issues relevant to regional and local authorities and circular economy practitioners (e.g. Open days organized by European Commission's DG REGIO, ICLEI World congress, Geodesign Summit, European Knowledge Network Policy Labs, International Conference on Waste Management and the Environment, BIR World Recycling Convention). Moreover, PULLs workshops will aim at facilitating exploitation among key user groups in the case study areas.	Number of events at which GDSE is showcased.
Open Access scientific publications in leading peer-reviewed journals	Researchers	The project's scientific advances will be disseminated via open access journal articles. The open access approach will ensure broad readership, while peer-review will serve the purpose of validation of the results. It is planned to deliver at least twelve peer-reviewed journal articles throughout the project.	Number of articles published, downloads, citations.

The initial target of communication within REPAiR are expected to be the consortium partners themselves, as it is assumed that an easily accessible, up-dated information intended for exchange and discussion between partners is a key factor of success.

Secondly, the communication activities will address all the identified target groups, implementing adequate language and terminology adapted for respective fields.

5. Internal Communication Plan (ICP)

Consortium of the REPAiR project consists of 18 partners from 6 countries. These have been listed below:

NR	Participant (Acronym)	Country	NR	Participant (Acronym)	Country
1	Delft University of Technology	NL	10	BIOKOM Nonprofit Ltd (BIOKOM)	H
2	Ghent University (UGent)	BE	11	Gertz Gutsche Rügenapp Stadtentwicklung und Mobilität GbR (GGR)	D
3	DiARC UNINA - University of Naples Federico II (UNINA)	I	12	OVAM - Public Waste Agency of Flanders (OVAM)	BE
4	HafenCity Universität Hamburg (HCU)	D	13	Municipality of Haarlemmermeer (GHM)	NL
5	Institute for Regional Studies, CERS of HAS, MTA KRTK (RKI)	H	14	Campania Regional Authority (CRA)	I
6	Institute of Geography and Spatial Organization Polish Academy of Sciences (IGiPZ)	PL	15	Pheno horizon (PHH)	PL
7	Joint Research Centre (JRC)	I	16	Bauer Umwelt GmbH (BMU)	D/I
8	Geo-Col GIS and Collaborative Planning (Geo-Col)	NL	17	IVAGO (IVAGO)	BE
9	Delta Development Group (DELTA)	NL	18	Stadtreinigung Hamburg (SRH)	D

The consortium members are diverse and they represent academic and research institutions, local and regional authorities as well as companies involved in urban planning, geographic information systems, modelling and waste management. The leading project partner is Delft University of Technology (TUD). Involved institutions originate from different backgrounds, cultures and specialize in diverse fields. An effective internal communication is therefore especially important in the case of REPAiR. Each work package has a nominated leader who is responsible together with

the work package members for the deliverables and milestones for that work package and all other tasks. The work package leaders manage the day-to-day technical planning and work and have the final responsibility for the work package.

The project assumes 9 Work Packages, which are managed by assigned WP leaders:

WP	WP name	Lead partner	Work package leader	E-mail
1	Project Management	TUD	Arjan van Timmeren / Alexander Wandl / Ni Yan	Repair-Bk@tudelft.nl
2	Developing and Implementing a Geodesign Decision Support Environment	GGR	Max Bohnet	bohnet@ggr-planung.de
3	Developing and implementing territorial metabolism based representation and process models	TUD	Bob Geldermans	R.J.Geldermans@tudelft.nl
4	Developing and Implementing Sustainability Impact and Evaluation Models	UGent	Sue Ellen Taelman	SueEllen.Taelman@UGent.be
5	Developing Eco-innovative Solutions and Changes Strategies	UNINA	Michelangelo Russo	russomic@unina.it
6	Developing and Implementing Decision Models	HCU	Andreas Obersteg	andreas.obersteg@hcu-hamburg.de
7	Knowledge Transfer Between Cases	RKI	Viktor Varjú	varju@rkk.hu
8	Dissemination and	IGiPZ	Denis Cerić	d.ceric@twarda.pan.pl

	Exploitation			
9		TUD	Alexander Wandl	A.Wandl@tudelft.nl

The WP leaders report to the Executive Board (EB) and to the Steering Committee (SC) - if the latter requires more detailed information on some issue. Tasks leaders assist the WP leaders in planning, managing and performing their respective tasks in the WP context.

The work package leader will report about the progress of the work package at least **every 6 months** to the scientific coordinator for the monitoring of scientific progress, and **every 18 months** to the scientific coordinator and the project manager for the formal periodic report to the European Commission.

Any circumstances which may require changes in the work package must be immediately reported to the scientific coordinator and the project manager.

WP leaders are responsible for overseeing and coordinating the progress of their **WP deliverables**. Furthermore, each deliverable has a lead beneficiary that is responsible for preparing and collecting input for the deliverable as soon as possible, and setting up the first drafts. The lead beneficiary shall send the draft deliverable to partners involved and shall revise and update the deliverable based on feedback received.

5.1 Communication managers

The Internal Communication Plan (ICP) involves establishing a list of individuals involved in REPAiR that would function as “a bridge” between **Dissemination and Exploitation Manager (DEM) and Work Package team members**. The rationale behind such procedure is to enhance internal communication within REPAiR as well as foster and facilitate further external communication in form of disseminating project results. It is thus expected to appoint one person from each Work Package team that will hold the responsibility and competence of communication and dissemination, the so called **Communication Manager (CM)**. It is suggested that through project lifetime 9 communication managers will be responsible for:

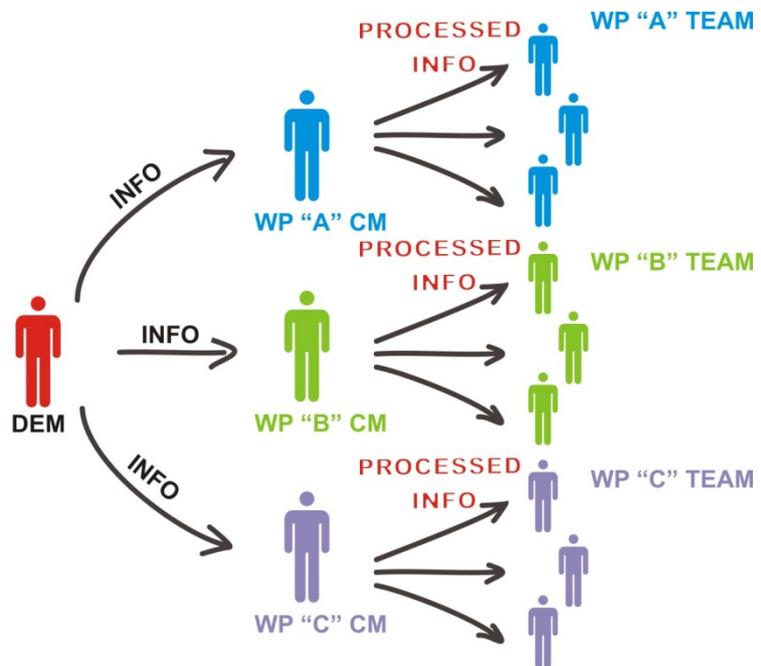
- 1) Internal communication via receiving, processing and transferring information from DEM to individual team members within appropriate WP;
- 2) Internal communication via receiving, processing and transferring information from individual WP team members to DEM for the purpose of dissemination.

List of WP Communication Managers (CM) responsible for communication and dissemination:

WP Nr.	Name of CM	E-mail
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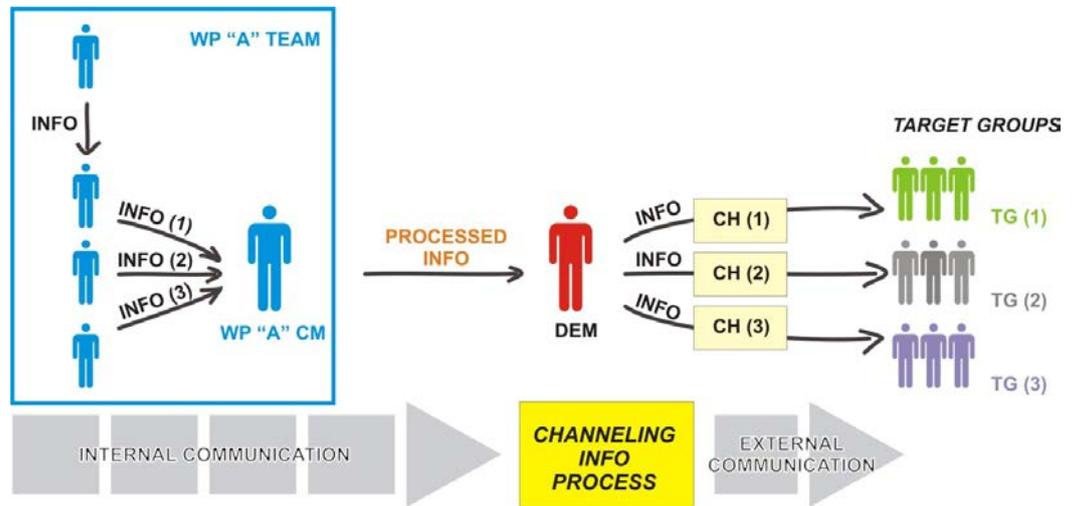
1	Alexander Wandl	A.Wandl@tudelft.nl
2	Max Bohnet	bohnet@ggr-planung.de
3	Bob Geldermans	R.J.Geldermans@tudelft.nl
4	Sue Ellen Taelman	sueellen.taelman@ugent.be
5	Libera Amenta	L.Amenta@tudelft.nl
	Anna Attademo	annieattademo@yahoo.it
6	Andreas Obersteg	andreas.obersteg@hcu-hamburg.de
7	Viktor Varjú	varju@rkk.hu
	Andrea Suvák	suvak@rkk.hu
8	Denis Cerić	d.ceric@twarda.pan.pl
	Michał Konopski	konopski@twarda.pan.pl
9	Alexander Wandl	A.Wandl@tudelft.nl

For efficient internal communication it is necessary to avoid information **overload** as too much information would be of no use and possibly result in confusion. Moreover, receiving numerous e-mails a day, although related to REPAiR but not directly concerning a given individual would be pointless and time consuming. It is therefore proposed to appoint **9** (1 per participant with the exception of WP8 leader IGiPZ) **Communication Managers (CM)** to be responsible for receiving information from Dissemination and Exploitation Manager (DEM) and then transfer it exclusively to appropriate workers (WP team members), for whom such information is relevant and required (fig. 2). In some cases CMs would need to preliminary segregate and process the information received from DEM in order to facilitate assimilation of relevant information.



Internal Communication Plan for efficient transfer of information between Dissemination and Exploitation Manager and WP team members

It is expected that throughout project lifetime information flow will also be proceeded in the opposite direction (fig. 3). Such process will be mostly implemented for the purpose of external communication and dissemination of project results to target groups (TG). First, information will be exchanged among given WP team members and transferred to appointed WP Communication Manager (CM) within that particular WP team. The information will be then preselected and processed - if necessary - and transferred to Dissemination and Exploitation Manager (DEM), which will be responsible for appropriate **information channelling** - selection of the most appropriate external communication channel (CH), intended to be most optimal and tailor for the needs of a given target group.



Internal Communication Plan for efficient transfer of information between WP team members and dissemination and Exploitation Manager (DEM) as well as target groups

6. Conclusions

The Communication Handbook is a strategic document for the beneficiaries of the REPAiR project helping them to establish good internal and external communication.

As a living document, it will change during the lifespan of the project and therefore it is necessary from the consortium members to keep updated with new versions. Any new version of this document will be announced to communication managers via different means of direct communication by DEM.

In case of any question or comment, please do not hesitate with contacting WP 8 team.