

MARGISTAR

CA21125

**A European forum for revitalisation of
marginalised mountain areas**

Communications and Dissemination Plan

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Executive Summary

This document is a Report on the MARGISTAR Dissemination & Communication Plan, a COST Action network (CA21125). Initial COST information on this project is available online at <https://www.cost.eu/actions/CA21125/>; the official website for the COST Action can be found at <https://MARGISTAR.eu/>.

This document provides an initial dissemination plan and an outline of the activities that MARGISTAR will undertake to raise awareness, engage stakeholders, promote the network and its results, achievements and knowledge generated, while also setting a basis for concertation and future collaboration. It also describes the implementation of the project website and social networking accounts.

This document is concerned with:

- Identifying the initial set of MARGISTAR stakeholders to be targeted by dissemination activities
- Outlining the dissemination objectives, goals, strategies and tactics for the MARGISTAR Project
- Presenting the dissemination and communication activities to be undertaken over the duration of the MARGISTAR Project
- Setting expectation for dissemination performance for the MARGISTAR Project

It is organised as follows. Section 1 introduces the MARGISTAR project, its aims and objectives and presents a preliminary overview of key stakeholders. Section 2 outlines the initial dissemination objectives, goals, strategies, and tactics for the project. Dissemination activities will be implemented through traditional communication channels, such as event attendance, project publications and project presentations, and complemented by online activities based around the project website and social media platforms. Planned dissemination activities, channels, and samples of collateral are outlined in Section 3. Section 4 presents key performance indicators for the project. Appendices are attached with supporting material.

This dissemination and communications plan and the set of activities outlined in this document are subject to change to provide the project with a flexible approach to determine the most relevant routes to dissemination. Any proposed changes are subject to approval by the MARGISTAR Management Committee.

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1. Introduction

1.1. Purpose of the Document

This document is a Report on the MARGISTAR Dissemination & Communication Plan, a COST Action network (CA21125). Initial COST information on this project is available online at <https://www.cost.eu/actions/CA21125/>; the official website for the COST Action can be found at <https://MARGISTAR.eu/>.

The MARGISTAR Memorandum of Understanding sets out eight objectives in two categories – research coordination (3) and capacity building (5).

Research Coordination

- Synthesise interdisciplinary knowledge on drivers of change in marginalised mountainous areas in Europe.
- Define the “periphery trap” based on knowledge synthesis and problem definitions of stakeholders in marginalised mountainous areas.
- Mainstream the results into local, national, European, and global discussions and decision-making.

Capacity Building

- Establish a FAIRWAY online platform for a transdisciplinary dialogue.
- Facilitate consensus building in a common language and effective networking.
- Synthesise evidence on periphery traps and transformation pathways.
- Create training opportunities for Early Career Investigators (ECIs).
- Develop “green deal diplomacy” for sustainable development in marginalised areas.

The purpose of this proposal is to develop, maintain and document a dissemination and communications plan that will deliver the objectives of MARGISTAR, and to monitor and report performance against this plan.

The purpose of this document is to outline the activities that MARGISTAR will undertake to:

- Raise awareness,
- Extend the MARGISTAR network both in terms of countries and individual members
- Engage stakeholders,
- Promote the project and its results, achievements and knowledge generated, and
- Set a basis for concertation and future collaboration.

Furthermore, this document will:

- Identify the initial MARGISTAR stakeholders to be targeted by dissemination activities,
- Outline the dissemination objectives, goals, strategies and tactics for the MARGISTAR Project,

- Present the dissemination activities, indicative resources, and schedule for activities to be undertaken over the duration of the MARGISTAR Project, and
- Set expectations for dissemination performance for the MARGISTAR in the form of targets and metrics.

1.2. Background

Climate change mitigation and adaptation (EU Climate Pact 2020), biodiversity and ecosystem services (e.g., EU Biodiversity Strategy 2020), the Green Deal (EU 2019), and the resilience, sustainability, circularity, and inclusiveness of development are current policy priorities in the European Union (see Europe 2020). The development trajectories are shifting from a narrow focus on economic growth that is subject to nature conservation to inclusive science and governance capable of enhancing socioeconomic, cultural, and environmental sustainability (see UN Sustainable Development Goals 2015).

Europe's mountain areas cover almost 40 per cent of the land area and are inhabited by 17 per cent of Europe's population, who practise land use in agroforestry, pastoralism, forestry, nature-based tourism, marginal and small-scale agriculture, and other land uses while seeking to maintain ecosystems, biodiversity, landscape integrity, and cultural heritage (see EEA 2010). Key policy challenges for mountain areas are related to territorial cohesion, the reduction of disparities, underdevelopment, and marginalisation. By supporting the social inclusion and empowerment of vulnerable groups through policy mechanisms, including the Common Agricultural Policy (CAP), governments seek to break the cycle of inherited negative legacies, promoting incremental systemic changes in mountain areas. To achieve these strategic goals, decision-makers rely in part on the concepts of social, institutional, and territorial innovations to meet social needs, and form new memberships and collaborations. Promising measures for enhancing sustainability include the combining of social and environmental sustainability targets through the creation of protected areas, the development of participatory fora in which mountain actors can influence the decisions affecting their lives and provide support for novel practices (for example, via the SMART villages approach), the promotion and assessment of social innovations for increasing the community-level well-being and that of marginalized groups (Dalla Torre et al. 2020, Sarkki et al. 2021), pilot/demonstration projects, measuring marginalisation by using policy and management practices' geographical and socioeconomic indicators and stakeholder engagement (Prell et al. 2009; Nijnik et al. 2018), the development of models and arrangements based on collective action and community-based resource management (Agrawal and Chhatre 2006), and establishing new novel or upgraded value chains that contribute to the resilience and sustainability of mountain areas (MOVING 2020).

Despite the overall recent improvements resulting from distinctive policy approaches and bottom-up societal initiatives, the current mechanisms and study approaches have proved insufficient for securing a sustainable future for European mountains (Borsdorf et al. 2010). To address the challenges of the marginalisation processes (Price et al. 2017), MARGISTAR will follow suggestions for more radical revisions of the paradigms behind the political and economic trajectories (OECD

2006; EEA 2010), bringing scientists, economic actors, civil society actors, administrators, and decision-makers together to co-create knowledge focusing on three themes: 1) periphery traps; 2) visions of post-marginalised mountain areas; and 3) pathways to desirable and plausible futures.

MARGISTAR will tackle the risk of increasing disparities, underdevelopment, and periphery traps (see Kühn 2015) in mountain areas under prevailing Business-As-Usual (BAU) development trajectories. Often resilience is considered a positive systemic feature, the key to coping with global forces and disturbances. However, path dependencies may sustain traps, which keep socio-ecological systems in a persistent, i.e., “resilient”, problematic state (Carpenter & Brock 2008). MARGISTAR tests and elaborates an assumption that the global political economy may be negatively resilient to sustainability transformations, perpetuating the periphery trap for mountain areas. European policies have targeted rural areas for decades, with varying success. Rural marginalisation is often associated with geographical remoteness, primary sector dominance, insufficient infrastructure in terms of roads and public services, economic and demographic transition and population decline and, hence, rising unemployment, outmigration of economically active groups and ageing. Marginalization process is reinforced by austerity measures, and can be explained not always by geography, but also by socioeconomic and political connectivity. Vicious circle of rural marginalization has been identified including loss of jobs and services leading to outmigration placing services and businesses at risk (Bock 2016). Future visions are considered important catalysts for sustainability by alerting policymakers and stakeholders to future demises. Recent visions include works by the global expert communities such as IPCC and IPBES, and equally importantly, the fifth global biodiversity outlook by CBD (2020), which, however, struggle to enhance the inclusion of the local knowledge and plural knowledge systems in their assessments (Diaz et al. 2018). Yet many local, national, or regional scenarios with participatory visions also exist (Thorn et al. 2020) that underpin the global umbrellas of concern. However, these visions are still mostly defined by scientists, lacking proper engagement and co-creation with local small and medium-sized enterprises (SME), stakeholders, citizens, and decision-makers. MARGISTAR will synthesize knowledge to identify geographically broad post-Covid-19 visions of post-marginalised mountain areas with its stakeholders and foster breakthrough scientific developments leading to new concepts and products, strengthening Europe’s research and innovation capacities associated with marginalised mountain areas. It will rely on trans- and interdisciplinary approaches in knowledge synthesis by integrating researchers and scholars from different fields and horizons such as universities, research centres, and companies, including small and medium-sized enterprises, as well as other relevant actors, e.g., NGOs, to define the pathways to these insights.

The MARGISTAR COST Action is organised into three working groups:

- Working Group 1(WG1): Collaboration and Networking
- Working Group 2 (WG2): Knowledge synthesis and co-creation with stakeholders
- Working Group 3 (WG3): Capacity building and outreach

Each working group will play a significant role in developing and iterating the Disseminations and Communications plan.

MARGISTAR is funded under the COST Action programme. At the time of writing, the Management Committee (MC) comprised 44 members from 26 countries as per Table 3 below.

Table 1. MARGISTAR Management Committee by Country

Country	MC Member
Albania	Prof Klodiana GORICA
Albania	Dr Mirela MANGO (TASE)
Austria	Dr Thomas DAX
Austria	Ms Ivana ZIVOJINOVIC
Bosnia and Herzegovina	Prof Mersudin AVDIBEGOVIĆ
Bosnia and Herzegovina	Dr Bruno MARIC
Bulgaria	Dr Svetla BRATANOVA-DONCHEVA
Bulgaria	Dr Miglena ZHIYANSKI
Croatia	Dr Anita BUŠJETA TONKOVIĆ
Croatia	Dr Ivan ŠULC
Czech Republic	Dr Pavel CUDLIN
Finland	Dr Mikko JOKINEN
Finland	Dr Simo SARKKI
France	Dr Sandra LUQUE
Germany	Dr Karsten GRUNEWALD
Greece	Dr Despina DIMELLI
Greece	Prof Apostolos KYRIAZOPOULOS
Iceland	Dr Johannes WELLING
Iceland	Dr Þorvarður ÁRNASON
Ireland	Prof Theo LYNN
Italy	Ms Cristina DALLA TORRE
Italy	Prof ROBERTO TOGNETTI
Lithuania	Dr Zivile GEDMINAITE-RAUDONE
North Macedonia	Dr Vlatko ANDONOVSKI
North Macedonia	Ms Viktorija BRNDEVSKA STIPANOVIĆ
Norway	Prof Mekjell MELAND
Poland	Dr Karolina SOBCZAK-SZELC
Portugal	Dr Antonio MONTEIRO
Portugal	Dr Maria RIVERA MENDEZ
Romania	Dr Crisan VLAD
Serbia	Dr Nevena CULE
Serbia	Dr Milica FOTIRIĆ AKŠIĆ
Slovakia	Dr STANISLAVA BRNKALÁKOVÁ
Slovakia	Dr Zuzana SARVASOVA
Slovenia	Dr Andrej FICKO
Slovenia	Dr Mojca NASTRAN
Spain	Dr José Jesús DELGADO PEÑA
Spain	Dr Elena GORRIZ

Switzerland	Dr Maria GARCIA-MARTIN
Switzerland	Dr Mariana MELNYKOVYCH
Turkey	Dr Yaşar Selman GÜLTEKİN
Turkey	Dr Pınar GÜLTEKİN
United Kingdom	Dr Rosalind BRYCE
United Kingdom	Dr Diana VALERO

1.3. Stakeholders

Table 4 below provides an initial overview of stakeholders for dissemination, and concertation adapted from the MARGISTAR MOU. They include the main categories of groups/individuals who can affect or can be affected by the achievement of the objectives for MARGISTAR. This list will be developed and expanded upon by work undertaken by WG1 in T1.2.

Table 2. MARGISTAR Preliminary Stakeholders as per the MARGISTAR MOU

Stakeholder Code	Stakeholder	Description	Examples
ST1	Mountain stakeholders	Pastoralists, farmers, foresters, nature-based tourism entrepreneurs, SMEs, social enterprises, local and rural development agents. Actors are interested in securing their own livelihoods through environmental action, helping to address and adapt to climate change, combat desertification, preserve biodiversity, and resolve other global environmental issues, better understand tourism development perspectives, and mitigate environmental challenges in their respective regions.	American Association of Geographers, Scientific Network for Caucasus Mountain Regions, Social Farming Ireland, The International Ecotourism Society (TIES), The European Network for Rural Development (ENRD), USDA Rural Development
ST2	NGOs (incl. rural development and environmental organisations)	An NGO is an organisation that is independent of government involvement. NGOs are a subgroup of organisations founded by citizens, which include clubs and associations	ACAP, ADRAT, Association Porc Montagne, Association of Swedish Mountain Agriculture, ERSAF, Euromontana, Forumul Montan din România, Forumul Montan din

		<p>which provide services to its members and others. MARGISTAR is particularly relevant to rural development organisations whose aim is the sustainable development of mountainous areas, and environmental organisations – NGOs who aim to protect, analyse or monitor the environment against misuse or degradation from human forces.</p>	<p>RomâniMAKMONTANA, MADA, MIJARC, NordGen, REDR, ROMONTANA, SAB, Soca Valley Development Center, WWF</p> <p>European Climate Foundation, European Environment Agency, Climate Alliance, Climate Action Network</p>
ST3	EU Institutions and Funding Bodies	<p>These are persons or organisations that formulate or influence policy in EU institutions, and include regulators, international bodies, and other political bodies.</p> <p>Funding bodies are organisations that provide funding for industrial or academic research. They may operate at a national or international level and include philanthropic, private sector and public sector organisations.</p>	<p>European Commission, European Council, Member State Governments, ESRC, Open Fields Foundation etc.</p>
ST4	Scholars, Research Centres and Projects	<p>Scholars, research projects and dedicated research centres attract government and industry funding to carry on research related to mountainous areas. They typically have a specific domain or discipline focus, operate within pre-defined boundaries, and aim to influence a large number of stakeholders.</p>	<p>Andorran Studies Institutem CIMO, ENRI, IDAPA, Irish Institute of Digital Business, Università della Montagna, Università degli Studi di Milano (Lombardie) Millenium Institute, Dublin City University, The James Hutton Institute, Perth College UHI, Duzce University, Berner Fachhochschule School of Agricultural, Forest and Food Sciences,</p>

			<p>Eidgenössische Forschungsanstalt für Wald, Schnee und Landschaft, Centre de Ciencia I Tecnologia Forestal de Catalunya, Universidad de Malaga, Univerza v Ljubljani, National Forest Centre Zvolen, Climate Smart Forestry in Mountain Regions (CLIMO), University of Belgrade, University of Evora, University of Warsaw, Norwegian Institute of Bioeconomy Research, University of Skopje, Lithuanian Centre for Social Sciences, Universita degli Studi del Molisse, University of Iceland, Institute of Wood Research Braunschweig, University of Thrace, Technical University of Crete, Leibniz Institute of Ecological Urban and Regional Development, French National Institute for Agriculture, Food, and Environment, University of Oulu, Natural resource Institute Finland, Czech Academy of Sciences</p>
ST5	National and sub-national policy and decision makers	<p>These are persons or organisations that formulate or influence policy in individual countries including national and local government.</p>	<p>Città Metropolitana di Torino, Diputacion provincial de Teruel, Maramures County Council, Municipality of Ariana, PINS, Vestland County Council, Viken County Council, WNRI</p>

Table 3. MARGISTAR Secondary Market and Non-Market Stakeholders

Stakeholder Code	Stakeholder	Description	Examples
ST6	Citizens	<p>A citizen is a legally recognized subject or national of a state. While MARGISTAR's primary citizen stakeholder is an inhabitant of a mountainous region, secondary audiences include citizens who may visit, work, invest, reside, or otherwise engage or influence the sustainability of a mountainous region. MARGISTAR will focus in particular on those at risk of exclusion.</p>	<p>Women, young people, older people, people with disabilities, adults with low education attainment, ethnic minorities and immigrants, farmers</p>
ST7	Media and Industry Analysts	<p>The media includes formal and informal communication outlets that create content to influence stakeholders. These include the broader general media outlets (e.g., national newspapers) and specific technical or scientific outlets.</p> <p>Similarly, an Industry Analyst performs primary and secondary market research within an industry such as information technology, telecommunications etc.</p>	<p>See Table 13 below.</p>

MARGISTAR will engage with these stakeholders through the dissemination and communication activities outlined more generally in Section 3 and specifically through the indicative engagement activities outlined in Table 4 below. This is not an exhaustive list.

Table 4 Indicative Stakeholder Engagement Activities

Activity	Description	Engages these Stakeholders
EN1	Subscription to mailing list and consumption of email marketing Including newsletters and other targeted emails.	ALL
EN2	Visit stakeholder-specific landing pages on the MARGISTAR website.	ST1, ST4, ST7
EN3	Visit MARGISTAR website	ALL
EN4	Attend MARGISTAR online events and physical events, where appropriate.	ALL
EN5	Speak at MARGISTAR online events and physical events, where appropriate.	ST1 - ST6
EN6	Participate in MARGISTAR primary research.	ST1- ST6
EN7	Collaborate on a scholarly publication	ST4
EN8	Feature or reference MARGISTAR in a publication	ST2, ST3, ST4, ST7
EN9	Participate in the MARGISTAR WG	ST1 - ST6
EN10	Participate in FAIRWAY	ST1 - ST6

A specific emphasis for MARGISTAR stakeholder engagement will be the promotion of regional stakeholder engagement on FAIRWAY.

2. Goals, Objectives, Strategy and Tactics

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

- Inform and engage the relevant stakeholders in Europe; and,
- Raise awareness around the Action and its communication activities, objectives and impact.

2.1. Goals

The project dissemination goals are:

1. Achieve high project awareness levels with specialist domain media outlets whose target audience include stakeholders in or concerned with mountainous areas.
2. Achieve Top 10 search ranking for research on mountainous areas.
3. Achieve and maintain web traffic growth of 10% year on year.
4. Develop and achieve an active online community of at least 500 relevant, engaged members through targeted dissemination tactics and relevant content.
5. Achieve 100% compliance with European regulations and requests made by the COST Association relating to project dissemination and communication activities.
6. Identify, develop, and engage researchers, collaborators, influencers and online and offline advocates to meet agreed KPIs.

2.2. Objectives

The MARGISTAR dissemination objectives seek to provide measurable outcomes that act as reference for the effectiveness of the plan.

1. Drive positive awareness and perceptions of the MARGISTAR project and establish it as a thought leader in topics pertaining to the revitalisation of European mountainous areas.
2. Publish and disseminate a range of material that adds and creates value to attract academic and industry participation in the MARGISTAR network.
3. Build engagement, trust, and advocacy for the project through collaboration, strategic communications, and stakeholder relations.
4. Optimise, organise, and allocate MARGISTAR's resources to maximize efficiencies in dissemination outputs through successful leverage of the expertise and knowledge of each individual Working Group partner and the forum as a whole.
5. Create and deliver a range of activities that add and create value to all relevant academic and industry stakeholders as well as wider societal stakeholders.

6. Comply with all European regulations and requests made by the COST Association relating to project dissemination and communication activities.
7. Maximise the take-up of the new knowledge and formation of new collaborations generated by the project.
8. Boost research on the revitalisation of mountainous areas among other EU-funded participants and others who will benefit from the research conducted.

2.3. Strategies

MARGISTAR aims to achieve the goals and objectives through seven strategies as outlined in the table below.

Table 5. Dissemination Strategies

Strategy	Description	Support these objectives
Awareness	Establish awareness of MARGISTAR as the thought-leader and destination site for the revitalisation of mountainous regions.	1, 2, 4, 5, 6, 8
Leverage/Alignment	Leverage and align with the community of other COST networks, other EU-funded projects and other related research initiatives worldwide.	3, 6, 8
ROI	Invest in activities and allocate resources to initiatives that will maximise dissemination and communication results.	3
Collaborate	Collaborate on the development of programs and events with MARGISTAR members and other stakeholders that add, create, or amplify value to stakeholders.	1, 2, 3, 6,8
Content	Develop or facilitate unique content that inspires engagement and generates interest in the project across relevant target communities.	1, 2, 5, 6, 7
Digital/Social	Extend and enhance the content, functionality and user experience to all digital platforms including the integration of the proposed FAIRWAY platform.	1, 2, 4, 5, 6, 8
Human	Build and organise a results-driven team.	1, 2, 4, 5, 6, 7, 8

2.4. Tactics

MARGISTAR will use a variety of tactics to deliver the strategies outlined above. These tactics are organised in to seven activities: marketing collateral, digital marketing, social media, media/PR, event marketing, academic dissemination, and operations.

Table 6. Dissemination Tactics

Activity	Description	Support these objectives
Marketing Collateral		
MC1	Develop and maintain MARGISTAR Brand Guidelines and Style Guide and monitor compliance with guidelines, including partner brand guidelines.	RELEVANCE LEVERAGE/ALIGNMENT ROI
MC2	Design and maintain MARGISTAR Collateral including fact sheets, posters, pop-up stands, videos and other dissemination materials.	RELEVANCE LEVERAGE/ALIGNMENT ROI
MC3	Coordinate localization of collateral and material, where appropriate.	RELEVANCE LEVERAGE/ALIGNMENT ROI
MC4	Provide creative and design support for MARGISTAR members relating to MARGISTAR materials.	RELEVANCE LEVERAGE/ALIGNMENT ROI
MC5	Design and maintain MARGISTAR marketing tools and templates, including stump speeches and presentations.	RELEVANCE LEVERAGE/ALIGNMENT ROI
MC6	Coordinate the production and distribution of marketing collateral and tools.	RELEVANCE LEVERAGE/ALIGNMENT ROI
MC7	Comply and monitor compliance with COST Association dissemination requirements.	RELEVANCE LEVERAGE/ALIGNMENT ROI
Digital Marketing		
DM1	Develop digital advertising and media campaigns and tactics.	AWARENESS DIGITAL
DM2	Design and launch a website that informs and engages visitors.	CONTENT AWARENESS DIGITAL
DM3	Optimise MARGISTAR website and social media accounts for user experience and usability.	CONTENT AWARENESS DIGITAL
DM4	Attract and convert web visitors using content marketing strategies with focus on lead generation, user engagement and development of email database.	ROI CONTENT AWARENESS DIGITAL
DM5	Increase awareness of MARGISTAR through relevant and timely curation and unique content.	AWARENESS CONTENT DIGITAL

Activity	Description	Support these objectives
DM6	Build engagement, positive sentiment and advocacy for MARGISTAR through targeted content marketing including newsletters, podcasts, webinars, market briefings and other resources.	ROI AWARENESS DIGITAL
DM7	Strongly align earned, owned and shared online marketing mix.	ROI AWARENESS DIGITAL
DM8	Track and report performance metrics and other relevant data to benchmark overall marketing and activity impact.	ROI
DM9	Integrate PR, communications and media outreach with digital activities and editorial calendars.	DIGITAL
DM10	Use CRM platforms to support stakeholder relations including targeted email communications and real-time web monitoring.	ROI
DM11	Launch campaigns across digital channels targeting key sectors and industries to increase awareness among stakeholders in target domains and deliver qualified site visitors.	AWARENESS DIGITAL ROI
Social Media		
SM1	Launch ongoing social listening to monitor sentiment and project feedback.	AWARENESS
SM2	Develop and launch social media assets to test messaging, drive consumer engagement and support key promotional campaigns.	DIGITAL/SOCIAL
SM3	Further test content formats, tools and messaging as new features are added to core social channels.	DIGITAL/SOCIAL CONTENT
Media/PR		
PR1	Develop and curate a database of relevant content and media assets for use by stakeholders and media.	CONTENT AWARENESS DIGITAL CO-OP
PR2	Source, develop and maintain contact details and profiles of specialist mountain and use case domain experts, influencers, bloggers and members of technical and commercial media and press.	LEVERAGE/ALIGNMENT AWARENESS COLLABORATE
PR3	Increase awareness, support and advocacy with media and academic and industry experts, online	AWARENESS CO-OP

Activity	Description	Support these objectives
	or otherwise, including experience, content and status opportunities.	
PR4	Enhance the quality of content provided for most relevant stakeholders and the public.	AWARENESS CONTENT
Event Marketing		
EM1	Align and leverage member participation to optimise the dissemination impact through attendance at conferences and workshops.	RELEVANCE LEVERAGE/ALIGNMENT ROI
EM2	Integrate and time the release of project research outputs and supported dissemination activities with relevant events.	ROI
EM3	Host MARGISTAR meetings, training schools, and seminars and participate in key industry, academic and EU events.	RELEVANCE LEVERAGE/ALIGNMENT ROI
EM4	Enhance MARGISTAR presence at each event through continuity and quality in graphics and collateral.	AWARENESS CONTENT
EM5	Coordinate the promotion and distribution of MARGISTAR collateral via members, conferences, and other events.	LEVERAGE/ALIGNMENT COLLABORATE
EM6	Launch stakeholder outreach direct and via presentations at academic conferences and other targeted events.	AWARENESS
EM7	Integrate and coordinate the launch of meetings, training schools workshop efforts with members to maximise existing opportunities.	ROI AWARENESS COLLABORATION DIGITAL
EM8	Follow up with and engage visitors, attendees and participants at events, workshops and conferences attended or organised by MARGISTAR.	CONTENT AWARENESS DIGITAL
Academic Dissemination		
AD1	Align and leverage members to optimise the dissemination impact of MARGISTAR academic publications.	RELEVANCE LEVERAGE/ALIGNMENT ROI
AD2	Distribute academic publications to relevant scholars and academic influencers worldwide.	RELEVANCE LEVERAGE/ALIGNMENT ROI
AD3	Leverage marketing channels to maximize scholarly impact metrics.	RELEVANCE LEVERAGE/ALIGNMENT ROI

Activity	Description	Support these objectives
Operations		
OP1	Ensure dedicated dissemination resource with high digital emphasis.	HUMAN
OP2	Establish internal communication between MARGISTAR members for information exchange, scheduling, reporting and project management.	HUMAN
OP3	Establish external communication between the MARGISTAR project and external stakeholders.	HUMAN
OP4	Develop a comprehensive system to measure and track dissemination activity across online and offline channels.	ROI

3. Dissemination Activities

3.1. Marketing Collateral

The collateral will support the marketing of MARGISTAR and will ensure that the project is visible to target audiences. A MARGISTAR Style Guide will be developed to ensure that the project's identity is maintained and to make sure the project is represented cohesively to the outside world. The brand style guide will include the brand colour scheme, typography and logo usage.

Table 7 presents a set of marketing tools that will be created to promote the project to target audiences and to assist network members in delivering a consistent message to stakeholders.

Table 7. MARGISTAR Marketing Collateral Tools

Collateral	Description
Fact Sheet	A fact sheet describing the network and outlining features and benefits.
Flyer	A professionally printed A3 flyer describing the network and outlining features and benefits.
PowerPoint Presentation	A PowerPoint template and stock presentation. This includes an overview slide on the project, members, motivation/problem statement, use cases, benefits, timelines, and contact details.
Roll Up Stand	A professional designed roll up stand for use at conferences, meetings, and presentations.
Video	A professionally produced 3-5-minute video conveying the core message of MARGISTAR in lay language.
Templates	MARGISTAR document templates, including PowerPoint, Word, and Poster.
Media Elements	A zip file of all approved MARGISTAR graphics, logos, designs and other original artwork including any original collateral and guidelines for use.

3.1.1. Brand Style Guide

The style guide will be developed by January 2023 and aims to explain correct use of the MARGISTAR brand style and to reinforce consistent application of the visual elements in all communications. This includes all marketing materials such as publications, presentations, and social media creatives.

3.1.2. Promotional Material

Following the brand identity guidelines development, an initial set of project promotional material will be designed, printed, and delivered to the MARGISTAR members. It will also be available in digital format to member via the website.

3.1.2.1. Project Flyer

A two-sided, A3-size flyer for distribution at events will be developed. Digital design files will be available via the website for local fulfilment and localisation if required.

3.1.2.2. Project Roll Up Banner

A roll up project banner for displaying at stands and booths at events, conferences and exhibitions will be designed. Digital design files will be available via the website for local fulfilment and localisation if required.

3.2. Academic Dissemination

As per the MARGISTAR MOU, it is envisaged that the network will collaborate to organise three training schools, author and publish papers in peer reviewed journals or conference proceedings, guest edit a special issue in a peer-reviewed journal and organise at least one conference over the lifetime of the project. The number of these publications is yet to be confirmed.

Below is a non-exhaustive list of target journals and relevant conferences. proposed by the network in the original proposal. As a general principle, the aim is to target highly ranked journals (Q1 or Q2 as defined by Scopus) and conferences that are ranked A or B in CORE, where appropriate.

3.2.1. Academic Journals

The list is not final and will be updated throughout the lifetime of the project.

Table 8. Sample Target Academic Journals

Journal	Scopus Ranking	SCImago SJR Score (2021)	SCImago Quartile Rank
World Development	Q1	2.297	Q1
Sociologia Ruralis	Q1	0.962	Q1
Sustainability	Q1	0.664	Q2
Science	Q1	14.589	Q1
European Planning Studies	Q1	1.241	Q1
Forest Policy and Economics	Q1	1.057	Q1
Ecology and Society	Q1	1.346	Q1
Telecommunications Policy	Q1	1.203	Q1
Land Use Policy	Q1	1.635	Q1

Arctic, Antarctic, and Alpine Research	Q1	0.622	Q2
Mountain Research and Development	Q2	0.433	Q2
Sustainable Development of Mountain Territories	Q2	0.393	Q2
Journal of Mountain Science	Q2	0.550	Q2

3.2.2. Academic Conferences

A selection of target academic conference is listed in [Table 9](#). This will be expanded on as the project progresses and future conference dates become available.

Table 9. Sample Academic Conferences

Conference	Organiser	Date	Location
IUFRO Annual Congress	Local Organising Committee and the Conference Committee of the International Union of Forest Research Organisations (IUFRO) All Division 5	June 2023	Cairns, Australia
International Mountain Conference	University of Innsbruck	14-18 September, 2025	Innsbruck, Austria
2023 AAG Annual Meeting	American Association of Geographers	23-27 March, 2023	Denver, Colorado
Caucasus Mountain Forum	Scientific Network for Caucasus Mountain Regions	N/A	Kutaisi, Georgia
21st Swiss Climate Summer School	ETH Zurich	3-8 September, 2023	Monte Verità, Ascona, Switzerland
Sustainability Research & Innovation (SRI) Congress 2023	National Secretariat of Science, Technology and Innovation of the Republic of Panama (SENACYT) and the Inter-American Institute for Global Change Research (IAI)	26-30 June, 2023	Panama City, Panama
EGU General Assembly 2023	European Geosciences Union	23-28 April, 2023	Vienna, Austria
27th World Congress of Political Science (IPSA/AISP)	N/A	15-19 July, 2023	Buenos Aires, Argentina
WCRP Open Science Conference 2023	World Climate Research Programme	23-28 October, 2023	Rwanda

3.2.3. Training Schools

MARGISTAR intends to organise at least training schools over the lifetime of the COST Action. The primary emphasis will be to provide opportunities for young researchers on to gain new knowledge on the topics of periphery traps, social and socio-ecological innovation, and post-marginalisation in mountainous areas. Notwithstanding this, the specific topics for the training schools will be decided by the Management Committee and may include specific training schools targeting one or more stakeholders including policymakers.

3.2.4. Open Access

Special attention will be given to the European Union guidelines and philosophy on open access. MARGISTAR will strive to ensure open access to all peer reviewed scientific publications. Most of the journals listed above have an open access publication option for authors. Where Gold Open Access option is not available, MARGISTAR will implement Green Open Access strategy, i.e., final peer-reviewed papers will be archived in publicly available online repositories, such as arXiv, in compliance with the rules of each publisher.

3.3. Case Studies

As part of MARGISTAR, a series of case studies will be produced for both academic and general audiences that both identify issues and proposed solutions. MARGISTAR will focus on challenges and solutions in European mountainous areas through primary, secondary and self-organized case study work. The case studies will address key questions for WG 2 including but not limited to the topics of periphery traps, visions of desirable futures and pathways towards sustainable futures. The case studies will contribute to multiple dissemination and communication KPIs and will include multi-directional communication among MARGISTAR consortium and between MARGISTAR participants and actors living and operating in mountainous areas across Europe. Two primary types of case studies are envisaged. The first will leverage pre-existing research activities by consortium members in case sites in Northern, Central and Southern Europe including developed and developing countries, and will base based on direct interactions, such as interviews and participatory workshops. The second set of case studies will be based on questionnaires agreed and designed by MARGISTAR participants and targeting specific case sites or types of case sites in MARGISTAR consortium on specific mountainous areas. The M48 target for case studies published on the MARGISTAR website or otherwise made available is 15.

3.4. Event Marketing

All MARGISTAR members will be encouraged to promote and present the network and its activities in relevant external events related to the project. These events shall include conferences, congresses, workshops, trade fairs, exhibitions, etc. These events will be crucial to the future sustainability of the network and for engaging individuals and other organisations in further discussions and collaborations. The M48 target for attendance and participation at relevant external national or international conferences, workshops or other networking events is 24.

Sample events include are outlined in Table 10.

Table 10. Sample Target Events

Event	Date	Location
Las-expo, 22nd Timber Industry & Forest Resources Management Fair LAS-EXPO	17-19 March, 2023	Kielce
Nature Expo 2023	12-13 May, 2023	Riga
Forlener (Forest – Wood – Energy)	19-21 May, 2023	Lariofiere, Italy
Canada North Resources Expo	26-27 May, 2023	Prince George, British Columbia
Expo Biomasa	9-11 May, 2023	Valladolid, Spain
Wood Bioenergy Conference & Expo	12-13 March, 2024	Atlanta, USA

3.5. Digital Marketing

Given the large number of countries participating in MARGISTAR and limited budgets, digital marketing is an important part of the dissemination strategy. The MARGISTAR website will serve as the primary means of dissemination of MARGISTAR news, outputs and other network-related information.

Figure 1 below depicts the framework laid out to establish a system to promote the project across a range of platforms. Tools such as Google Analytics (analytics and measurement), Hootsuite (social media monitoring and scheduling) and Moz (search engine optimisation) will be used in order to monitor the project’s digital marketing performance.

The project website will be optimised for the different search engines such as Google, Bing, and Yahoo. Project accounts have been set up on appropriate social media platforms – LinkedIn, Facebook, and Twitter. Pay-per-click advertising will be used occasionally to promote project deliverables or hosted events. In addition to this, email marketing will be managed via Mailchimp, and press releases will be distributed online via PRNewswire.

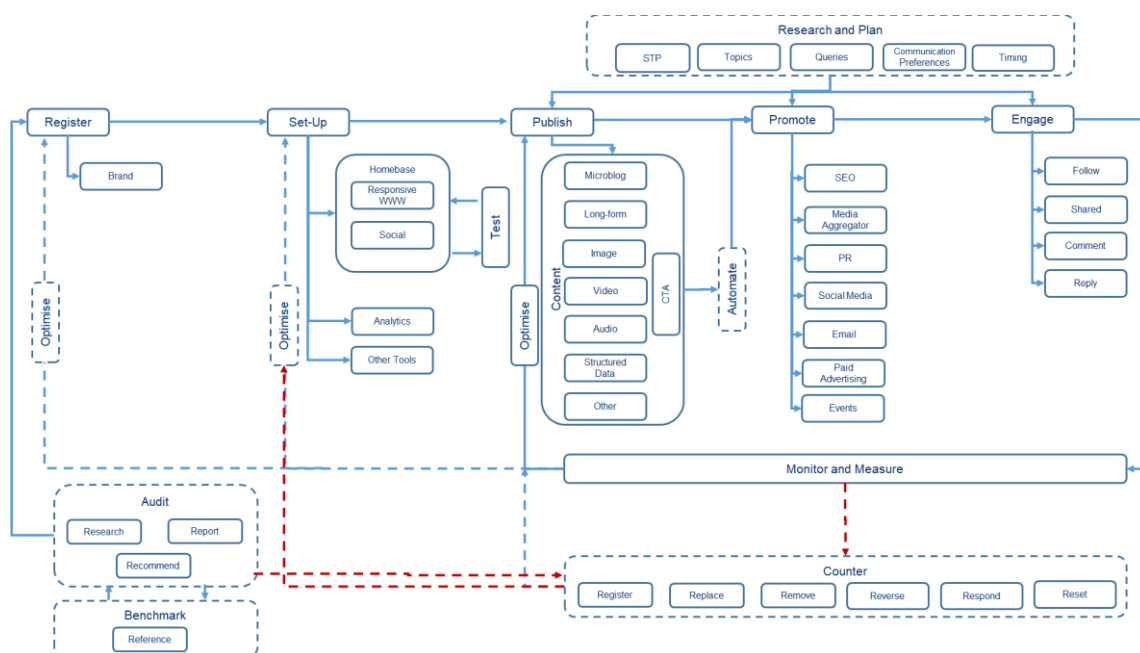


Figure 1. Digital Marketing Framework

3.5.1. Website Development and Maintenance

The MARGISTAR website (<https://margistar.eu/>) will be developed by February 2023. The main purpose of the website is to raise awareness, engage stakeholders, promote the network and its activities, achievements and knowledge generated. Furthermore, the website will also serve as the primary resource and central point of contact and interaction for external stakeholders. The layout and structure of the website will be subject to change to maintain the site in the context of emerging web technologies, web design and UI/UX standards. In particular, the website will be designed in such a way to integrate planned activities related to the FAIRWAY platform and applications for mobility funding and training school attendance. Where possible, all Action partners aim to include a link to the MARGISTAR website on their own organisation's website.

Data collected through the Action website will not include personal information beyond what is requested – this information will be stored electronically. The COST Action will have access to this information but will not make use of information in any way unrelated to the Action. Any public data published on the website can be used by third parties. All and any personal information will be collected and stored in accordance with the COST GDPR rules and practices.

3.5.2. Newsletter

Email marketing campaigns will be set up using the email newsletter management platform MailChimp. The aim of these campaigns is to generate awareness, increase traffic to the website and to engage with and keep the subscribers updated on the progress of the project. In order to generate subscribers to the mailing list, several list building tactics will be implemented:

- An email subscription box on the homepage;
- A lead capture box that asks visitors asking visitors to complete a form before downloading a public deliverable, use case or marketing briefing on the website;
- A contact form on the contact page on the website;
- Event registrations;
- Encourage users to subscribe on social media platforms.

Newsletter content includes MARGISTAR updates, recent network activity, promotion of recent publications, public deliverables, articles, podcasts, blog posts and upcoming events.

3.5.3. Social Media

Social media is an important part of the promotion of the project and is a crucial way of connecting and communicating with project stakeholders.

Table 11. MARGISTAR Social Media Overview

Name	Platform Type	Content
Twitter	Social	Twitter is used to identify relevant stakeholder and publish project news and updates, share website content and re-share third party content related to project and its uses cases.
Facebook	Social	The Facebook account was created for dissemination of project news and announcements as well as facilitation of paid campaigns.
LinkedIn	Professional / Social	The LinkedIn page is used for dissemination to businesses and professionals in MARGISTAR target areas.
YouTube	Video	The MARGISTAR YouTube page hosts all videos created throughout the duration of the project. The videos are categorized and tagged to increase search visibility and discoverability.
SlideShare	Media Aggregator	MARGISTAR uses SlideShare to host and dissemination various media file, such as documents, presentations, and infographics. The platform allows for presentation content to be embedded on project website, thereby increasing visibility.
ResearchGate	Social / Academic	A ResearchGate profiles will be created to communicate the project to scientists and researchers. It allows to share academic papers with the MARGISTAR acknowledgement, post updates on the project and find potential collaborators.

3.5.4. Online Communities

The table below presents indicative online communities identified as relevant to the project. Such groups provide an opportunity to participate in discussions, share updates with the community and promote and create a profile for the project. These groups are continually being updated as the project progresses.

Table 12. Relevant Online Communities

Target Audience	Exemplar online communities
Mountain stakeholders	<ul style="list-style-type: none"> • UCD Mountain Research Group. - Dublin Mountains Partnership • Mountain Research Initiative • European Forest Information Network - EFINET
NGOs (incl. rural development and environmental organisations)	<ul style="list-style-type: none"> • Geneva Environment Network • Irish Environmental Network • Climate Action Network (CAN) Europe
EU Institutions and Funding Bodies	<ul style="list-style-type: none"> • European Environment Information and Observation Network • European Environment and Sustainable Development Advisory Councils Network
Scholars, Research Centres and Projects	<ul style="list-style-type: none"> • EDEN: Environmental Data Exchange Network • Natural Environment Research Council (NERC)
National and sub-national policy and decision makers	<ul style="list-style-type: none"> • Civil Service Environment Network (CSEN)

3.5.5. Media and PR

Initially, MARGISTAR will rely on the existing media relations infrastructure and relationships within network members. In Years 1 and 3, DCU will establish contacts (editors and writers) within targeted specialist media, blogs and websites to obtain coverage, attract guest bloggers and build awareness within target audiences.

Media release and press events activities will include:

- **List of target journalists and outlets** – MARGISTAR will compile a list of and contact influential journalists on mountainous areas. Initial targets will be those journalists and magazines that have covered similar projects and partner organisations. Indicative target media outlets are listed in Table 13.
- **Press Releases** – MARGISTAR will issue press releases to mass media and trade publications to announce major project news and deliverables.

- **Trade Publications** – MARGISTAR will approach trade publications running stories on mountainous areas related to the project and provide them with information on MARGISTAR for consideration and access to MARGISTAR members for comment.
- **Press / Media kit** – MARGISTAR will develop a re-packaged set of promotional materials comprising assets from the marketing toolkit.

Table 13 Example Media Targets by Domain

Target Audience	Exemplar Outlets
Citizens	Alpine Modern, KMC Magazine, Mountain Gazette, Mountain Journal Magazine, National Geographic, Syntopia Alpina
Agriculture/Forestry	Culture Agri, Irish Farmers Journal, Farming Independent, Forest Machine, La France Agricole, Soberania Alimentaria
Tourism	HoReMag
Regional news media	Caucasian Journal, Dolomiten, Éclair Pyrénées, La Montagne, La Nouvelle République des Pyrénées, Lapin Kansa, Nationen,
Mass Media and Other	Irish Times, The Greek Reporter Europe, Las Repubblica, Kathimerini, El Pais, B.T. Metro, Fakt, Le Monde.

3.6. Operations

A fast, reliable, and easily accessible infrastructure will be developed for the effective communication of the project's research outputs and public deliverables. The main elements of this infrastructure will be the project website, a shared document repository on [INSERT WHAT MARGISTAR WILL USE] with the minutes of meetings, reports, deliverables, and project plans available to the network.

3.6.1. Initial Communication

Internal communications refer to all methods of communication between the project members. All MARGISTAR members will exchange information on a regular basis through emails, web conferences, and face-to-face meetings.

The MARGISTAR network will use [INSERT TOOL] for project management activities.

3.6.2. External Communication

DCU will coordinate all communication to external stakeholders with the cooperation for individual members and specifically WG and Task Leaders, whenever necessary. The main channel for external communication will be through the project website <https://margistar.eu/>.

3.6.3. Release of Project Outputs

Final versions of project outputs will be stored and accessible internally on [INSERT TOOL]. Public outputs will be available for download by the public at the project website at <https://margistar.eu/publications/deliverables/>.

3.7. Metrics and Tracking

In order to measure the success of all dissemination activities, the different activities will be tracked across each platform. The aim is to optimise outreach, engagement, awareness and impact. Analytics tools such as Google Analytics, Twitter/LinkedIn Analytics and Google Search Console will be used to analyse the performance of activities. An easy-to-use online tool will be deployed to record all dissemination and concertation activities and summarise impact. This will be reviewed regularly.

4. Performance

4.1. Key Performance Indicators

A set of key performance indicators (KPIs) has been developed and is listed in the table below. The objective of these KPIs is to establish how well MARGISTAR is performing in the dissemination and communication activities.

Table 14. Dissemination KPIs

Dissemination and Communication KPIs

Activity	KPI	Target, M48
Participation at external scholarly Conferences, Workshops, or other Networking Events	Attendance and participation at relevant national or international conferences, workshops, or other networking events	12
Organisation or an annual Conference/Meeting	Organisation of annual MARGISTAR meeting or other networking events	3
Organisation of Working Group meetings	Organisation of working group meetings	36
Total (Average) participation in Working Group meetings	Total Average participation in Working group meetings	20 (720)
Organisation of a Workshop/Training School	Organisation of workshops or training schools	3
Participation in MARGISTAR Workshop/Training School	Number of participants in MARGISTAR workshops or training schools	30
Short-term scientific missions (STSM)	Organisation OF MARGISTAR STSMs	10
Case Studies	Number of completed case studies available for download or otherwise published	15
Book Chapters and Journal Publications	Publications in books or peer-reviewed journals	6
Conference Proceedings	Presentation at relevant national or international scientific conferences with proceedings	12
Non-scholarly Publications	Publications in trade publications during the lifetime of the project	4
Non-scholarly Events	Participation in non-scholarly national or international industry/trade conferences, exhibitions, or fairs	12
Flyer Downloads	Number of flyers downloads	1,500
Policy Briefings	Number of F2F Meeting	54

	Number of deliverables sent key policymakers	540
Website	Number of unique visitors	10,000
	Duration of visits	Avg. of 2 minutes
	Downloads/views of any material (incl. social dissemination)	2,000
	Mailing List	500
Newsletter	Number of newsletters sent	16
	Open Rate	20%
	Number of Followers	1,000
Social Media	Number of Downloads/Views	5,000
	Number of press releases issued	4
Media	Number of mentions in specialist and mainstream media	20
	Number of videos, podcasts, and other multimedia (incl. demonstrations, presentations, and interviews)	48
Collaborative Web Pages	Collaboration to existing entries, creation of new entries	5
Survey/Focus Group Participation	Number of participants	2,700
Open Access Book	PDFs sent	1,500
	Number of downloads	2,500

5. Concertation

Concertation activities will include both formal and informal engagement. Formal engagement includes participation in workshops, conferences, and collaboration on relevant topics, production of white papers, position papers and other projects. Informal engagement will include web conferences, face to face meetings, and discussions.

MARGISTAR will draw on the experience of previously COST actions and EU-funded projects and envisages exchanges of knowledge with (i) ongoing and closed Horizon 2020 projects, (iii) Horizon Europe projects, (iv) projects funded by other agencies, (v) projects funded by industry and (vi) any projects deemed by the project network to be of potential interest.

The overall aims and priorities of MARGISTAR's concertation activities are:

- To establish synergies with relevant COST actions, EU and other projects that relate to MARGISTAR's core domains.
- To collaborate successfully with other COST action and EU projects.
- To communicate successfully with the wider stakeholder community.

5.1 Concertation Strategy

5.1.1. COST Action and EU Project Concertation

MARGISTAR will draw on the experience of previously funded COST actions and projects and envisages exchanges of knowledge with ongoing and closed Horizon 2020 projects, future Horizon Europe projects, and projects being funded by other agencies and stakeholders of potential interest to the proposed network. Over the course of the project, MARGISTAR members will leverage projects that they are participating in currently. Furthermore, the Science and Communication Officer, and other MARGISTAR members as appropriate, will participate in the COST Science Communicators Basecamp.

Table 15 outlines 3 projects in which MARGISTAR members are participating with relevant areas of interest to MARGISTAR. This list will be extended from time to time as members deem appropriate.

Table 15. Related Projects with MARGISTAR Members

Project	Start/End Dates	Overview
FIRE-RES	2021-2025	FIRE-RES will develop a holistic and integrated fire management strategy to efficiently and effectively address Extreme Wildfire Events in Europe in 11 Living Labs thanks to its Innovation Actions.
Rustik	2022-2026	To enable rural communities' actors and policy makers to design better strategies, initiatives and policies fostering sustainability transitions of rural areas, through advancing our understanding of different rural functionalities, characteristics and future scenarios of rural areas, their potentials and challenges.

Project	Start/End Dates	Overview
LIFE ShepForBio	2021-2027	The main objective of the project is to improve the conservation status of three types of grassland habitats recognized as being of Community importance by the Habitats Directive (Habitats 5130, 6210*, 6230*). Through interventions to restore the grasslands, support for the development of existing zootechnical activities and the birth of new ones, also through the creation of a school for shepherds, the goal is to promote grazing as a tool for sustainable and lasting management of these environments.

5.1.2. Identification of Other Relevant Projects

In addition to specific existing projects relating to mountainous areas, MARGISTAR will monitor appropriate notification services for relevant new projects to engage with. Figure 2 below contains a proposed methodology to identify key opportunities for concertation and bi-directional collaboration where appropriate and relevant.

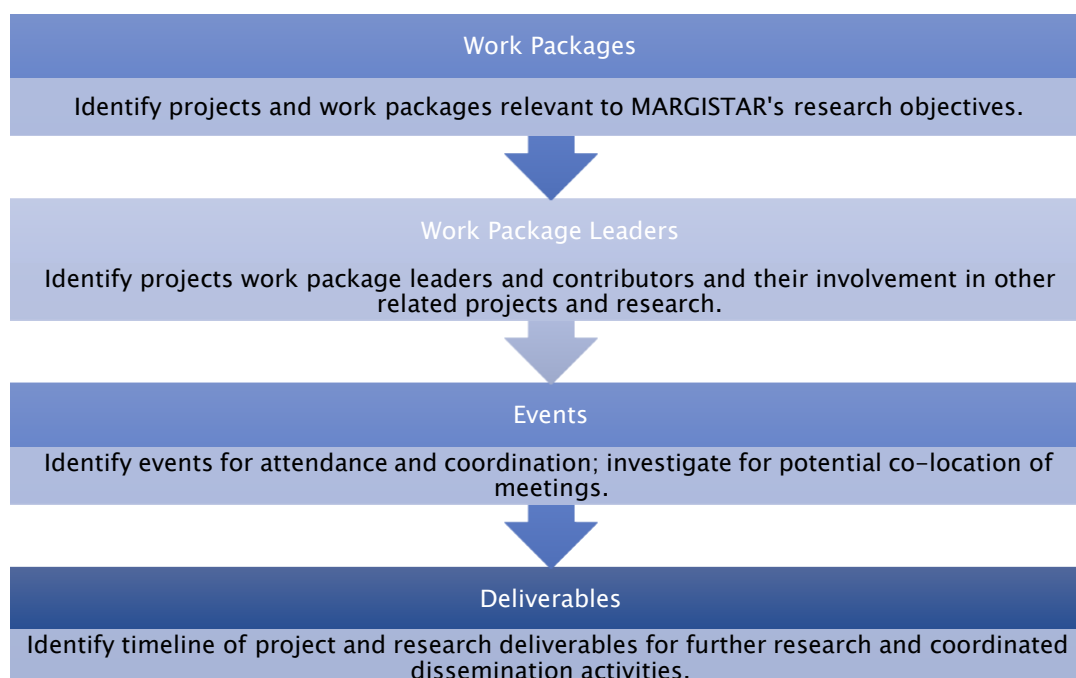


Figure 2. Project Identification Process for MARGISTAR Concertation

5.1.3. Policy Making Organisations

Policy making organisations and those that influence policy may impact the future adoption of MARGISTAR. These include government, government agencies, regulators, trade associations and other organisations who influence decisions on research and political priorities. In addition to targeting European Union institutions, directorates and expert groups and member state government units and agencies, MARGISTAR has identified the following indicative stakeholders for engagement. The number of organisations and potential engagements will be reviewed periodically and increased over the duration of the project. MARGISTAR will brief various policy making organisations periodically and participate in policy-influencing activities, where appropriate.

Table 16. Policymaking organisations relevant to the project

Stakeholder	Description
European Commission	The European Commission is the executive branch of the European Union. As such, it is responsible for initiating and enforcing the laws of the EU and managing the EU's policies.
European Council	European Council defines the EU's overall political direction and priorities. It is not one of the EU's legislating institutions, so does not negotiate or adopt EU laws. Instead, it sets the EU's policy agenda, traditionally by adopting 'conclusions' during European Council meetings which identify issues of concern and actions to take.
Member State Governments	National governments are responsible for translating EU Directives into national laws and for defining national policies of each member state of the EU.
Chambers of Commerce	Chambers of Commerce aim to create a business environment in which local businesses can prosper and to foster economic growth.
Local economic development agencies (e.g., Enterprise Ireland)	Public organisations or private institutions responsible for the development and growth of enterprises in world markets. Partner to enterprises in supporting economic growth, innovation, and sales in global markets.
Local research and innovation agencies (e.g., UK Research and Innovation – UKRI)	Organisations responsible for supporting research and knowledge exchange at higher education institutions on national or international levels.

5.1.4. Funding Bodies

MARGISTAR's approach to engaging with stakeholders, FAIRWAY, and the research undertaken in WG2 could have a significant impact on the revitalisation of mountainous areas. MARGISTAR will engage with the European Commission Horizon Europe programme, and national research funding agencies to increase investments in mountainous areas through briefings, consultations, and other policy-influencing activities.

5.2. Concertation Activities

MARGISTAR's concertation activities will focus on stakeholders not addressed directly through (i) the network members, and (ii) dissemination activities. As such, the focus of concertation will be on engaging and collaborating with:

- Cost Actions
- EU Projects
- Policy making organisations
- Funding bodies

Concertation activities will be supplemental to the wider dissemination and exploitation plans and will include formal and informal components.

For each of the concertation priority categories, a contact database will be collated and continuously updated over the course project. For each stakeholder group, campaigns will be developed with clear objectives and messaging for contacting each stakeholder type. Contact with a given stakeholder will be allocated to MARGISTAR members on the basis of their existing relationship with a target.

Formal concertation activities may include:

- Participation in MARGISTAR
- Participation in Horizon Europe, and other European Commission activities and events as notified by the Commission and others;
- Participation in formal consultation processes organised by target organisations;
- Organisation of and participation in third party stakeholder activities and events;
- Preparation and dissemination of briefing papers for each stakeholder category; and,
- Organisation of specific events including online meetings, seminars, workshops, webinars, demonstrations, and other forms of strategic engagement to proactively involve relevant stakeholders.

Informal concertation focusses on:

- Attendance and participation in online events organised by stakeholders;
- Subscription and review of updates or newsletters;
- Informal discussions and meetings with stakeholders.

5.3. Key Performance Indicators

KPIs establish how well MARGISTAR is performing in its Concertation activities. Performance will be measured by the overall number of engagements and outputs resulting from concertation activities in Years 2, 3 and 4, namely:

Table 17. Concertation KPIs

Activity	KPI	TARGET, M48
Research Collaboration with other COST actions and projects	Number of projects with whom there are joint acknowledgements of outputs	1
Formal Concertation Activities	Number of formal concertation activities (e.g., meetings, workshops, as per above)	4
Informal Concertation Activities	Number of information concertation activities (e.g., online meetings and informal discussions with stakeholders as per above)	16
Policy Making and Standard Setting Activities	Contributions to policy making and standard setting activities	4

6. Risks and Mitigation Measures

This Dissemination and Communications Plan is subject to potential risks, both internal and external. A risk register has been prepared to help the MARGISTAR Management Committee anticipate, prepare and mitigate against potential challenges. Table 18 below presents the preliminary risk register.

Table 18. MARGISTAR Dissemination and Communication Risk Register

RISK	PROBABILITY	MITIGATION
Low engagement or disengagement by MARGISTAR members	Low	Frequent engagement from dissemination and communication team and WG Leaders.
Low levels of awareness of MARGISTAR with target stakeholders	Medium	Frequent targeted high-quality communications across relevant communication channels for each stakeholder.
Lack of resources in science and communications	Medium	Frequent engagement with members to support content and marketing activities. Leverage existing channels available to members.
Non-compliance with agreed templates and brand style guide	Low	All templates and style guides will be made available to all members and content will be monitored.
Insufficient effort by partners to promote MARGISTAR	Low	The Science Communication Officer will monitor KPIs and liaise with the MARGISTAR Leadership Committee and the WG Leaders for appropriate interventions, if necessary.
Low subscription rates to mailing lists and social media	Medium	GDPR compliance can make subscription building activities difficult. Members will be encouraged to help build local mailing list and subscriptions to MARGISTAR media. Where budget allows or grants are available, digital advertising will be used to reach subscription targets.
Lack of interest by stakeholder groups in the action	Low	The Science Communication Officer will liaise with WG1 to ensure that MARGISTAR is aligning the appropriate dissemination and communication channels with target audiences. Target stakeholders will be surveyed, and look-alike audiences developed. MARGISTAR members will be encouraged to localise MARGISTAR content for local languages and cultures.

7. Conclusion

This report outlines the proposed activities and KPIs for MARGISTAR to raise awareness, engage stakeholders, promote the network and its outputs, achievements and knowledge generated, while also setting a basis for concertation and collaboration. This Dissemination and Communication Plan should not be considered static and are subject to alteration and improvement in the best interests of the project and where new and greater opportunities for dissemination appear. The performance of the plan will be monitored and measured, and changes will be made as necessary under the guidance of the Science Communication Coordinator, the WG1 and WG2 Leaders, the MARGISTAR Leadership Committee, the Management Committee, and the Action Chair.