



Funded by
the European Union

**International Network for Knowledge and Comparative
Socioeconomic Analysis of Informality**

and the policies to be implemented for its formalisation in
the European Unión and Latin America

DELIVERABLE D16

DISSEMINATION, COMMUNICATION AND EXPLOITATION PLAN

Lead Beneficiary: **Universidad Autónoma de Madrid**

Dissemination level: PU

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1. INTRODUCTION

1.1. About the project



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The INSEAI project aims to create an international network for knowledge and comparative socioeconomic analysis of informality, as well as policies to be implemented for its formalisation in the European Union and Latin America. The interdisciplinary and intersectional approach involves academic (nine from UE and seven from LA), non-academic (three from UE and four from LA), and four non-eligible funding entities. Training activities and debate events will be organised throughout secondments, and specific tools (to detect, prevent, and avoid informality) will be developed in collaboration with network members and individuals from their environment's societal networks. The project has received funding from the European Union's Horizon 2020 programme, Grant Agreement No. 101182756.

The network adopts an interdisciplinary and intersectional approach, with the goals of:

1. Analyse the problem of informality with a global and interdisciplinarity vision in connection with employment and formalisation policies, evaluating their design and implementation in the different areas of the European Union and Latin America.
2. Compile the research on the phenomenon in different fields of analysis (see the thematic areas) to conclude its characteristics, dimensions and factors of its existence and evolution.
3. Establish bases for its theoretical interpretation on the premises of an inductive discourse (arising from all the empirical literature) of an international and multidisciplinary character. The contrast between the different realities of the countries that comprise the network will offer abundant material in this regard, allowing for an examination of the hierarchies of the results obtained to date. The mesoeconomic analysis of the revised literature will also provide us with relevant clues for such purposes.
4. Observe the already analysed differences in productivity and quality of employment in a comparative manner between Europe and Latin America.
5. Understand how social inequalities interact with informality, exacerbating social inequalities in terms of material well-being.



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6. Decipher the scope and role of current employment policies, the role of sectors and actors, employers, trade unions and social partners in this modulation.
7. Bring together research and intervention interests through academic institutions and sectors of civil society.
8. Extend the network by inviting the participation of other academic institutions and civil society through open activities organised by INSEAI and develop Open Science practices based on the results obtained through the joint work of network members.
9. Generate new quantitative and qualitative tools to broaden and deepen our scientific knowledge about informality, its determinants, and ways of dealing with the phenomenon. The developed tools will identify situations of informality and the areas where there is a high probability of their materialisation. This will result in a singular advance in the knowledge of the phenomenon and, therefore, in facing it with greater efficiency than at present.
10. Deepen the relationships between the network members and extend them to other entities, particularly civil society, to establish the future of INSEAI, designing instruments that allow the establishment of said relationships after the end of the project (research, teaching, training).

To achieve them, the network faces some critical challenges, as currently claimed by stakeholders at higher education institutions in Europe and Latin America. Raising the level of research organisation in the regions, particularly in informal issues. Multiplying the effect of research results to catch the public policy interest. Drawing the PhD students' attention to informality as an endemic issue deeply rooted in the globalised dynamics that are changing people's lives and stratifying the world's peripheral capitalist positions. Developing Open Science, promoting gender equality and consolidating the network continuity. Developing training tasks, exchanging knowledge and methodologies, and trying to innovate in analysis and quantification tools with the support of research and dissemination technologies and managing databases to offer tools (utilising big data, algorithms, and apps) for public use, in favour of informal knowledge and estimation, and the formalisation of governance processes and bringing together research and innovation interests from academic and civil society entities to understand the



convergences and divergences in structuring labour markets and informality dynamics in regions with different degrees of development.

1.2. Purpose of this deliverable

We designed a dissemination, communication, and exploration plan to achieve the proposed objectives and transversal the seven work packages. The formation of any human network requires the development of adequate communication and information transmission, especially when it involves creating spaces for exchange between different social actors to address a labour issue.

Therefore, this document presents the Dissemination, Communication and Exploration (**DCE**) Plan for the general INSEAI 2023 project. This DCE Plan is Deliverable related 7.3, planned in the context of **Work Package (WP) 7**. WP 7 aims to ensure compliance with the network's goals, guarantee the quality of the work to be carried out, and meet the administrative and budgetary requirements assumed by the consortium of member entities of the network. The duties of the members participating in these tasks are coordinated by the Universidad Autónoma de Madrid, particularly by INSEAI coordinator, with the support of Ubatec S. A. Thus, one of the tasks of WP7 is to implement and monitor a plan to ensure internal communication within the network and to make the project's objectives and progress externally visible. The plan also outlines strategies for disseminating results, generating social and public impact, and evaluating potential avenues for leveraging the results. As the tasks of communication, dissemination, and exploitation are associated with all work packages in different ways, they take shape throughout the project (M1-M48).

With this document, we aim to design the most effective approach for carrying out activities that not only inform but also foster engagement with the project. Our focus will be on emphasising the added value that INSEAI 2023 brings to both the scientific community and society at large. The DCE Plan will enable us to have a clear, coherent, and shared strategy to give the Network identity, cohesion, visibility, and strength. Therefore, the plan will serve as a guide for group and individual communication and dissemination activities carried out by project members, ensuring alignment with the project's standards and providing direction for all those involved in or interested in the dissemination, communication, and exploitation of the project's outcomes.



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It first outlines the objectives of the three dimensions: communication, dissemination, and exploitation. It then defines the general strategies for doing so. The DCE Plan carefully defines the target audiences, the content and its key messages. This document also provides an account of how the Communication Team and its subgroups are organised. Finally, it examines the specific tools, channels, and activities involved, which will be monitored to assess the plan's development. According to the results obtained in key indicators, the plan would be updated during its implementation.

We want to emphasise that the European Union is funding the project. Views and opinions expressed are, however, those of the author(s) only and do not necessarily reflect those of the European Union or Universidad Autónoma de Madrid. Neither the European Union nor the granting authority can be held responsible for them.

2.OBJECTIVES AND STRATEGY

2.1. Communication, dissemination and exploitation objectives

2.1.1. The communication plan has the following objectives:

- 1) To develop a corporate and visual identity for the INSEAI Network associated with our mission, vision and values.
 - **INSEAI's mission:** The INSEAI Network is a network of universities, research centres, business, non-profit organizations and foundations dedicated **to analyse**, in an interdisciplinary and collaborative manner, **the problem of labour informality in Europe and Latin America and its possible solutions. We generate and systematise knowledge and information** on the subject that is valuable for the academic and scientific community and different social sectors (state, private, trade unions, NGOs). In this way, **we aim to contribute to development, economic growth, social welfare, poverty reduction, and the reduction of social inequalities.** We will mainly, but not exclusively, **contribute to Goal 8 of the Sustainable Development**



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Goals (SDGs). The aim of Goal 8, Decent Work and Economic Growth is to “promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”. One of the specific targets, Target 8.5, is exclusively “dedicated to achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value”¹. Including our mission within this Global Objective provides us with a general framework for action and a precise guide for the project's contribution.

- **Vision:** To be a **leading reference** in addressing labour informality and promoting decent work in Europe and Latin America.
 - **Values:** Our guiding values are **sustainable development**, inclusive economic and social well-being, quality employment, innovation, equality, inclusion and non-discrimination.
- 2) To generate channels and flows of communication and exchange within the network that help to achieve internal cohesion and collaborative work.
 - 3) To incorporate labour informality in the international and local agendas as a critical issue that society needs to address to achieve sustainable development in Europe and Latin America.
 - 4) To position the network as a group specialising in informality, quality of work and European and Latin American labour policies.
 - 5) Publicise the network, its objectives, activities, and results to various audiences outside the network, including the academic sector, the state, business, trade unions, NGOs, the media, and society in general, both in Europe and Latin America.

¹Goal 8, Decent work and economic Growth: <https://www.globalgoals.org/goals/8-decent-work-and-economic-growth/#things-to-do>



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- 6) Inform society about the benefits of formality, access channels, associated labour rights, laws and policies related to these issues, among other relevant aspects, to achieve decent work and economic growth.
- 7) Publicise and generate engagement with a computer application created to systematise information on labour informality.
- 8) Communicate with accessibility and universal design criteria.
- 9) Inform about the European origin of the funds.
- 10) Evaluate the impact of the communication activities and improve the plan.

2.1.2. The objectives of the proposed dissemination plan are as follows:

- 11) Disseminate the advances and research results obtained from studies on labour informality internally and externally, at various geographical levels (local, regional, and international).
- 12) To build a computer application that offers constantly updated data on labour informality for a specialised and non-specialised public.
- 13) Based on research findings, the goal is to disseminate and communicate policies that effectively address labour informality, providing policymakers, business leaders, and political actors with practical tools.
- 14) To encourage the exchange of knowledge and information produced by the network with other researchers, universities, business associations, trade unions, state sectors and NGOs as a starting point for action.
- 15) Ensure appropriate dissemination conditions, including confidentiality, open access and data security.

2.1.3. The exploitation plan has the following objectives:

- 16) Compile public policy evaluations and medium and long-term public policy proposals to be presented in public domains.



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- 17) Maintain and continuously update databases to ensure that information on informality is available to any interested party.
- 18) Establish permanent academic institutions that foster research, observations, and ongoing and systematic evaluations of labour informality.

2.2. Internal and external communication and dissemination strategy

Taking into account the objectives outlined above, we have developed a **strategy for both internal and external communication and dissemination**. Communication and Dissemination will play a fundamental role in the collaborative, interdisciplinary and innovative work objectives of the network. During the development of the overall project, the Communication and Dissemination Team (CDT) will implement a strategy that aims to maximise the impact of the project results throughout its lifetime and beyond its completion.

We define communication as the process of raising awareness of the project and promoting its results to a broad audience, including the general public, highlighting the benefits of research and innovation funded by the European Union. In contrast, dissemination refers to making the project's results available to the relevant target audiences — in our strategy, primarily the academic and scientific community, but also including, as secondary targets, policymakers, trade unions, NGOs and others—who can make practical use of them.

This strategy is developed as follows: a) establishing effective mechanisms for sharing updates and materials among network members and building the identity of the network b) defining target audiences, key messages and appropriate channels for communication along with a Stakeholder Engagement Strategy (SES) c) monitoring and evaluation of communication and dissemination impact.

2.2.1. Internal communication strategy

Internal communication refers to the exchange of information among network partners and between the network and the European Union. In this strategy, the primary target audience is members of the network



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(MON). Clear communication between partners, exchange of ideas and interaction between work packages will not be underestimated.

The coordinating team at Universidad Autónoma de Madrid has created an ad-hoc channel on Microsoft Teams (INSEAI 2023). The channel is private, meaning that only pre-authorised individuals can access its content. This space will serve as the leading and formal collaborative platform for holding internal meetings, exchanging information, and sharing both draft and final documents.

In addition, different tools will be used by partners for day-to-day and periodic communication:

Emails: For formal and official communication. The project mailing list, open to the inclusion of new partner contacts, is available within the INSEAI Teams channel.

A dedicated INSEAI email account (INSEAI2023@uam.es) has been created and is jointly managed by the Project Coordinator and the Technical Office.

WhatsApp (INSEAI Chats): For informal communication, either consortium-wide or for one-to-one exchanges. We have created separate chats with distinct scopes as needed.

Video calls: conducted through Microsoft Teams, will serve as the standard format for all kinds of meetings.

Shared calendars: A private network calendar, accessible via Teams files, where all planned activities by any member of the Network are recorded. A public network calendar will also be available on the website, featuring the most important events.

Newsletter: A regular email publication featuring key news, events, and outcomes related to the Network, as well as broader developments concerning informality.

Smooth communication within the network will also be ensured by scheduling regular meetings in advance, each serving a specific purpose in maintaining coordination and collaboration among partners. Consortium meetings will be held twice a year, with the participation of all partners required. These meetings are essential for keeping the entire Consortium informed about the project's overall progress and for discussing key upcoming steps. Coordination meetings will be held every six months



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between the General Coordinator and the coordinators of each Network member. The frequency of these meetings may be adjusted as needed. Each Work Package leader is also responsible for organising internal meetings with the partners involved in the execution of their respective WPs. These meetings will be held as necessary, depending on the demands of each WP's activities. All those organising coordination meetings are encouraged to take minutes and make them available on the Teams channel for all interested members. Finally, INSEAI Discussions will be held two to three times per month. In these sessions, members of the network will share knowledge and experiences on specific topics proposed by one of the members, fostering collective reflection and learning.

In addition to ensuring effective communication and the proper organisation of tasks, it is equally important to convey the network's identity to all members and to foster a sense of collective belonging that inspires and sustains our shared efforts. To support this, we have established a defined visual identity and planned dedicated communication pieces tailored to this purpose.

The European Commission will be informed of the results through the project's periodic reporting (mid-term review, deliverables, minutes of regular meetings, and updates to this document), allowing for potential adjustments to relevant regulations and the identification of opportunities for collaboration with other ongoing dissemination-related projects. The General Coordinator also maintains regular email communication with the European Union Officer to address any specific questions or concerns that arise in the day-to-day management of the project.

2.2.2. External communication and dissemination strategy

External communication refers to interactions with individuals or organisations outside the Network who are among the project's intended audiences. INSEAI's primary target audience is the scientific and academic community, including postgraduate and doctoral students. At a secondary level, additional target audiences include professionals working on social issues, social organisations, policymakers, the media, and the general public. These groups will be discussed in greater detail in Section 3 of this deliverable.



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The main overarching message of the Communication and Dissemination Strategy is to present INSEAI as a network of academic and non-academic entities dedicated to analysing the problem of labour informality in Europe and Latin America, funded by the European Union.

Other key secondary messages associated with the presentation of INSEAI include:

- a) INSEAI promotes an interdisciplinary and intersectional approach to informality.
- b) INSEAI focuses on compiling and structuring knowledge about informality.
- c) INSEAI seeks to generate interest in informality at both the academic and societal levels.
- d) INSEAI fosters open science and scientific innovation.
- e) INSEAI values sustainable development, with a focus on promoting decent work.

More specific target content and messages will be developed in Section 4 of this deliverable.

Every effort will be made to communicate the network's work through various channels. The primary communication and dissemination channels will include the website, which will feature a blog and a podcast, as well as more formal academic outlets such as peer-reviewed journal articles, presentations at scientific meetings and conferences, academic workshops, and books. Additionally, non-academic channels will be utilised to reach a broader audience. These will include traditional media, social media platforms, network meetings, a subscription-based newsletter and other dissemination documents. Further details on each communication and dissemination channel will be provided in Section 6 of this deliverable.

All public communications and scientific publications related to INSEAI will be made open access to promote scientific exchange. Whenever a translation is required, partners will provide the text to the Communication Coordinator, who will ensure it is properly adapted and integrated into the project's visual design and identity.

As part of our Stakeholder Engagement Strategy (SES), all project partners (especially the coordinator of each node) are expected to actively support dissemination efforts to ensure continuous stakeholder engagement throughout the project's duration. These efforts may include, but are not limited to, sharing project content on social media, newsletters, and institutional websites; engaging with relevant national



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and local media (print, radio, television, and online); and liaising with stakeholders. The network will seek collaboration with similar EU-funded projects (in particular with those with topics close to the objective of this project or similar characteristics). Furthermore, partners must proactively inform the Communication Team of any activities related to the project, such as participation in conferences, as well as any developments or results that should be communicated.

The Improvement, Monitoring and Control Sub-group of the Communication Team will develop and provide general guidelines to project members to ensure the effective implementation of this strategy.

These guidelines must include a reminder that beneficiaries must inform the granting authority before engaging in any communication or dissemination activity that is expected to have a significant media impact.

2.3. Exploitation strategy

Our commitment to dissemination is oriented towards enabling the broadest possible exploitation, both in terms of advancing knowledge by other researchers and postgraduate students, and in supporting the development of public policies aligned with the sustainable development of our regions. Accordingly, this exploitation is targeted at specialised audiences and stakeholders, providing them with concrete tools for action.

There will be three key tools in the exploitation strategy. The first will involve compiling and systematising studies on the outcomes of public policies implemented in our regions, specifically related to the issue of labour informality. By disseminating these resources to the relevant stakeholders, we aim to establish ourselves as a reliable source of information, references, and inputs that can support decision-makers in evaluating existing policies and informing the development of new ones. Scientific evidence will help foster citizen-backed measures with broader support. The second tool in the exploitation strategy will be the centralisation of databases for the analysis of labour informality. Effective communication and dissemination will be essential to ensure the successful development and utilisation of these databases. Our network must guarantee a consistent and accurate flow of data updates and proper maintenance. The last tool that will be part of the exploitation strategy is the establishment of institutions that will



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endure beyond the project's completion. The two key outcomes will be the conceptualisation and design of an International Master's programme on the Socio-economics of Informality, and of an International (Euro–Latin American) Observatory on Informal Activities and related policy responses.

The Improvement, Monitoring and Control Subgroup, part of the Communication Team, will be responsible for evaluating internal and external communication strategies, dissemination efforts, and the results exploitation strategy, as well as for proposing improvements where necessary.

3. TARGET AUDIENCES

The Network will generate knowledge and information in a collaborative and interdisciplinary manner, making it accessible to a range of audiences. We expect to create and highlight impact on the following:

- A. Members of the Network (COM/DISEM).²
- B. The academic and scientific community, including doctoral students, in labour, economics, sociological, psychological, anthropological, communication, and technological studies working on topics related to informality (COM/DISEM/EXPL).
- C. Academic or business technicians associated with the construction and use of data analysis tools in informal activities.(COM/DISEM/EXPL)
- D. Political actors, especially public policy makers (COM/DISEM/EXPL).
- E. Business leaders (COM/DISEM/EXPL).
- F. Trade unions and different labour groups (COM/DISEM/EXPL).
- G. NGOs dedicated to reducing inequality and poverty and improving economic and social well-being, as well as community, indigenous, and peasant organisations working around informality contexts (COM/DISEM/EXPL).

² COM (Communication Strategy), DISEM (Dissemination Strategy), EXPL (Exploitation Strategy)



H. Media/ General Public (COM).

The primary target audiences of the DCE Plan are members of the network, the academic and research community, as well as educational and business technicians (A-C). Within this first group of target audiences are specialists in informality studies.

A. Members of the Network

The INSEAI network comprises 27 organisations, including 19 academic groups and 8 non-academic entities associated with technicians and researchers. The Communication Team will facilitate internal communication between the 27 nodes coordinator and its members. To facilitate internal communication, priority is given to node coordinators and work package leaders. In addition, task leaders within the project are also prioritised. All roles and responsibilities are clearly defined and available on the TEAMS collaborative channel.

B. The academic and scientific community

Among all three strategies—communication, dissemination, and exploitation—the academic and scientific community stands out as the principal target audience. Specialists in the field of informality will be considered a core audience, but the target also extends to members of other academic fields who may be linked to or benefit from this knowledge and information. Likewise, our intended audience includes established researchers, early-career scholars, and students at all levels. By adopting a broad and intersectional understanding of informality, along with related policies and tools for its research, we aim to engage as many disciplines or fields of knowledge as possible. Among the most prominent are: labour, economics, sociology, psychology, anthropology, communication, and technological studies.

To operationally define and reach this target audience, the Communication Team, in collaboration with the node coordinator, will compile a list of research networks, projects, specialised conferences, and academic journals of interest. It will take into account the international, regional, and local levels of the countries within the network. Below, we describe some examples of spaces identified for communication, dissemination, and exploitation, which have **existing links with INSEAI members**.



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Examples of research networks and scientific associations identified as potential target audiences

Latin America: Latin American Association of Labour Studies (ALAST), Latin American Studies Association (LASA), Latin American Sociological Association (ALAS), Population and Labour Network of the Latin American Population Association (ALAP), Network of Latin American Social Debt Observatories of the Organisation of Catholic Universities of Latin America (Red ODSAL-ODUCAL), CLACSO Working Group: Structural heterogeneity and social inequality, Latin American Political Science Association (ALACIP).³

Spain: Valencian Sociology Association, Interuniversity research group ECOBAS, World Economic Society (WES, Labour Economic Association, Labour Socioeconomic Research Group (LASE);

Argentina: Argentine Association of Specialists in Labour Studies (ASET), Labour Market Information System (Red SIMEL), Population Studies Association of Argentina (AEPA), International Labour Relations and Employment Relations Association of Argentina (ILERA Argentina -ARTRA), Working Group in the framework of the Programme Centre of the Observatory and Knowledge Management of the Latin American Bishops' Council (CELAM)/ **Brazil:** Centre for Inequality and Development Studies (CEDE), GEFAM – Society of Family and Gender Economics. / **Costa Rica:** Expert Network on Employment, Labour and Health Conditions Surveys (Red ECoTES), Inter-University Network for the Study and Transformation of Care / **Mexico:** Mexican Association of Labour Studies (AMET), RThematic Network Labour and working conditions (TeTra) del CONACyT, Mexican Demographic Society (SOMEDE), Mexican Social Science Council (COMECSO) / **Paraguay:** Paraguayan Association of Sociology / **Peru:** Economic and Social Research Consortium (CIES).⁴

International/ Other countries: The Interuniversity Research Centre on Globalization and Work (CRIMT) Partnership Project on Institutional Experimentation for Better Work, Université de Quebec, International Political Science Association (IPSA), Society for Advanced of Socioeconomic (SASE).

³ Translated from spanish

⁴ Translated from spanish and portuguese



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Examples of international and national congresses in which members of the network have participated or are currently involved.

International: EDaSS - International Conference on Economic Development and Social Sustainability / ISSD International Scientific Conference Information Society and Sustainable Development / ICDEc International Conference on Digital Economy / GSMAC Griffiths School of Management and IT Annual Conference on Business, Entrepreneurship and Ethics / Annual Meeting of the Society for the Advancement of Socio-Economics (SASE) / International Conference on Development Economics (ICDE)/ International Conference on the Economics of Informality/ Regulating for Decent Work Conference (ILO).

Latin America: Latin American Sociological Association Congress (ALAS) / Congress of the Latin American Association for Labour Studies (ALAST)/ International Seminar Inequality and Social Mobility in Latin America (DEMOSAL)/ Ibero-American Congress on Gender Studies

Spain: Spanish Congress of Sociology, Economics Conference, Universidad Complutense de Madrid/ Annual World Economic Meeting.

Argentina: National Congress of Labour Studies (ASET), Sociology Conference, Universidad Nacional de La Plata, Conference: Centre for the Study of the Economic Structure and the Observatory of Social Innovation, Facultad de Ciencias Económicas (UBA), National Conference on Regional Studies and the Labour Market (SIMEL)/ **Brazil:** Brazilian Economics Meeting of the National Association of Graduate Centers in Economics (ANPEC), National Meeting of the Brazilian Association for Labor Studies (ABET), National Meeting on Population Studies (ABEP) / **Paraguay:** Paraguayan Congress of Sociology/ **Peru:** Informal economy and Development Conferences. Universidad Nacional Mayor de San Marcos (UNMSM), Facultad de Ciencias Económicas. ⁵

Examples of projects in which members of the network have participated or are currently involved, and which are linked to researchers working on issues related to informality

⁵ Translated from spanish and portuguese



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NETeJOB Strengthening interdisciplinary knowledge networks on the impacts of the digital transformation on working conditions in Latin America, is a Capacity Building project in the field of Higher Education (co-financed by the European Commission, Erasmus + Programme).

LATWORK Developing Research and innovation Capacities of Latin-American HEI for the analysis of Informal Labour Market (co-financed by the European Commission, Erasmus + Programme)

co-financiado por el programa Erasmus+ de la Unión Europea.

Structural Changes, Work Reconfigurations, and New Inequalities in Brazil. Coordinating Entity: Institute of Economics, Federal University of Rio de Janeiro (IE/UFRJ) Funding Entity: Institut de Recherche pour le Développement (IRD), France.

INCASI (International Network for Comparative Analysis of Social Inequalities). Funded by the Horizon 2020 programme of the European Commission (Marie Skłodowska-Curie Actions (MSCA) - Research and Innovation Staff Exchange (RISE)- Project Number: 691004)

The Service Contract to support the European Platform tackling undeclared work (VC/2016/0589), European Commission.

All these institutions and spaces of academic and scientific exchange, previously or currently inhabited by members of the network, are examples of potential places to find the target audience of INSEAI.

C. Academic or business technicians

Our third target audience is technicians in academic, institutional or business environments linked to technological tools for data construction or analysis. We focus on those who are involved in some way with the construction of data on informality.

The following target groups are secondary and serve to complement the three primaries.

D - G Policy makers, business leaders, trade unions, labour groups, NGOs.

Beyond academia, various stakeholders will be considered part of our target audiences. We have compiled a list of example organisations identified by the network nodes as relevant for engagement. These include organisations involved in governance, social action, economic development, workers'



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welfare, and the reduction of inequalities, among other issues linked to informal work. We have compiled a list of examples of possible organisations identified by the network nodes as relevant to engage with.

International: International Labour Organization (ILO) / Organisation for Economic Co-operation and Development (OECD) / Friedrich-Ebert-Stiftung / Oxfam International / Women in Informal Employment: Globalizing and Organizing (WIEGO) / Global Labour University (GLU)

Germany: German Federation of Unions (DGB), Faire Mobilität ("Fair mobility", an organisation attached to DGB, conducting a network of contact points for informal migrant workers), German Associations of Cities (Deutscher Städtetag) / **Poland:** All-Poland Trade Union 'Workers Initiative'.

Latin America: Economic Commission for Latin America and the Caribbean (CEPAL) / Consejo de Empresarios de América Latina (CEAL) / Latin American Central of Workers (CLAT) / Trade Union Confederation of the Americas (CSA)

Argentina: Union of Workers of the Popular Economy (UTEP), PYME Observatory, 'Brickmakers' Union of the Argentine Republic (trade union), AFAAJ (Street vendors, fairground workers and related associates Jujuy), CTA (Argentine Workers' Central Union – Jujuy branch), Konrad Adenauer Foundation Argentina, La Nación Foundation / **Colombia:** National Trade Union School (ENS), Unitary Workers' Central Union (CUT) / **Costa Rica:** Chamber of Industries of Costa Rica (CICR), Central of the Costa Rican Workers Movement (CMTC), Youth Action (Acceder) Foundation / **Mexico:** Oxfam México / **Paraguay:** National Federation of Micro, Small and Medium-Sized Enterprises, Industrial Union of Paraguay – Employment Formalisation and Security Strategy 2025-2028 (Ministry of Labour, Employment and Social Security (MTESS), in collaboration with the Industrial Union of Paraguay (UIP) 'Existo' Programme (Pro Desarrollo Paraguay), Development Research / **Peru:** Exporters Association (ADEX), National Confederation of Private Business Institutions (CONFIEP), Lima Chamber of Commerce (CCL), Unified Workers' Confederation (CUT), Citizen Proposal Group, Alternative Human and Social Capital (CHS).⁶

H. Media / General Public

⁶ Translated from Spanish



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Traditional media and the general public constitute our final target audience. To define the target media, we will start with non-specialised media outlets with which network members have established contacts through previous or regular publications, and that may be interested in publishing news about the network.

From these connections between network members and both specialised and non-specialised audiences, a database of potential audiences interested in our project and its key results will be created. Methodologically, we will expand this database using a “snowball” strategy, where contacts closest to the network are expected to lead to new contacts, continuing throughout the project’s duration. Additional strategies, such as promoting subscriptions to the Newsletter and Blog via the website, will also help strengthen and grow our contact base.

4.CONTENTS

Information and content will be produced at various levels and in different formats to suit each target audience. On the one hand, we will generate materials that promote the network and the activities of the work packages, both internally and externally — with particular focus on those developed during each secondment. On the other hand, we will produce content that disseminates the systematisation of information and research on informality and public policy to stakeholders. Finally, we will develop materials for the general public, raising awareness about the causes and consequences of informality and the role of our network in addressing this social challenge. While these are the general lines of content to be created, specific content has been designed for each audience.

TABLE 1. ACTIVITIES AND TOOLS FOR INSEAI COMMUNICATION, DISSEMINATION AND EXPLOITATION PLAN

Target audiences	Contents (Key messages)
All targets	We expect to communicate the network's mission, vision and values properly. Informality issues will be linked to human development objectives. will be informed about the public funds that finance the project, the activities and the results obtained



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Members of the network	The members of the network will be encouraged to achieve identity, exchange and permanence in the network, compatible with their professional and personal development.
The academic community	The network will establish itself as a reliable source of information on informality and job quality, as well as a space for synergy, interdisciplinarity, and innovation within the scientific community.
Academic or business technicians	Invite technicians involved in informal activities database construction and analysis to use the tools made available through the network, or to provide information to the network and to collaborate on technical innovations.
Political and social actors	The network will present the role of informality in socio-economic and labour issues, its leading causes and consequences. It will highlight the informality problem as an agenda item for political and social actors and offer them tools for possible action plans.
Business leaders	Invite business leaders to participate as active social actors in the discussions and solutions of informality problems. We will inform them about the relationship between formality and economic and business growth.
Trade unions or trade groups / NGOs (topics related)	Invite trade union leaders, NGOs, and other organisations to include the informality issue in their discussions, analyses, and action plans. Providing social actors with tools for knowledge, information and action.
Media/ General Public	Informality issues are linked to human development objectives. The impact of informality on society and the economy. Its possible solutions. The community, in general, will be informed about the public funds that finance the project, the activities and results obtained and will be provided with information and knowledge about the global, national and local situation of the implicated problems and the evaluation of concrete public policies.

Source: Own elaboration

5.COMMUNICATION TEAM

5.1. Communication team

The University of Alicante will lead an internal communication team with members of different network entities. However, recognising the project's importance, if necessary, we will subcontract the services of a marketing and communication company to work with the internal communication team.

The communication team will be organized into a set of specific tasks, which small subgroups will manage. In this way, tasks are clearly defined, which facilitates meeting the proposed deadlines.



5.2. Activities

The specific activities of each Sub-group are described with defined dates or periodicities. Ensure that they align with the strategy for each channel that will be presented later and with the table of activities. If something is modified here, it will be modified later in the table. The activities must have an estimated completion time, allowing for a general communication timeline to be established.

5.2.1. General Communication Team

To ensure effective coordination and strategic alignment, regular meetings will be held between the responsible researchers (coordinators) and the communication team. These online meetings will be held quarterly and serve as a platform to review communication goals, assess ongoing activities, and plan upcoming initiatives. They will also be used to discuss feedback from external audiences and stakeholders, enabling the team to refine its messaging and outreach strategies. These quarterly sessions will strengthen the synergy between scientific content and communication outputs, ensuring that all materials remain accurate, impactful, and aligned with the project's objectives.

In addition to the quarterly coordination meetings, the internal communication team will meet on a monthly basis. These meetings will focus on the operational aspects of content production, social media management, blog updates, newsletter planning, and the organization of events and multimedia outputs. They will allow team members to address challenges, share progress, and ensure that all communication tasks are on schedule. Monthly meetings will also include brief performance reviews based on key indicators, enabling quick adjustments and continuous improvement. This structure ensures agility in daily communication activities while maintaining a strong connection with the broader goals and scientific direction of the project.

5.2.2. Website subgroup:

This group will be responsible for continuously providing content for the website. Additionally, in an initial phase, it will be in charge of designing the layout and sections, as well as the overall vision to be presented, in order to effectively communicate this information to the web developers.

- **Content Updates:** Regularly upload news, event announcements, and research outputs (e.g., working papers, policy briefs, reports) to keep the site current and informative.



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- **Researcher Profiles:** Maintain and update profiles of network members, including bios, affiliations, publications, and areas of expertise, to promote visibility and networking.
- **Event Pages** Create and manage dedicated pages for project events (seminars, workshops, conferences), including registration links, agendas, and post-event materials (videos, summaries).
- **Multimedia Integration** Embed multimedia content such as podcasts, recorded interviews, or videos to make research dissemination more engaging and accessible.
- **Resource Repository** Develop a searchable library or archive of relevant resources: academic publications, datasets, policy documents, and infographics related to informal work.
- **Technical Maintenance:** Perform regular checks and updates
- **Accessibility Compliance** Ensure the website meets basic accessibility standards (e.g., alt text for images, contrast ratios, readable fonts) to be inclusive for all users.

5.2.3. Social Media subgroup:

The Social Media subgroup will be responsible for communicating to the general public the activities being implemented within the network.

- **Creation of official profiles with a unified visual identity:** Opening of institutional accounts on each social media platform with consistent names, cover images, logos, and biographies consistent with the project's identity.
- **Regular dissemination of events, publications, and news:** Scheduled publications to promote activities in advance, followed by real-time coverage and subsequent compilation (summaries, quotes, videos).
- **Community Management** Monitor comments and messages; respond promptly to questions and foster dialogue among followers.
- **Analytics and Performance Monitoring** Track metrics (reach, engagement, followers) to evaluate impact and adjust strategy accordingly.



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- **Hashtag Strategy Development** Create and promote project-specific hashtags (e.g., #InformalWorkNetwork, #TrabajoInformal) to build digital identity and improve discoverability.

5.2.4. Communication Support and Graphic Materials

- **Visual identity:** The sub-team will develop the Visual Identity strategy. General corporate communication documents will guide the visual identity and the Network's corporate brand, allowing the exact positioning and coherence in the discourse. This includes templates for signatures, banners, documents, and other materials. In addition to the templates, the sub-group will take on some document design tasks.
- **Support for Major Events** The Communication Support subgroup will provide communication support throughout the significant events (8 workshops and 2 international conferences), ensuring visual coherence and helping to disseminate key messages. The support will include: Pre-event materials such as standardised templates (PowerPoint, documents) and branded visuals for announcements and social media posts, aligned with the project's visual identity. Post-event materials, including infographics and visual summaries that systematize key insights and outcomes shared during the events.

We will work on coordinating the filming of the events and then hand over the task to the audiovisual team.

- **Other communicational materials.** Complementary graphic materials will be produced to systematise (teachings, conferences, events associated with the secondments) the most representative data of the activities carried out by the project. This material will enable high-impact and simple graphic visualisation, sharing all the events involved both internally and externally. These contents will be helpful for both the newsletter and social networks. What is generated will be assigned to the network referents for its dissemination.

Preparation of a presentation document of the project for all the members. This involves creating a DOC/JPG that ensures a unified presentation to share whenever they want to inform someone about our network during the project.



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5.2.5. Improvement, Monitoring and Control Subgroup

The Communication, Dissemination and Exploitation strategies will be monitored, overseen and improved by this specific sub-group. The strategies will be developed in several stages, each tailored to meet the evolving needs of the project and its target audiences. These stages will include the planning and coordination of communication activities, the creation of targeted content for various stakeholders, the use of diverse dissemination channels, and the monitoring and evaluation of communication outcomes to ensure effectiveness and adaptability. Specifically, this subgroup will develop the following activities:

- **Monitor, control, and improve communication, dissemination, and exploitation strategies according to different targets** (e.g., researchers, policymakers, civil society), and appropriate channels for both internal and external communication.
- **Build and continually improve the target audience database.** Based on the identified linkages, develop snowballing and stakeholder engagement strategies to enhance outreach and viability. (Including all targets and specific press actions)
- **Align the plan with project goals and milestones.** Internal Coordination and Information Flow
- **Evaluation of Communication Impact:** Implement tools to assess communication effectiveness (e.g., feedback forms, website/social media analytics, stakeholder satisfaction) as indicators developed in Section 6, and adapt strategies accordingly.

5.2.6. Newsletter, Blog and Key Task

Define activities with dates and/or periodicity. These activities can be used to build a more detailed text. The last sub-group will be in charge of running mainly the INSEAI Blog and Newsletter. The following activities are included:

- **Editorial Planning and Content Curation:** Define a clear editorial line and periodicity (e.g., bimonthly), select relevant updates (publications, events, interviews, opportunities) to include in each edition.



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- **Content Creation and Editing:** Write, translate (if necessary), and edit concise and engaging content tailored to diverse audiences, including researchers, policymakers, and civil society organisations.
- **Design and Layout:** Use an accessible and visually appealing format (via platforms like Mailchimp or similar), ensuring mobile compatibility and bilingual presentation when appropriate.
- **Interviews with Network Members and Experts:** Prepare questions, conduct and transcribe interviews to feature diverse voices and perspectives.
- **Publication and Promotion:** Upload content with visuals, optimize for SEO, and share via website and social media for wider dissemination.
- **Monthly newsletter including the main activity of the Network:** A regular publication summarizing the Network's key updates, events, and outputs, aimed at keeping partners and external audiences informed and engaged.
- **Podcast with network members and field experts:** An audio series featuring interviews and discussions with project participants and external specialists, offering insights on informality-related topics and sharing project developments in an accessible format.
- **Audiovisual (videos) material about the project and its results:** Short videos produced to showcase the project's objectives, activities, and outcomes, aimed at enhancing visibility and reaching a broader audience through engaging visual storytelling.

TABLE 2. ACTIVITIES AND TOOLS FOR INSEAI COMMUNICATION, DISSEMINATION AND EXPLOITATION PLAN

Objectives from the general strategy	Activities	Key Tools and Channels	WP	Target
1	Visual and Corporate Identity	Corporate and visual brand identity documents General presentation document of the project Website	7	A
2	Communication of relevant activities and dissemination of results to network members	Mailing list and shared online channel Digital newsletter Website Regular videoconferences	1-7	A



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3, 4 Y 5	Content marketing strategy: through blogs, articles, graphics (e.g. infographics) and audiovisual materials. News about the network and secondments reports. Publicity of the international workshops and conferences. Minutes and materials about workshops and conferences. INSEAI presentation at scientific meetings	Website INSEAI Blog and Podcast Digital newsletter Scientific meetings Face-to-face articulation during secondments Social media	1-5	B-H
6	Content marketing strategy: through blogs, graphics (e.g. infographics) and audiovisual materials.	Website INSEAI Blog and Podcast Social media	2-3	H
7	Positioning, launching and engagement campaign for the software application	Website Social media Scientific meetings Press release	4-5	B-C
8 a 10 y 15	Construction of a final Dissemination and Communication Plan and evaluation of its results. Establishment of a permanent internal communication and dissemination team to implement the plan under the appropriate conditions.	Internal meetings Website	7	A-H
11	Scientific Papers Presentation at scientific meetings Scientific Papers in Indexed Journals. Papers on books and transfer articles. Presentations at Scientific meetings Organization of workshops and International conferences. Minutes and materials about workshops and conferences Scientific Thematic Team articles Final Reports	Academic Journals Academic and dissemination books Scientific workshops and conferences INSEAI Blog and Podcast Website	1-5	A-G
13,14 y 16	Invite stakeholders to our events, people capable of constructing lines of action. Dialogue events and workshops as tools for developing proposals. Participation in relevant events organised by social actors linked to the problem.	Scientific workshops, conferences and other events	1-6	B-G
12 y 17	Formation of a working group to maintain and update data through digital channels, ensuring it is made available in an intuitive and accessible manner.	Website Digital software application	4-5	A y C
18	Creation and dissemination of two concrete proposals: International Master's on Socio-economic of Informality. / International (Euro Latin American) Observatory on Informal Activities and Policies that tackle it.	Scientific workshops, conferences and other events Website Press release if necessary	6	B-G

Source: Own elaboration

6.TOOLS AND CHANNELS



As can be seen from the activities to be carried out, we will employ a range of tools and channels to reach different audiences. Below, we outline each one along with the corresponding development strategies.

TABLE 3. CHANNELS AND TOOLS OF COMMUNICATION, DISSEMINATION AND EXPLOITATION BY TARGET AND OBJECTIVE

Channels and Tools	Target	Specific Objective of the Channel/Tool
Webpage	All targets	To provide updated and accessible information about the project's activities, objectives, results, and impact.
Social media	General Public	To raise awareness and promote engagement through accessible and dynamic updates on project progress and activities.
Email Newsletter	Network members	To regularly inform internal stakeholders about key developments, upcoming events, and deliverables.
Press releases - Media Interviews - Articles for a lay audience	Academic community Business leaders Trade unions or trade groups / NGOs (topics related) General Public Network members	To enhance visibility and public understanding of the project through accessible narratives and relevant media coverage.
The Network blog	All targets	To share insights, reflections, and intermediate findings in an informal yet informative way, fostering dialogue and participation.
Face-to-Face articulation <i>Meetings, events and workshops non-academic</i>	Network members	To facilitate collaboration, exchange of practices, and the co-creation of knowledge and coordinate network activity
Institutional and formal academic Channels - Scientific papers - Scientific workshops/conferences.	Academic community	To contribute to academic debates, ensure scientific validation, and promote the uptake of results within the research community.

Source: Own elaboration

6.1. The webpage

The project's website will serve as a central hub for communication and dissemination, remaining accessible for at least three years after the project's official completion. To maximise outreach and



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engagement, mutual links will be established between the partners' institutional websites and other relevant platforms, increasing traffic and visibility.

Users will have the option to subscribe to the project Blog, receiving regular updates on the project's progress, events, and outcomes.

The website will feature general information about the project's objectives, mission, vision, and core values. Additionally, it will contain details about all participating institutions and network members, enabling users to contact the various teams to foster future collaborations.

More specifically, the website will also include a detailed description of the network's Work Packages, as well as the planned Workshops throughout the four-year project, also serving as a means to attract participants. Furthermore, all public reports produced for the Commission will be uploaded, allowing users to monitor the network's progress transparently.

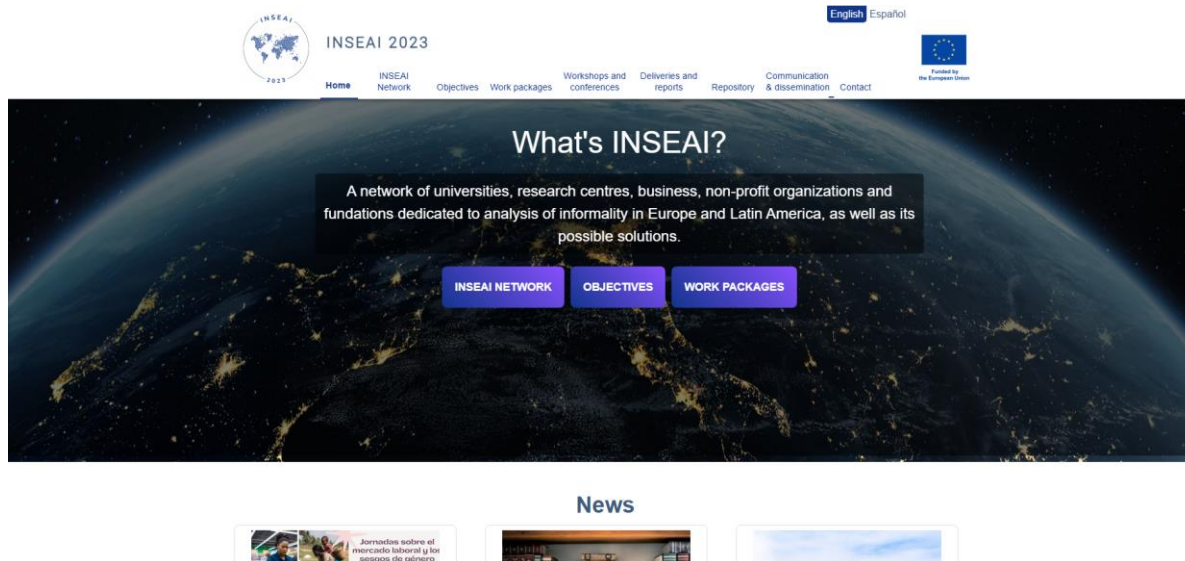
In terms of communication, the website will host the academic repository developed under Work Package 1, which will be made available in an Open-Access format. Through this tool, all website users will be able to conduct targeted searches for publications related to informality.

Moreover, under the Communication and Dissemination section, the project's blog will be included, featuring regular posts (monthly and quarterly), a news section for updates from the network, a monthly videocast, and all video content generated by the network related to both Teaching and Research. The Newsletter will also be available alongside the blog, and users will be able to download each monthly issue.

Finally, the website will feature a contact section for users who are not members of the INSEAI network.



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6.2.Social media

Social media will complement the website in shaping the Network's identity and disseminating information and valuable knowledge. It will be relevant in building engagement with the Network and the digital app. Social media will include Facebook, YouTube, Instagram, and LinkedIn. This variety of social media will offer possibilities for reaching and engaging with different target audiences.

To design and implement a comprehensive social media strategy that strengthens the visibility, identity, and digital positioning of the INSEAI Network, showcases its academic activities (events, publications, podcasts), promotes the dissemination of scientific knowledge on informal economy, labor market, and poverty, and facilitates the building of an international academic and professional community committed to knowledge exchange and solution generation in Latin America and Europe.

TABLE 4. TOOLS AND STRATEGIES FOR SOCIAL MEDIA DEVELOPMENT

Social Media Platform	Specific Objective of the Social Network	Target Audience	Strategy
LinkedIn	Position INSEAI as an academic reference in the analysis of the informal economy and strengthen	Academic community, policymakers, experts, researchers, and allied organizations.	- Publish research progress, events, seminars, and indexed publications.

	institutional recognition among international professional communities.		
Facebook	Democratize access to project information and raise awareness among a broad audience about the importance of labor formalization and decent work.	Social organizations, students, informal workers, and interested communities.	Share accessible news on informality and decent work. Promote events and live streams. Share infographics, short videos, and testimonials. Encourage active engagement through comments and surveys.
Instagram	Increase the project's visibility and reach through dynamic and engaging visual content that strengthens emotional connection with the network.	Young audiences, visually-oriented communities, and the general public.	Share stories and visual posts about network activities. Share short videos from events and key quotes from publications. Launch hashtag campaigns like #TrabajoInformal and #RedINSEAI. Post behind-the-scenes content from missions and events.
YouTube	Facilitate access to educational and scientific dissemination content in audiovisual format for diverse audiences interested in the project's themes.	General public, researchers, and training participants.	Publish interviews, conferences, webinars, and explainer videos. Curate thematic playlists on labor informality and policy proposals. Integrate links across other social media platforms and the project website.

Source: Own elaboration

6.3. Email Newsletter

The INSEAI communication strategy will include a monthly Newsletter structured around key thematic sections to ensure consistent and targeted dissemination of project activities and outcomes. The structure and themes of each monthly update will include:

Project & Network Highlights: A summary of significant developments, activities, or achievements within the project or network for the month.

Teaching & Training Events: Information on recent or upcoming workshops, courses, or capacity-building activities.



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Conference Participation: Reports on members' attendance or presentations at national and international conferences.

Calls & Upcoming Events: Announcements of relevant open calls, funding opportunities, or events related to the project.

Publications: A curated list of newly published research outputs, policy briefs, or working papers produced by INSEAI members.

Contact: A dedicated section for readers to connect with the INSEAI coordination team or specific work packages.

The content schedule follows a monthly rhythm, with updates published either at the end of the month or at the beginning of the following month to ensure timely coverage.

Dissemination will be carried out through the project's key channels: the INSEAI email network, the INSEAI website, and the project's social media accounts, ensuring broad and regular engagement with stakeholders and the wider public.

6.4. Press releases

We will link up with external traditional and digital media through press releases and interviews. We will target digital written media (newspapers and magazines) and audiovisual media, such as television programmes or digital information and educational channels.

To facilitate contact with the press, a media repository will be created based on the existing contacts and past media appearances of network members. Once this network of contacts is established, it will be utilised to disseminate press releases about the project's key activities (e.g., the launch of the app, book presentations, and particularly noteworthy results). This activity aims to ensure maximum knowledge transfer and societal impact, at least through the network's most significant achievements.

6.5. The Network blog

The INSEAI Blog aims to keep users informed and engaged by delivering high-quality content regularly. Blog posts, articles, and podcast episodes will provide in-depth insights into informality and cross-



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regional collaboration. All content will be promoted through the project's dissemination channels, including the INSEAI website, mailing lists, and social media platforms.

Together, these elements form a cohesive digital ecosystem that supports INSEAI's broader communication, dissemination, and impact objectives, in alignment with European Commission standards.

The Blog and Video podcast sections of the INSEAI website will be designed to provide an intuitive and engaging user experience, serving as central spaces for reflection, knowledge-sharing, and updates on the network's activities. A third section of articles will also be developed, primarily focused on the state of the art in studies on informality. These sections will be accessible directly from the homepage and will be set up inside the Communication and Dissemination section of the website. Each subsection will follow a consistent and user-friendly design, optimised for clarity and accessibility across devices.

INSEAI Blog section: This space will feature original content written by INSEAI network members, including reflections, expert analyses, and short reviews related to informality and associated topics across Europe and Latin America.

Informality: The State of the Art section: This section will feature original INSEAI articles presenting the state of the art on informality, published in a series of instalments.

Podcast and Video Series section: This section will host INSEAI's audiovisual content in the form of a vertical list, showcasing the most recent episodes first.

6.6.Face-to-Face articulation

While the majority of the project's coordination and communication will take place through virtual channels, several carefully designed face-to-face interactions are planned to ensure strong collaboration and meaningful exchange among network members.

The core in-person event will be the Annual Coordinators' Meeting, which will bring together the project's leadership and key stakeholders from across the consortium. This meeting will provide an opportunity to assess progress, align strategies, and define upcoming priorities in a dynamic, collaborative setting. It will also help to reinforce trust, cohesion, and shared ownership across partners. The primary mechanism for face-to-face articulation, however, will be the Secondments. During the secondments, a



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wide range of activities will be carried out, facilitating interpersonal communication and continuous collaboration. Through secondments, the project ensures sustained in-person collaboration at a working level, fostering both scientific outcomes and mutual learning. In addition, selected workshops, although not exclusively face-to-face, will be partially conducted in hybrid or in-person formats to facilitate interaction among researchers, social actors, and other stakeholders. These sessions will offer key opportunities for idea generation, discussion, and the co-creation of proposals. Outside of these occasions, all remaining coordination and interaction will take place virtually, ensuring cost-effectiveness and environmental responsibility while maintaining strong communication flows.

6.7. Institutional and formal academic Channels

Institutional and formal academic Channels will also be used to disseminate the results. These channels are books, articles in scientific journals, presentations at scientific meetings or conferences and the organisation of scientific congresses. These institutional means will complement the project's and the Network's deliverable documents, such as thematic reports, linked to the INSEAI 2023 exchanges planned.

The collaboration among network members is expected to yield academic outcomes. As outlined later in the indicators, a significant number of conference presentations and scientific papers are anticipated. In addition, the publication of books will be pursued, following the example of previous works published by network members, such as 'Dialogues on Socioeconomic: Informality in Latin America'.⁷

Furthermore, scientific workshops and conferences will play a crucial role, both as platforms to present findings and as opportunities for network expansion and peer engagement. The organisation of one or more international scientific congresses is also envisaged, serving as key moments to showcase results, discuss methodologies, and foster collaboration among scholars in the field.

The research network has identified a range of high-quality academic journals that align with its thematic focus and are suitable for disseminating its findings. Some of these include Management & Marketing, Baltic Journal of Economics, The AMFITEATRU ECONOMIC Journal, and Applied Economics Letters,

⁷Ruesga, S.M., Baquero, J. & Delgado, J. L. (eds.) (2021). *Diálogos sobre socioeconomía: Informalidad en América Latina*. Tirant Humanidades.



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which provide platforms for applied economic analyses and policy-related research. Additionally, journals such as the *Revista de Economía Mundial*, *Journal of Economic Surveys*, *Journal of Public Finance and Public Choice*, and *The Journal of Socio-Economics* offer strong outlets for interdisciplinary studies, comparative analyses, and investigations into socio-economic structures—key interests of the network.

In terms of conferences, the network aims to present its work and engage in scholarly dialogue through participation in established international forums. These include the EDaSS (Economics of the Digital and Sustainable Society) Conference, the Society for the Advancement of Socio-Economics (SASE) Annual Conference, and its regional counterpart, SASE-RISE. Moreover, the International Labour Conference represents a significant opportunity to share policy-relevant research with a global audience of academics, policymakers, and practitioners. Participation in these conferences not only helps refine research outputs through peer feedback but also contributes to strengthening the network's visibility and international reach. Institutional and formal academic Channels will also be used to disseminate the results. These channels are books, articles in scientific journals, presentations at scientific meetings or conferences and the organisation of scientific congresses. These institutional means will complement the project's and the Network's deliverable documents, such as thematic reports, linked to the INSEAI 2023 exchanges planned.

In addition to communication through digital and social media platforms, the project will rely heavily on institutional and formal academic channels to disseminate its results. These include the publication of books and articles in peer-reviewed scientific journals, participation in academic conferences, and the organisation of thematic scientific congresses. This strategy ensures that the academic community, policy stakeholders, and research institutions are engaged with the project's findings through high-standard, peer-validated mechanisms.

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6.8.Key performance indicators

To monitor the success of our communication activities and to conduct periodic evaluations that enable us to identify and improve aspects that do not meet the established minimum standards, a set of objective indicators will be developed. These indicators will be easily measurable and will provide a quantitative view of performance, beyond the qualitative analysis we may conduct.

We will develop appropriate indicators to measure the development of each communication objective.



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TABLE 5. KEY INDICATORS AND EXPECTED RESULTS FOR PLAN ASSESSMENT

Tools and Channels	KPI	Expected Results	Means of verification
Web Site	Number of visitors per year	8,000 unique visitors per year	Google Analytics reports
	Number of downloads of content	Over 2,000 downloads annually	Website download tracking logs
	Average time on page	3 minutes on average	Web analytics dashboards
Blog	Number of subscribers for the Blog	500 subscribers by year 4	Blog platform subscriber list
	Number of Blog Posts	36 posts over 4 years (approx. 1/month)	Blog CMS records
	Average time at Blog	2.5 minutes on average	Google Analytics (blog section)
Newsletter	Number of mail contacts for the Newsletter	1,000 contacts by year 4	Newsletter software database
	Number of Newsletters	48 issues (monthly for 4 years)	Archive of newsletters published
Social Media			
LinkedIn	Number of posts	100 posts over 4 years	LinkedIn analytics and post count
Facebook	Number of visits	1,000 visits over 4 years	Facebook Insights
Instagram	Number of followers	500 followers by the end of the project	Instagram Insights
YouTube	Number of Teaching videos	16 teaching videos	YouTube Studio analytics
	Number of Other communication videos	20 other communication videos	YouTube Studio analytics
	Number of Subscribers	200 subscribers	YouTube subscriber count
Press releases	Number of actions made	5 press releases	Copies of press releases issued
	Number of media reached	20 media outlets reached	Media monitoring reports
Face-to-face articulation	Number of events organised	20 events organised	Event participation lists and agendas



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(out of academic channels)			
	Number of meetings organised	30 stakeholder meetings	Meeting minutes and invitations
	Number of workshops organised	8 workshops (2 per year)	Workshop reports and participant lists
Academic channels	Number of Scientific Papers	15 scientific papers	Copies of publications
	Number of presentations at scientific meetings or conferences	25 presentations at conferences	Conference programmes and presentations
	Number of organised scientific conferences	2 scientific conferences	Conference programmes and website
	Number of organised workshops	8 academic workshops	Workshop agendas and reports
	Number of organised scientific meetings	8 academic meetings	Meeting documentation
	Number of teachings	50 teaching sessions	Course and lecture records
	Number of books	2 edited volumes/books	Publisher records and ISBNs

Source: Own elaboration

7. VISUAL IDENTITY

General corporate communication documents will guide the visual identity and corporate branding of the network, ensuring consistent positioning and coherence in all communications. A series of materials has been prepared, as listed below. Each of these resources will be accessible to all members of the network, providing them with the elements and details needed to prepare presentations, organize tasks, send emails, and engage in other communication and dissemination activities.

• Brand Board

This includes the isologues, colour palette, and typography, along with a synopsis outlining INSEAI's



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mission. It also features a summary that presents the brand style and explains the rationale behind its design. In addition, it provides examples of graphic materials and suggested combinations of typography, icons, and colours.

• User manual

The manual presents all elements of the INSEAI visual identity along with instructions on their use according to the specific requirements of each task or activity. It is accompanied by a shared folder containing graphic assets in various formats and editable versions. These include flyers for promoting activities, discussions, and training sessions, as well as PowerPoint presentation templates and email signatures. In short, the folder encompasses the full range of graphic elements, with editable templates provided for each example.

These two elements (the brand board and the user manual) have been developed with the overarching goal of building a strong network identity. We aim to ensure the consistent use of each component, as this is essential for projecting a cohesive image—both externally and within our network. Given the diversity of the team, which includes members from various universities, organisations, and countries, this visual unification also serves as a broad “umbrella” that fosters a shared visual and iconic language.

In this sense, we have defined a logo —available in various colour and layout formats that aligns with a dynamic, fresh, and intuitively simple visual identity.



Mandatory aspects of the use of the logo are:



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- The INSEAI logo and its possible options are ALWAYS used with white background.
- The logo is permitted in blue or black only and must not appear in any other colour.
- The logo may be scaled down as long as the INSEAI acronym remains clearly legible

The **Brand Style** is designed to represent the connection between knowledge, social challenges, and the pursuit of solutions. Simplicity and visual clarity are central to this approach, making complex ideas more accessible and engaging. The use of white, blue, and violet reinforces a sense of openness, vitality, and thoughtful energy.

The following illustrates our visual identity in practice, using the **email signature as an example**.



The visual identity strengthens the sense of belonging among group members by enabling individuals to connect with shared symbols, values, narratives, and aesthetics that foster unity and a collective spirit. The logo design evokes a global outlook, with the dots symbolising the ‘many’ — interconnected across borders — and representing the interweaving of diverse collective knowledge that allows us to imagine and build a better, more hopeful world. This visual language reflects the collaborative ethos of the network, encapsulated within a unifying circle. The colour palette, dominated by blue and its derivatives, together with the chosen typography, conveys seriousness and sobriety, while violet and white brings freshness and vitality.



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COLOR PALETTE



The colours are intended to evoke certain qualities: balance, confidence, objectivity, calmness, modernity, creativity, innovation, order, and openness. We understand these qualities to represent the character our network should embody and the standards to which we aspire.