

Final Plan for C&D

Deliverable D5.3

INNOVATIVE DECISION-MAKING TOOL FOR DEFINING THE MOST SUITABLE MANURE MANAGEMENT STRATEGIES TO ACHIEVE A SUSTAINABLE LIVESTOCK FARMING SYSTEM DURING THE WHOLE VALUE CHAIN

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1. INTRODUCTION

Livestock farming is a key sector that involves 40 % of the total agricultural activity in Europe, representing a total value for products equal to € 170 billion. However, there is an increasing concern due to livestock farming's contribution to environmental pollution since it generates more than 1.4 billion tonnes/year of manure leading to significant greenhouse gases (GHG) and air pollutants emissions (NH₃, NO_x) as well as to soil and water contamination caused by hazardous manure chemicals and biological contaminants (called here emerging contaminants). In this context extensive effort has been carried out for years to assess the detrimental effects of farming systems and to develop abatement methods to be implemented. However, despite major advancements, many fundamental issues are beyond the scope of existing legislation.

The main objective of NUTRITIVE is to develop a decision-making tool (DSS, decision support system) able to define the most efficient and sustainable (in its three pillars: environmental, economic, and social) manure management strategies for a given livestock farm limiting manure air emissions as well as soil and water contaminants. This will allow for the formulation of technical guidelines and recommendations that will support policy makers with enhanced knowledge to establish requirements for future European policies.

To fulfil this objective, the project is divided into six work packages (WP): WP1 Up-to-date inventory; WP2 Novel management strategies/technologies investigation; WP3 Modelling and Life Cycle Assessment (LCA); and WP4 Guidelines formulation; WP5 Communication, dissemination, and exploitation; WP6 Management (Figure 1).

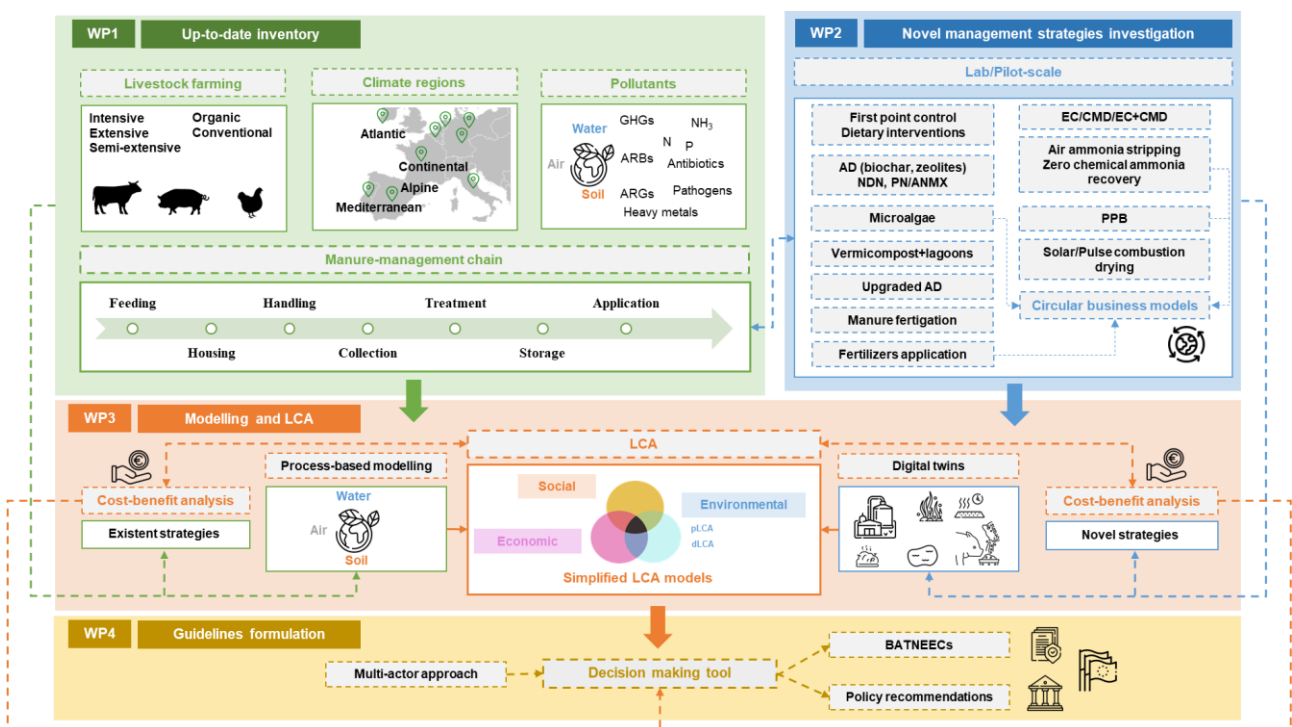


Figure 1. NUTRITIVE methodology.

NUTRITIVE anticipates a wide spread of the project outcomes, with the synthesis of the consortium as a baseline: 22 partners (4 Chinese) from 8 different countries across Europe, covering 6 climatic

regions (2 Chinese ones), representing the whole supply chain experts, from animal feed to soil application.

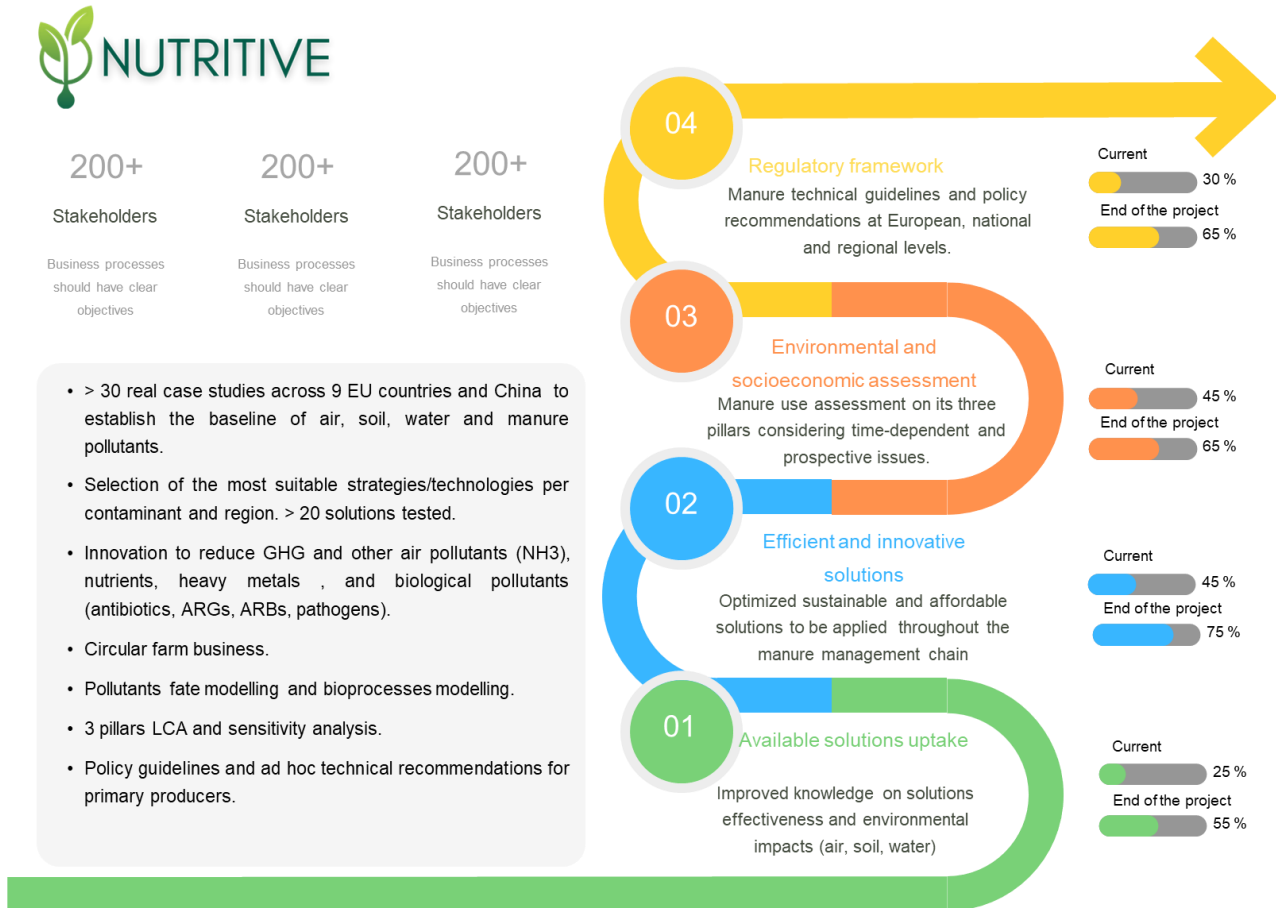


Figure 2. NUTRITIVE overview.

2. OBJECTIVES AND COMMUNICATION MESSAGES

The NUTRITIVE Project Communication and Dissemination Plan (C&D Plan) is the roadmap that the project will follow to communicate its progress and results to potential stakeholders and main beneficiaries. The aim is to capture the attention of a high percentage of the target audience, maximising the impact during the project, increasing its visibility and ensuring that the project information reaches the maximum possible audience.

Among the objectives of the project is to generate interest by informing and disseminating information about the actions developed within the project, such as events, information brochures and participation in fairs. It is also intended to create a documentary base and reference material for future projects through the publication on the website of all the actions and conclusions that are developed.

Communication will be effective, transparent and understandable for society as a whole, underlining the importance of solving the problems associated with manure management in livestock farming. These problems include the emission of greenhouse gases and air pollutants, as well as soil and water contamination by hazardous chemicals and emerging biological pollutants.

All project partners are considered ambassadors of the project, so this plan includes an external communication aspect and a very important internal communication aspect, to determine the channels and flows of information. The plan will explain in detail the operational timeline and the tools available to the consortium to meet the expected impact of the project.

The C&D Plan provides a framework and timeline for all actions that support the C&D efforts needed to inform, promote and communicate activities and results to citizens, stakeholders and media; and to make knowledge publicly and freely available to those who can learn and benefit from the results (e.g. scientists, industry, public authorities, policy makers, civil society, etc.). It also supports the uptake and engagement of stakeholders in relevant project activities (e.g. clustering activities or training sessions).

This document describes the main communication channels and activities planned during the implementation of the NUTRITIVE project, identifying the target groups and specifying the roles and responsibilities of the project partners. The Plan will be a living document. Specific activities will be regularly updated by the WP leader (MEDRAR), and the C&D Plan will be reviewed and updated regularly (at least every 6 months). Key Performance Indicators (KPIs) have been created to monitor the impacts of the C&D actions.

The C&D Plan is linked to all work packages, tasks and sub-tasks of the project. Thus, this document will be the basis for the procedures to be followed in the implementation of the project with regard to C&D.

MEDRAR, as the coordinating entity and leader of WP5 Communication, Dissemination and Exploitation, is the main contributor of the content provided in this document together with ASAJA, leader of the tasks related to the development of the C&D Plan and the communication actions, with the support of all NUTRITIVE partners.

2.1. PUBLISHABLE SUMMARY

The purpose of the strategy communication is to serve as a tool for monitoring, reporting and consensus building on all C&D activities among all NUTRITIVE project partners. This plan describes the overall strategy and approach, and also contains operating procedures and activity plans. This document is an elaboration aligned to the the Description of Action (DoA) of the Grant Agreement (GA) and should not contradict the relevant sections of the Consortium Agreement (CA). The C&D Plan is an internal working document to be dealt with openly by the partners and is a proprietary work with copyright for the consortium as the main beneficiary. Any reproduction, re-use (e.g. for other projects) requires the prior written consent of the authors (consortium).

2.2. RELATION OF C&D PLAN WITH OTHER ACTIVITIES IN THE PROJECT

The C&D Plan is related with all the project WPs, tasks, and subtasks. Thus, this document will be the basis for the procedures to be followed in the execution of the project regarding C&D.

2.3. CONTRIBUTION OF PARTNERS

MEDRAR, as the coordinator entity, and WP5 Communication, Dissemination and Exploitation leader is the main contributor of the content provided in this document along with ASAJA, leader of the tasks regarding C&D Plan development and actions, with the support of all NUTRITIVE partners.

3. C&D OBLIGATIONS

3.1. INTRODUCTION

Communication is a cross-cutting area in the NUTRITIVE Project, so all partners must be actively involved in promoting the action and its results. As stated in the Horizon Europe communication guidelines, beneficiaries should promote the action and its results by providing information to multiple audiences (target audiences, including both the media and the general public) in a strategic and effective way. This will require participation in other events and networking activities.

This comprehensive C&D Plan defines clear objectives tailored to the different types of audiences, as well as a detailed description and timing of each activity. The communication strategy includes internal and external flows. For the communication strategy to be effective, the consortium must be aware that communication, both internal and external, is a priority. The communication strategy must be aligned with the objectives and values of the project, be honest and based on a good knowledge of the target audience.

- **Communication.** Taking strategic and specific measures to promote the action itself to a multitude of audiences, including the media and the general public, and possibly engaging in a two-way exchange. The aim is to reach out to the public by demonstrating how EU funding contributes to addressing societal challenges.
- **Dissemination.** Publicly disseminating project results through any selected media or channel. It is also a process of promotion and awareness raising from the very beginning of the project (M1). Dissemination makes the research results known to various stakeholder groups (e.g. fellow researchers, industry and other commercial actors, professional organisations, policy makers, etc.) in a targeted way, to enable them to use the results in their own work.

Table 1 provides a summary of the main C&D channels and resources of NUTRITIVE project.

Table 1. Main C&D channels and resources of NUTRITIVE project.

Media corner	
Project website	Link: NUTRITIVE Website
Project updates	Link: NUTRITIVE news
Project results	Link: NUTRITIVE public deliverables
CORDIS	Link: CORDIS fact sheet
HORIZON EUROPE:	Link: HORIZON EUROPE fact sheet
Channels of communication	
e-mail	hello@nutritive.es
X	Link: NUTRITIVE X account
LinkedIn	Link: NUTRITIVE LinkedIn account
YouTube	Link: YouTube NUTRITIVE account
Facebook	Link: NUTRITIVE Facebook account
Communication toolkit	
Information fact sheets	Link: CORDIS fact sheet Link: HORIZON EUROPE fact sheet
Brochure	2 designs available
Poster	2 designs available
Roll-up	1 design available
Visual identity	NUTRITIVE visual identity guidelines available

The plan includes an overview of the steps to be taken to ensure integrated C&D within and outside the consortium (Figure 3). The communication strategy will be refined over the duration of the project as follows:

- Stakeholder analysis will be updated.
- Key messages to target groups will be refined.
- Communication channels will be thoroughly evaluated.
- Social media KPI forecasts will be updated.
- Market focus will be adapted.



Figure 3. NUTRITIVE consortium involved in C&D actions.

The Grant Agreement for the NUTRITIVE project sets out clear obligations for the beneficiaries regarding the communication, dissemination, and visibility of the project's results. The key obligations are detailed below:

Article 17 — Communication, Dissemination, Open Science and Visibility

Dissemination of Results:

- Beneficiaries must disseminate the results of the project as soon as possible and in a publicly accessible format, subject to restrictions for intellectual property protection, security rules, or legitimate interests.
- Any beneficiary planning to disseminate their results must notify the other beneficiaries at least 15 days in advance, providing sufficient information about the results to be disseminated.
- Any other beneficiary may object within 15 days of receiving the notification if they can demonstrate that their legitimate interests would be significantly harmed. In such cases, the results cannot be disseminated unless appropriate measures are taken to protect those interests.

Additional Dissemination Obligations:

- Where the call conditions impose additional dissemination obligations, beneficiaries must also comply with these.

Open Science - Open Access to Scientific Publications:

- Beneficiaries must ensure open access to peer-reviewed scientific publications relating to their results. Specifically:
- No later than the date of publication, an electronic copy in a machine-readable format of the published version or the final peer-reviewed manuscript accepted for publication must be deposited in a trusted repository for scientific publications.
- Open access to the deposited publication must be provided through the repository, under the latest available version of the Creative Commons Public International Attribution License (CC BY) or a license with equivalent rights; for monographs and other long-text formats, the license may exclude commercial uses and derivative works (e.g., CC BY-NC, CC BY-ND).
- Information must be provided via the repository about any research output or other tools necessary to validate the conclusions of the scientific publication.

3.2. GENERAL OBJECTIVE

The main objective of this C&D Plan is to raise awareness of the NUTRITIVE project, its progress and results to potential stakeholders and main beneficiaries. The aim is to attract the attention of a high percentage of target audiences, measuring the results through the impact on social networks, the reach of paper and digital publications, and visits to the website.

In addition, it seeks to create a documentary base and reference material for future projects by publishing on the web (both in the private and public sphere) the actions and conclusions that are developed, as well as the audiovisual and graphic material that is generated.

Likewise, among the general objectives is to generate interest and curiosity among the general public about manure management and its environmental implications.

This will be achieved through effective, transparent and understandable communication to society as a whole on the importance of solving the problems associated with manure management in livestock farming.

- Establish NUTRITIVE as a new value chain for sustainable manure management solutions and establish appropriate business models to capture new market opportunities.
- Maximise the innovation impacts of the project to contribute to the uptake of project results for growth and employment through the appropriate management and protection of NUTRITIVE knowledge and results, and establish a sound plan for the communication, dissemination and exploitation of NUTRITIVE results.
- Engage the general public and policy makers in a strategic dialogue to push for new standards on environmental sustainability in manure management at EU level, as well as policy recommendations.
- To optimise the information flow between consortium members and to organise efficient communication between project participants.
- To raise awareness of the project among potential stakeholders, main beneficiaries (companies, entrepreneurs, etc.) and society at large.
- To inform and communicate the results to public and private bodies and entities from other European regions and national and European institutions that may be interested in the project.
- Report on the elements included in the Horizon Europe framework, such as specific challenges, scope, EU funding, expected impacts related to Horizon Europe KPIs, environmental impacts, economic impacts and social impacts.

In addition, the communication strategy addresses various relevant audiences, stakeholders and target groups and has the following specific objectives:

- Create and implement communication tools for defined audiences and target groups identified through a thorough stakeholder analysis.
- Build an extended project community and network with relevant stakeholders through strategic and structured C&D activities.
- Disseminate project results through events and workshops for various stakeholders for consolidation, exchange and active knowledge transfer.
- Coordinate and manage all processes closely aligned and taking into account the findings of cross-cutting activities and innovation impacts.
- Merge project results and knowledge with partner interests, regulatory and market needs, and manage intellectual property requirements to produce commercial and activity plans and agreements for post-project exploitation.

3.3. SPECIFIC OBJECTIVES

The main objective of this C&D Plan, as stated above, is to maximise the impact of the NUTRITIVE project among all relevant stakeholders at international level. This includes positioning NUTRITIVE as an international reference in terms of manure management schemes for environmental sustainability.

Furthermore, it aims to promote and strengthen relationships between NUTRITIVE partners, from farmers to technology developers, spanning the entire value chain, and including public and private institutions as well as stakeholder networking entities (e.g. COPA-COGECA).

Another objective is to raise awareness among different target audiences about the importance of manure management and to communicate and disseminate the activities developed by the project and the support provided by Horizon Europe to society.

To achieve this, effective, transparent and understandable communication for society as a whole will be used, highlighting the importance of addressing the problems associated with manure management in livestock farming.

- Establish NUTRITIVE as a new value chain for sustainable manure management solutions and establish appropriate business models to capture new market opportunities.
- Maximise the innovation impacts of the project to contribute to the uptake of project results for growth and employment through the appropriate management and protection of NUTRITIVE knowledge and results, and establish a sound plan for the communication, dissemination and exploitation of NUTRITIVE results.
- Engage the general public and policy makers in a strategic dialogue to push for new standards on environmental sustainability in manure management at EU level, as well as policy recommendations.
- To optimise the information flow between consortium members and to organise efficient communication between project participants.
- To raise awareness of the project among potential stakeholders, main beneficiaries (companies, entrepreneurs, etc.) and society at large.
- To inform and communicate the results to public and private bodies and entities from other European regions and national and European institutions that may be interested in the project.

Internal communication is an essential component of the C&D strategy of any collaborative project such as NUTRITIVE. The need for effective internal communication lies in ensuring that all project partners are aligned, informed and committed to common goals. Clear and fluid communication facilitates the coordination of activities, problem solving and informed decision making. It also promotes a sense of ownership and cooperation among consortium members, which is critical to the success of the project. In the context of NUTRITIVE, where multiple partners from different countries and disciplines are involved, it is crucial to establish robust mechanisms for information exchange and constant updates on project progress. The implementation of specific tools and processes for internal communication ensures that each partner has access to relevant information and can effectively contribute to the achievement of the project objectives.

- Organise and improve the exchange of information between project partners by creating a form to be filled in by each partner when carrying out an action.
- Promote awareness of progress among the project partners.

- The flow of information will be encouraged and the internal area of the website will have a section where information can be accessed.
- Generate a corporate identity. Creation of a style guide and templates.
- Encourage participation in other forums of interest.

4. COMMUNICATION MESSAGES

- NUTRITIVE is an opportunity for Europe to assess the socio-economic and environmental impacts of manure management, as well as the effectiveness of mitigation strategies along the whole chain considering a wide range of pollutants.
- NUTRITIVE aims to provide Better Available Techniques Not entailing Excessive Costs (BATNEECs) for farmers, aimed at achieving sustainable manure management in all three pillars: environmental, economic and social.
- NUTRITIVE will support policy makers with recommendations for setting limits for manure-derived pollutants in the environment and contribute to the formulation of policies and initiatives at EU and regional level.

At the beginning of the NUTRITIVE project, the main objectives of the communication strategies will be to communicate the project as a whole, emphasizing the research objectives, expected impacts, research approaches within individual work packages (as far as confidentiality allows), and introducing the consortium members. During this initial phase, there will be minimal dissemination activity, as results will only become available at later stages. Early exploitation activities will focus on monitoring the Technology Readiness Level (TRL), preparing Standard Operating Procedures (SOPs), and informing consortium members of legal obligations. As the project progresses and results become available, dissemination of these outcomes will become the primary focus of communication activities, alongside more detailed exploitation initiatives.

Communication efforts aim to reach a broad spectrum of relevant stakeholders by introducing them to the objectives and research plan of the NUTRITIVE project. Highlighting European research and innovation in this way also reflects public investment, showcasing the added value of collaborative research within the NUTRITIVE framework.

The essential communication objectives for this early phase of NUTRITIVE are shown below:

- Establish and make available all necessary communication tools and measures for project partners.
- Create a visual identity for the NUTRITIVE project.
- Showcase the project's innovative approach and research plan.
- Recognize EU funding through collaborative EU campaigns on various platforms.
- Highlight the consortium's expertise and collaborative strength.
- Raise awareness about the challenges of manure management in European regions and its socio-economic implications.
- Engage stakeholders and build a community that actively interacts with project content.

Achieving these objectives requires a three-pronged approach:

- Identify target audiences and develop key messages suited to each.
- Define specific communication objectives for each target group.
- Create an activity plan to effectively reach these audiences.

Each audience requires tailored messaging and communication channels. Consequently, a thorough stakeholder segmentation will enable effective message delivery, especially given the diverse and EU-wide target audience of the NUTRITIVE project. Therefore, the language and vocabulary used must be carefully adapted based on the stakeholders and channels. Messages should clearly emphasize the benefit to individuals and the environment.

Key messages may vary depending on the audience's type, interests, concerns, or opportunities. Thus, it is essential to develop a detailed plan that considers these elements throughout the project.

4.1. INCORPORATION OF TAGS IN COMMUNICATION MESSAGES

To maximize the reach and effectiveness of our C&D activities, it is essential to use tags that facilitate the search and connection of our publications with relevant audiences. The following tags have been selected to align with the objectives of the NUTRITIVE project and the expected impact areas. These tags will help categorize and promote the content related to the project coherently and effectively.

- **#NUTRITIVE**. This primary tag identifies the project and should be used in all publications to ensure cohesion and easy tracking of project-specific content.
- **#ManureManagement**. Reflects the project's central focus on manure management, allowing audiences interested in this specific topic to easily find related content.
- **#EnvironmentalSustainability**. Highlights the project's commitment to environmental sustainability, attracting audiences concerned with environmental impact and sustainable solutions.
- **#GHGReduction**. Emphasizes the project's efforts to reduce GHGs, a crucial topic for climate policies and sustainable agriculture.
- **#CircularEconomy**. Underlines how the project contributes to the circular economy, promoting agricultural practices that recycle and reuse resources.
- **#AgricultureInnovation**. Indicates the innovations the project introduces in agriculture, attracting researchers, academics, and professionals interested in new technologies and practices.
- **#SustainableFarming**. Promotes the sustainable farming practices developed and recommended by the project, aligning with sustainable development goals.
- **#PollutionControl**. Focuses on the project's efforts to control and mitigate pollution caused by manure, a crucial aspect for public and environmental health.
- **#LivestockFarming**. Identifies the specific sector targeted by the project, facilitating the connection with producers and other actors in the livestock value chain.
- **#GreenTechnologies**. Highlights the use and development of green technologies within the project, attracting technological partners and companies in the green sector.
- **#EUResearch**. Links the project with the European Union's research framework, emphasizing the support and funding received from Horizon Europe.
- **#ClimateAction**. Reflects how the project contributes to global and regional climate actions, a topic of great interest to policymakers and the general public.
- **#BestPractices**. Promotes the best practices developed and recommended by the project, facilitating their adoption by farmers and waste managers.
- **#PolicyRecommendations**. Indicates the project's support to policymakers with evidence-based recommendations, helping shape new regulations and guidelines.

- **#HorizonEurope.** Highlights the funding and support from the Horizon Europe program, increasing the project's visibility and credibility.
- **#SoilHealth.** Emphasizes the project's benefits for soil health, a vital topic for agricultural productivity and environmental sustainability.
- **#WaterQuality.** Focuses on the project's efforts to improve water quality by reducing manure-derived contamination.
- **#AirQuality.** Promotes the project's actions to improve air quality by reducing ammonia and other emissions.
- **#WasteManagement.** Reflects the project's strategies for effective waste management, aligning with sustainability and circular economy goals.
- **#AgriFoodSector.** Links the project with the agri-food sector in general, facilitating the dissemination of results to a broader audience of producers, consumers, and regulatory entities.

The implementation of these tags in all project communications will help categorize and effectively promote the content, ensuring it reaches specific audiences and that relevant stakeholders can follow and engage with the project's developments. These tags will be used across all communication platforms, including websites, social media, printed and electronic publications, and all dissemination materials and events related to the NUTRITIVE project.

5. TARGET GROUPS AND AUDIENCES

5.1. TERMINOLOGY OF KEY AUDIENCE GROUPS

- **Stakeholders.** Individuals or groups with a substantial interest in a process or product and/or who are more or less directly involved in the development, production, or implementation of a product. Generally, two types of stakeholders should be identified: external stakeholders, such as customers, suppliers, and society at large, and internal stakeholders, such as employees, business owners, partners, and shareholders.
- **Multipliers.** Individuals, institutions, and media that select, provide, and disseminate specific information. They may have an official mandate for dissemination (e.g., sector associations, educational institutions, or media) or assume a mandate to inform and educate other interest groups, often comprising experts.
- **Gatekeepers.** Individual influencers with the ability or positions that allow them to select or influence the selection of opinions are considered gatekeepers. These include newspaper and magazine editors and state employees who deliberately disseminate or withhold information..

5.2. PARTICIPANTS, MULTIPLIERS, AND GATEKEEPERS

Below is an initial non-exclusive list of key stakeholders, multipliers, and gatekeepers relevant to the NUTRITIVE project (Table 2). This list will be continuously updated based on newly established networks, connections, and target audiences. Recognizing stakeholders is a preliminary and essential step in the NUTRITIVE project communication strategy. Each outreach task will be carefully designed to maximize the chances of reaching interested audiences. The project target audiences are classified into internal and external direct recipients. While the first group can be easily identified among the consortium members and EU managers and coordinators, the second group requires a more detailed explanation, as described below. Communication within and between consortium members plays an essential role in achieving the specified communication strategy objectives.

Establishing a positive and collaborative environment at the project's start will be the priority of the communication strategy leaders and the Management Work Package, as well as the project coordinators. Consortium members are actively encouraged to engage with NUTRITIVE content across all communication channels and contribute content and ideas for future activities in the communication plan. Additionally, NUTRITIVE partners are encouraged to set up relevant accounts to follow the latest ideas shared on multiple communication channels (i.e., website, social media, etc.).

Table 2. NUTRITIVE key target groups.

Key target groups	Target audiences	Objective
1.Livestock farmers	1.1.Small/primary dairy and meat producers (mainly cow, pig, poultry). 1.2.Local cluster of producers, traders	Project involvement, raise awareness, show new capabilities, foster engagement and favour the adoption of new solutions
2.Green technological industry	2.1.Solutions providers 2.2. Agri business (sustainable animal feeding, green fertilizers, etc.)	Project involvement, show the novelties and new capabilities, foster engagement, commercial exploitation
3.Waste managers and extension services	3.1.Technology services for waste management	Project involvement, show the novelties and new capabilities, foster engagement, commercial exploitation
4. Research & Academia	4.1. Scientific community (university/Research centres) in the field of manure-management, pollutants addressing, novel solutions development, and sustainability assessment)	Project involvement, show the novelties, R&D&i cooperation
5.Policymakers and authorities	5.1.Policymakers 5.2.Public institutions at different levels (regional, national, EU, Chinese) 5.3.Other public agencies/bodies 5.4.Networks of the agrifood sector (AKIS, EU CAP, etc.).	Project involvement; influence future policies and initiatives at different levels

6. Society in general and advisory services	<p>6.1. Society in general</p> <p>6.2. Consumers at different levels (Regional, national, EU, Chinese)</p> <p>6.3. Public media (general printed or online media representatives nor scientific neither industrial at regional, national, EU and Chinese levels)</p> <p>6.4. Associations (primary producers, consumers, ecologist/environmental, etc.).</p> <p>6.5. Consultants (agrifood/primary sector, environmental/sustainability)</p>	Project involvement, gain visibility, raise awareness,
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Table 3 shows how NUTRITIVE interacts with the different key audiences including direct participants, multipliers and decision makers. It provides methods and communication channels adaptation for the different target groups, reflecting a strategic focus on how messages will be segmented and approached to maximize impact.

Table 3. Communication objectives and channels for target groups and audiences in NUTRITIVE.

Objectives	Internal direct	External direct	Policy makers	Media
Systematized communication	NUTRITIVE Web. Document sharing tools. Activity reports. Scientific professional and social networking tools.	-	-	-
Fluid information	Meetings. Telecommunication tools.	-	-	-
Project dissemination	NUTRITIVE Web. Brochures. Factsheets and newsletters. Videos. Info-pack. Communication materials. Social media.	NUTRITIVE Web. Brochures. Factsheets and newsletters. Videos. Info-pack. Communication materials. Social media.	NUTRITIVE Web. Brochures. Factsheets and newsletters. Videos. Info-pack. Communication materials. Social media.	NUTRITIVE Web. Brochures. Factsheets and newsletters. Videos. Info-pack. Communication materials. Social media.
Results dissemination	NUTRITIVE Web. Brochures. Factsheets and	NUTRITIVE Web. Brochures.	NUTRITIVE Web. Brochures. Factsheets and	NUTRITIVE Web. Brochures.

	newsletters. Videos. Info-pack. Communication materials. Social media.	Factsheets and newsletters. Videos. Info-pack. Communication materials. Social media.	newsletters. Videos. Info-pack. Communication materials. Social media.	Factsheets and newsletters. Videos. Info-pack. Communication materials. Social media.
Reference work material	Publications, seminars, workshops. Dedicated meetings. Scientific professional and social networking tools.	Publications, NUTRITIVE Web, and Events. Magazines and platforms.	-	-
New knowledge as a basis for policy decision	Publications, NUTRITIVE Web, and Events. Dedicated meetings.	Publications, NUTRITIVE Web, and Events. Magazines and platforms.	Publications, NUTRITIVE Web, and events. Magazines and platforms.	-
Promote creativity and innovation	Publications, seminars, workshops. Magazines and platforms. Videos.	-	-	-

<p>Transparent communication on innovation and creativity</p>	<p>Press releases. Communication materials. Identity kit.</p>	<p>-</p>	<p>Press releases and events. Communication materials. Identity kit.</p>	<p>Press releases. Communication materials. Identity kit.</p>
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6. INFRASTRUCTURE AND CHANNELS

6.1. ACTIONS

The C&D of the NUTRITIVE project results is considered by the European Commission as one of the most important activities and should be initiated from the very first phase of the project.

The overall strategy of NUTRITIVE will focus on systematising, structuring and facilitating communication and information between project partners, ensuring efficient and transparent project management, and guaranteeing that information flows effectively between the actors directly involved. It also seeks to ensure that information flows smoothly and efficiently between the actors directly involved. The communication strategy is implemented through a plan of activities that is regularly updated. The main objectives of NUTRITIVE's communication strategy are:

- To increase the innovation capacity of the project.
- Maximise the market impact of NUTRITIVE's new products.
- Raise awareness of the challenges of manure management.
- Acknowledge EU funding.
- Establish a community around manure management and the NUTRITIVE project through various channels.

NUTRITIVE's communication strategies are strongly rooted in and inspired by the vision of the European Union's Horizon Europe Programme. NUTRITIVE's C&D objectives are shared with NUTRITIVE's identified target groups based on the following four main communication strategies:

- Cross-cutting advocacy activities. Inform relevant associations, policy makers and networks acting as multipliers and facilitators about the NUTRITIVE project and the relevant actions needed to advance innovation in this area.
- Live communication and knowledge transfer. Make the opportunities and limits of NUTRITIVE products and processes known to end-users and other stakeholders; push NUTRITIVE products and results to the market.
- Public awareness. Raise general awareness among the public about the NUTRITIVE project, its goals, and the societal benefits of improved manure management. This strategy aims to inform the public about the project's contributions to environmental sustainability, enhancing understanding of how EU-funded research directly addresses real-world challenges.
- Post-project market entry. Accelerate market acceptance of NUTRITIVE's products.

In addition, a corporate identity manual for the NUTRITIVE project was developed, a key action to ensure coherent and effective communication that complies with the guidelines established by the

European Commission. This manual includes specific obligations related to the visibility of EU funding, as set out on the official website of the European Commission. It includes guidelines on the correct use of the EU emblem, funding statements and other essential visual elements that must accompany all project communications. In addition, the manual will serve as a reference tool for all consortium partners, ensuring that each communication material, whether printed or digital, meets the requirements for visibility and recognition of EU support. By establishing a uniform standard for the visual identity of the project, it will be strengthened the corporate image and ensured compliance with C&D obligations, thus maximising the impact and transparency of EU-funded activities.

6.2. NUTRITIVE COMMUNICATION

NUTRITIVE communication strategy will also integrate internal communication channels ensuring that scientific networking tools, magazines, newsletters, videos, dedicated meetings, etc., will be deployed according to the role of each partner to maximize reach and impact.

6.2.1. External communication

External communication is essential to make the NUTRITIVE project, its progress, and results known, not only to the target audiences directly involved but also to society at large. A well-designed and executed external communication strategy allows for increased visibility of the project, raises awareness about the importance of efficient and sustainable livestock management, and generates interest and support among diverse stakeholders. To achieve these objectives, the NUTRITIVE project will implement several actions, such as issuing press releases, writing and publishing articles in relevant international journals, and maintaining an active presence on social media among others. These actions are designed to ensure broad C&D of information and encourage engagement and collaboration with the NUTRITIVE project and are detailed in sections 6. *Channels and supports for communication* and 7. *Channels and supports for dissemination*. Its to note that these actions are aligned with the European Commission’s guidelines on social media use for EU-funded R&I projects, specifically the “Social Media Guidelines for EU-funded R&I projects.”

Main general public communication measures are shown below:

- Graphic identity.
- Original graphics to enable public identification of the project.
- Project website. Project branding and circulation of relevant information.
- NUTRITIVE Green Open Access Channel for: public reports, deliverables and publications.
- SEO (Search Engine Optimisation) to improve project visibility (inform site visitors).
- Roadshow of project events (exhibitions, round tables).
- Organisation of events dedicated to NUTRITIVE.
- Mainstream media campaign (contacts with media (TV, radio and press) to extend the reach of our key messages).
- Communication channels of the Bio-based Industries Consortium (BIC).
- Social media.
- NUTRITIVE final event.

It is important to point out the benefits of social media communication. In general, communication through social media channels is dynamic, allowing NUTRITIVE to target relevant audiences more

directly. Other benefits of social media communication compared to conventional forms of communication include:

- Increased audience reach and greater potential for engagement opportunities.
- Direct interaction with audiences, enabling greater engagement and identification with the project.
- Communication in a faster mode for shorter response times and wider dissemination of information.
- Receive news and updates on relevant topics and related projects.
- Build a strong network of followers and establish a community around the NUTRITIVE project.
- Headline specific NUTRITIVE topics and interests by using hashtags in regular posts.

Topics associated with the NUTRITIVE project are identified with hashtags (#) on social media channels. The list of hashtags for the NUTRITIVE project includes the following terms: #ManureManagement #EnvironmentalSustainability #GHGReduction #CircularEconomy #AgriculturalInnovation #SustainableAgriculture #PollutionControl #Livestock #GreenTechnologies #EUResearch #ClimateAction #BestPractices #PolicyRecommendations #EUHorizon #SoilHealth #WaterQuality #AirQuality #WasteManagement #AgricultureFoodSector

In addition, it is important to include identifiers (@) for organisations or individuals and partners involved/targeted in the relevant publication (e.g. @NUTRITIVEProject).

6.1.2. Internal communication

Internal communication is an essential pillar for the success of the NUTRITIVE project, ensuring that all partners are aligned, informed and coordinated. An effective internal communication strategy facilitates collaboration, improves efficiency and ensures that all consortium members work towards common goals. To this end, several actions will be implemented to standardise and optimise the flow of information within the project. These actions include the elaboration and distribution of a corporate identity manual, the organisation of regular meetings, the establishment of an email communication channel and the development of a detailed timeline based on the project milestones. These measures will ensure that information is shared in a timely and effective manner, promoting smooth cooperation and steady progress towards project goals.

- Elaborate and distribute a corporate identity manual to standardise the dissemination of the project.
- Regular meetings.
- Email communication channel for project partners to report actions or progress in a timely manner, allowing internal and external sharing.
- Cloud storage for document sharing and storage, accessible to all partners.
- Dedicated email channel for WP5 leaders to streamline information management within the consortium.
- Develop a timetable based on the actions and stages envisaged by the project..

7. CHANNELS AND SUPPORTS FOR COMMUNICATION

7.1. COMMUNICATION ACTIONS

Effective communication of the NUTRITIVE project requires the use of a variety of channels and media designed to reach and engage our diverse target audiences (Table 4). Each channel and medium has been carefully selected to ensure that information about the project's activities, results and impact reaches stakeholders clearly and accurately. This section describes the different media we will use, the specific content that will be conveyed through each, and the role of project partners in generating and disseminating this content.

The main objective is to maximise the visibility and reach of NUTRITIVE, positioning it as an international reference in sustainable manure management. To achieve this, we have identified several communication tools, from professional and social networks to print and digital materials, each targeting specific audiences including scientists, farmers, policy makers, the green technology industry and society at large.

Each project partner will play a crucial role in this effort, providing content, suggestions and feedback to ensure that our communications are accurate, relevant and aligned with project objectives. These activities will be coordinated by ASAJA and the project coordinator and WP5 (MEDRAR), who will ensure the coherence and effectiveness of our communication strategies.

The channels and media we will use, the type of content that will be disseminated through them and the target audiences are detailed below, ensuring a wide and effective dissemination of the progress and results of the NUTRITIVE project. It also includes the KPIs that will allow us to measure the impact and effectiveness of our communication actions.

Table 4. Communication channels of the NUTRITIVE project.

Channels	Content	Role of the partners
Scientific professional and social networking tools	Specific information on project activities, outputs.	Coordinated by ASAJA and the project and WP5 coordinator (MEDRAR). All partners will provide content, suggestions and feedback.
Magazines and platforms	General information on the project. Specific information on project activities, outputs.	Coordinated by ASAJA and the project and WP5 coordinator (MEDRAR). All partners will provide content, suggestions and feedback.
Factsheets and newsletters	General information on the project. Specific information on project activities, outputs.	Coordinated by ASAJA and the project and WP5 coordinator (MEDRAR). All partners will provide content, suggestions and feedback.
Press releases (online/printed)	General information on the project.	Coordinated by ASAJA and the project and WP5 coordinator (MEDRAR). Partners may provide content.

Info-pack	General information on the project. Specific information on project activities, outputs.	Coordinated by ASAJA and the project and WP5 coordinator (MEDRAR).
Identity kit	Project identity.	Coordinated by ASAJA and the project and WP5 coordinator (MEDRAR).
Communication materials (online/printed)	General information on the project.	Coordinated by ASAJA and the project and WP5 coordinator (MEDRAR).
Videos	General information on the project.	Coordinated by ASAJA and the project and WP5 coordinator (MEDRAR). All partners will provide content, suggestions and feedback.
Project website	General information on the project. Specific information on project activities, outputs.	Coordinated by ASAJA and the project and WP5 coordinator (MEDRAR). All partners will provide content, suggestions and feedback. Partners may provide content.
Social media	General information on the project. Specific information on project activities, outputs.	Coordinated by ASAJA and the project and WP5 coordinator (MEDRAR). All partners will provide content, suggestions and feedback.
Dedicated meetings	Specific information on project activities, outputs.	Coordinated by ASAJA and the project and WP5 coordinator (MEDRAR). All partners will provide content, suggestions and feedback.
Practice abstracts	Concise summaries presenting new knowledge or innovative solutions generated by the project, tailored for practitioners.	Coordinated by MEDRAR. All partners will contribute to the development of practice abstracts.

7.1.2. Scientific professional and social networking

Scientific professional and social networking tools, such as ResearchGate and LinkedIn, will be used to publish non-technical reports, graphical summaries and abstracts on the activities and results of the NUTRITIVE project. The need to use these channels lies in their ability to reach a specialised audience in the field of manure management and environmental sustainability, allowing the dissemination of specific information in an accessible and visually appealing way. This will foster collaboration and knowledge sharing between researchers and practitioners in the sector.

Target Audiences: #2.2, #2.3, #4.1, #6.5

KPIs: ≥ 10 publications with > 50 views each

7.1.3. Magazines and platforms

Non-technical articles will be published in open access tools such as Horizon Europe Magazine, Futurism Magazine, Research*eu Magazine and CORDIS. These articles will provide an overview of the project and specific details on project activities and results, reaching a wide audience interested in innovation and sustainability. Using these platforms will increase the visibility of the project and highlight its relevance in the European and global context.

Target audiences: #2.2, #2.3, #4.1, #6.5

KPIs: ≥ 4 publications

7.1.4. Factsheets and newsletters

Fact sheets and newsletters will contain key information on the study farms and novel manure management strategies/technologies. These materials will be distributed periodically to keep stakeholders informed on the progress and achievements of the project. The need for these documents lies in their ability to provide regular and detailed updates, which will encourage the continued interest and active participation of the target audiences.

Target audiences: all

KPIs: ≥ 5 fact sheets, ≥ 5 newsletters with > 50 subscribers each

7.1.5. Press releases

Press releases will be published in English and other languages at European level at various stages of the project: after the start of the project (challenges, main objectives, partners); mid-project (achievements and tangible benefits); before the main dissemination event (significant progress); and at the end of the project (results). These press releases are essential to keep the media and the general public informed about the key milestones of the project, thus increasing its visibility and credibility.

Target audiences: #1.1, #1.2, #2.2, #2.3, #3.1, #6.1, #6.4

KPIs: ≥ 4 press releases in English or other languages.

7.1.6. Info-pack

The digital information pack will provide facts about the challenges and benefits of NUTRITIVE technologies, mainly through infographics. This visual format facilitates understanding of complex information and captures the attention of diverse audiences. Using infographics and other visual elements will improve information retention and encourage greater engagement with the project.

Target audiences: #1.1, #1.2, #2.2, #2.3, #2.3, #3.1, #6.1, #6.2, #6.3, #6.4

KPIs: 1 general information package produced in M6-M18

7.1.7. Identity kit

The project identity kit will include the logo, key visual design, brand identity, general templates, website design, as well as designs for other materials (e.g. brochures, roll-ups, etc.) and guidelines for partners. This kit ensures a coherent and professional presentation of the project in all communications. The creation of a consistent visual identity is crucial to build a strong and recognisable image of the project.

Target audiences: All

KPIs: 1 project identity kit

7.1.8. Communication materials (online/printed)

Communication materials (e.g. brochures, leaflets, leaflets, roll-ups, posters) containing specific information about the project will be developed. These materials will be distributed at events and through relevant channels to reach diverse audiences. The distribution of these materials will help to raise awareness of the project's objectives and results, promoting their adoption and support.

Target Audiences: #1.1, #1.2, #2.2, #2.3, #2.4, #6.1, #6.2, #6.3, #6.4, #6.5

KPIs: ≥ 2,000 copies (updated in the second half of the project)

7.1.9. Videos

Non-technical and self-explanatory (cartoon style) videos about the project, including interviews, will be produced. These videos are effective in conveying information in an engaging and accessible way, facilitating audience understanding and engagement. Using video will allow you to reach a wider and more diverse audience, including those who prefer visual content.

Target audiences: All

KPIs: ≥ 3 videos with > 2,500 views each

7.1.10. Project website

Public website containing information regarding challenges addressed, project consortium, objectives, and solutions. It is already available and includes the following sections: news, resources and project materials, contact, social media.

The website will be updated regularly as new information becomes available. This space will provide summaries of the most important texts. In addition to project description and information, it will include news, downloadable material such as presentations and a private area. It will describe the objectives, actions to be developed, progress and results.

Each project partner will have a mini-site where the activities will be developed and the added value will be explained together with a link to their website. This is essential for dissemination through social media.

The website follows a modern, innovative and interactive design in NUTRITIVE green colours according to the visual identity guidelines. The website is actively maintained and is regularly updated with new content.

The website is organised as follows:

- Home: Summary
- Project: Descriptions of the work packages of the project and objectives
- Partners: Description of the 22 consortium members.
- Network: Stakeholders and other related projects.
- Results: Public downloads.
- News and Events: Blogs and social media, event gallery, publications, project videos and next events.
- Private Area: Private/protected cloud.

The website has the following features:

- Integration of the feedback function.
- Integration of various social media channels allowing NUTRITIVE to build an established community more quickly, as well as to carry out communication plan activities through online channels.
- Possibility to download available publications in PDF format.
- Ability to share blog content on social media channels directly.
- Compatibility with desktop computers, mobile phones and tablets.

Target audiences: All

KPIs: ≥ 50 visits per month; at least 1 interactive quiz

7.1.11. Social media

Content will be prepared and shared on the NUTRITIVE project accounts (X, Facebook, LinkedIn, YouTube), interacting with the whole consortium, taking advantage of already established networks. Social media allows for rapid and wide dissemination of information, encouraging audience engagement and participation. The use of social media is essential to maintain a continuous and visible presence of the project on popular and accessible platforms.

Target audiences: All

KPIs: > 20 posts with > 500 views each

7.1.12. Dedicated meetings

Dedicated meetings will be organised to discuss summary reports and roadmaps on the challenges addressed and the main results of the project. These meetings will facilitate the active participation of stakeholders and cooperation between project partners. The organisation of specific meetings is crucial to ensure clear and direct communication with key stakeholders, allowing for better coordination and understanding of the project's objectives and progress.

Target audiences: #1.2, #2.2, #5.1, #5.2, #5.3, #5.4, #5.4, #6.4

KPIs: ≥ 5 presentations at dedicated meetings

6.1.2. Practice abstracts

NUTRITIVE will be feed into the EIP-AGRI projects database for practitioners on the EU CAP Network website. For that purpose, it will be completed the EIP-AGRI common format, which includes a project profile and practice abstracts. Practice abstracts are concise summaries presenting new knowledge or innovative solutions generated by the projects, tailored for practitioners.

Target audiences: All

KPIs: ≥ 25 practice abstracts.

7. CHANNELS AND SUPPORTS FOR DISSEMINATION

7.1. DISSEMINATION ACTIONS

Dissemination of NUTRITIVE project results is considered by the European Commission as one of the most important activities and should be initiated from the very first phase of the project. Participants have the obligation and responsibility to disseminate the project results in an effective and transparent way, ensuring that the information reaches all relevant stakeholders.

In order to comply with the European Commission guidelines, it is essential that any communication related to the NUTRITIVE project includes the EU emblem and a funding statement indicating the support received from the European Union. These guidelines also state that dissemination activities must be compatible with the protection of intellectual property rights, confidentiality obligations and the legitimate interests of the owners of the results.

For peer-reviewed scientific publications, beneficiaries must ensure open access, allowing free online access to any user. In addition, for those projects participating in the pilot initiative for open access to research data, the grant agreement will specify the conditions under which such access must be ensured.

Dissemination of the NUTRITIVE project results is crucial to ensure that the project's progress and findings are accessible and usable by all relevant stakeholders. To maximise the impact of the project and ensure wide adoption of its results, we will use a variety of dissemination channels and actions. These channels include scientific and sectoral publications, policy briefs, external events, networking events, NUTRITIVE's own events, clustering activities and training sessions. Each of these channels has been selected for its ability to reach specific audiences and for its effectiveness in conveying technical and practical information.

Each project partner will play an active role in dissemination, coordinated by MEDRAR, to ensure that activities are consistent and aligned with project objectives. The established KPIs will allow us to measure the success of our dissemination activities and adjust our strategies as necessary.

The dissemination channels and actions are described in detail below, including the specific content to be disseminated through each and the target audiences to which they are directed and summarized in Table 5.

Table 5. Dissemination channels of the NUTRITIVE project.

Channels	Content	Role of the partners
Scientific publications	Scientific information on project activities, outputs.	Coordinated by MEDRAR. Universities and RTOs involved in the project will be primarily responsible of these publications (i.e. AINIA, USC, ARMINES, ENSMP, EV ILVO, ATB, VITO, and TU DELFT) with the support of other partners of the consortium.
Sectorial publications	General information on the project. Specific information on project activities, outputs.	Coordinated by MEDRAR. Technology providers and agribusiness partners will be primarily responsible of these publications (i.e. ALGAFUEL, DETRICON, ARESA,

		CECOAGRO, STA) with the support of other partners of the consortium.
Policy briefs	Specific information on the project outputs regarding policies and manure management practices.	Coordinated by MEDRAR. Policy advisors and policy makers will be the main responsible (AGACAL, LOMBARDIA, TEAGASC) with the support of other partners of the consortium.
External events	Specific information on project activities, outputs.	Coordinated by MEDRAR with the participation of all the consortium.
Networking events	General information on the project. Specific technical information on project activities, outputs.	Coordinated by MEDRAR with the participation of all the consortium.
NUTRITIVE events	Specific information on project activities, outputs.	Coordinated by MEDRAR with the participation of all the consortium.
Clustering activities	General information on the project. Specific information on project activities, outputs to create a project community.	Coordinated by MEDRAR with the participation of all the consortium.
Training sessions	Specific information on project activities, outputs.	Coordinated by MEDRAR with the participation of all the consortium.

7.1.2. Scientific publications

Publications in international peer-reviewed journals with gold access and impact factor (IF) or in trusted green access repositories such as those listed in Zenodo or provided by consortium members. Potential journals include MDPI Sustainability, Journal of Cleaner Production, among others. These publications will allow the dissemination of detailed scientific information on project activities and results to the academic and research community.

Target audiences: #4.1

KPIs: ≥ 10 scientific publications

7.1.3. Sectorial publications

Publications in international and national sectoral journals in the industrial/primary sector. Potential journals include Vaca Pinta (Spain), Landbouwleven (Belgium). These publications will allow reaching actors in the agricultural and industrial sector, providing specific information on project activities and results.

Target audiences: #1.1, #1.2, #2.2, #2.3, #3.1, #6.4

KPIs: ≥ 6 sectoral publications (≥ 3 international)

7.1.4. Policy briefs

A series of short policy and practice papers will be developed with evidence-based recommendations formulated in WP4, derived from NUTRITIVE research findings. These documents will be disseminated by specialised partners such as ASAJA. The policy briefs are designed to inform and guide policy makers and practitioners in manure management.

Target audiences: #5.1, #5.2, #5.3, #5.4

KPIs ≥ 4 policy briefs

7.1.5. External events

Presentation of project results at recognised scientific conferences, workshops, exhibitions and industrial events. Potential events include ManureREsource (every 2-3 years). These events will provide a platform for sharing project progress with a broad scientific and industrial audience.

Target audiences: #2.2, #2.3, #4.1

KPIs: ≥ 6 external events with ≥ 12 contributions.

7.1.6. Networking events

Attendance at trade fairs, round tables or technical seminars. Examples include the Bioenergy conference held annually in Valladolid, EuroTier (Dubai, November 2024). These events will facilitate knowledge exchange and networking between project partners and other stakeholders.

Target audiences: #1.1, #1.2, #2.2, #2.3, #3.1, #6.4, #6.5

KPIs: ≥ 4 networking events

7.1.7. NUTRITIVE events

Organisation of workshops to favour the interaction between the consortium and other relevant actors for the co-creation of the main results of the project. Specific training sessions addressed to different target groups will also be carried out. Potential events in Spain (2024), Belgium (2025), Italy (2026) and Germany (2028). The events will be independent but also satellites of relevant conferences (ManureREsource conference).

Target audiences: #1.1, #1.2, #2.2, #2.3, #2.3, #3.1, #4.1, #5.1, #5.1, #5.2, #5.2, #5.3, #5.4, #6.4, #6.5

KPIs: ≥ 4 workshops with ≥ 50 participants each

7.1.8. Clustering activities

Alliances with related projects and platforms at European and national level to multiply the impact of the project. Potential projects/platforms include connection with operational clusters, connection with the Bioeconomy Cluster (CBE) through partners such as Ainia, or with interesting regional clusters such as the Iberian Smart Agri-hub supported by DATAlife. These clustering activities will foster collaboration and knowledge sharing, broadening the scope of the project.

Audiencias objetivo: #1.2, #2.2, #2.3, #3.1, #4.1, #5.1, #5.2, #5.3, #5.4, #6.4, #6.5

KPIs: ≥ 1 meeting per year and 1 joint activity

7.1.9. Training sessions

Leverage expert group meetings to organise knowledge sharing and training with stakeholders from NUTRITIVE countries in Europe and China. These sessions will focus on disseminating the acquired knowledge and experiences with the DSS tool to carry out replication plans in other regions (e.g. Poland).

Target audiences: #2.2, #2.3, #4.1, #5.1, #5.1, #5.2, #5.3, #5.4

KPIs: ≥ 3 meetings at major events and replication plans for other regions.

8. KPI METRICS

8.1. COMMUNICATION ACTIONS

KPIs for communication actions planned within NUTRITIVE project are summarized in Table 6.

Table 6. KPIs for communication actions.

Channels	KPIs
Scientific professional and social networking tools	≥ 10 publications with > 50 views each
Magazines and platforms	≥ 4 publications
Factsheets and newsletters	≥ 5 factsheets, ≥ 5 newsletters with > 50 subscribers each
Press releases (online/printed)	≥ 4 press releases in English or other languages
Info-pack	1 general info-pack produced in M6-M18.
Identity kit	1 project identity kit
Communication materials (online/printed)	≥ 2,000 copies (updated in the second half of the project)
Videos	≥ 3 video with > 2.500 views each
Project website	> 50 visits per month; at least 1 interactive quiz
Social media	> 20 posts with > 500 views each
Dedicated meetings	≥ 5 presentations in dedicated meetings

8.2. DISSEMINATION ACTIONS

KPIs for communication actions planned within NUTRITIVE project are summarized in Table 7.

Table 7. KPIs for dissemination actions.

Channels	KPIs
Scientific publications	≥ 10 scientific publications
Sectorial publications	≥ 6 sectorial publications (≥ 3 international)
Policy briefs	≥ 4 policy briefs
External events	≥ 6 external events with ≥ 12 contributions
Networking events	≥ 4 networking events
NUTRITIVE events	≥ 4 workshops with ≥ 50 participants each
Clustering activities	≥ 1 meeting per year and 1 joint activity
Training sessions	≥ 3 meetings at primary events replication plans for other regions

9. IDENTITY

MEDRAR, as responsible for the design of materials, has developed a visual identity for the NUTRITIVE project, with the aim of helping partners to communicate more effectively with all target groups. To this end, an appropriate and coherent visual identity has been created for the project. The idea is to make each document, action or communication of the project fully identifiable, increasing its impact and making the narrative and evolution of the project traceable. From Figure 1, the project logo is shown, which cannot be used with colours other than those indicated in this manual, the proportions will never be altered and any use on a coloured background should never alter its visibility. The use of the NUTRITIVE logo will always be in full colour on a solid background. If partners opt for the green version of the NUTRITIVE logo, they should ideally use a white, light or light background. Conversely, if partners opt for the white version of the NUTRITIVE logo, they should choose a dark background. See examples below:



In addition, partners are obliged to acknowledge appropriate EU visibility measures, as cited in Article 29 of the grant agreement. The Horizon Europe funding programme must be acknowledged

and the funding logo should be included whenever possible. Use the template and acknowledgement text below:

NUTRITIVE Project - This project has received funding from the European Union's Horizon Europe research and innovation programme under the Grant Agreement: 101135400

9.1. GRAPHIC DESIGN SCHEME

The visual identity guidelines of the project (Figure 4) gives NUTRITIVE a recognisable and coherent image. Style, formal coherence and consistency in the communication of a project define its personality and give it the possibility to be remembered by a large audience. The aim of this manual is to describe NUTRITIVE's visual identity in a clear and unambiguous way, and to explain how this identity should be developed in each piece of communication.



Figure 4. Visual identity guidelines for NUTRITIVE project.

9.2. TEMPLATES

The unification of communication, both external and internal, between partners is ensured by the availability of appropriate templates. Three templates have been designed for public and confidential presentations and communications. These templates ensure the transmission of a unified corporate image. Specifically, there are different templates already available here (within the private area of the NUTRITIVE website) (Figures 4, 5, 6). The use of these templates is restricted to consortium members and must be used in any deliverable or presentation made.

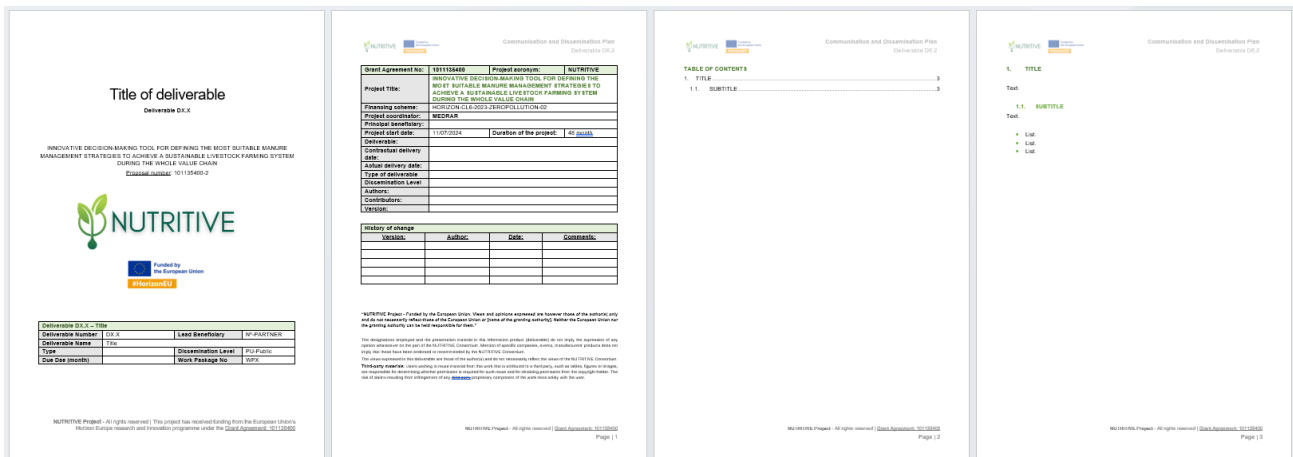


Figure 3. Deliverables template.

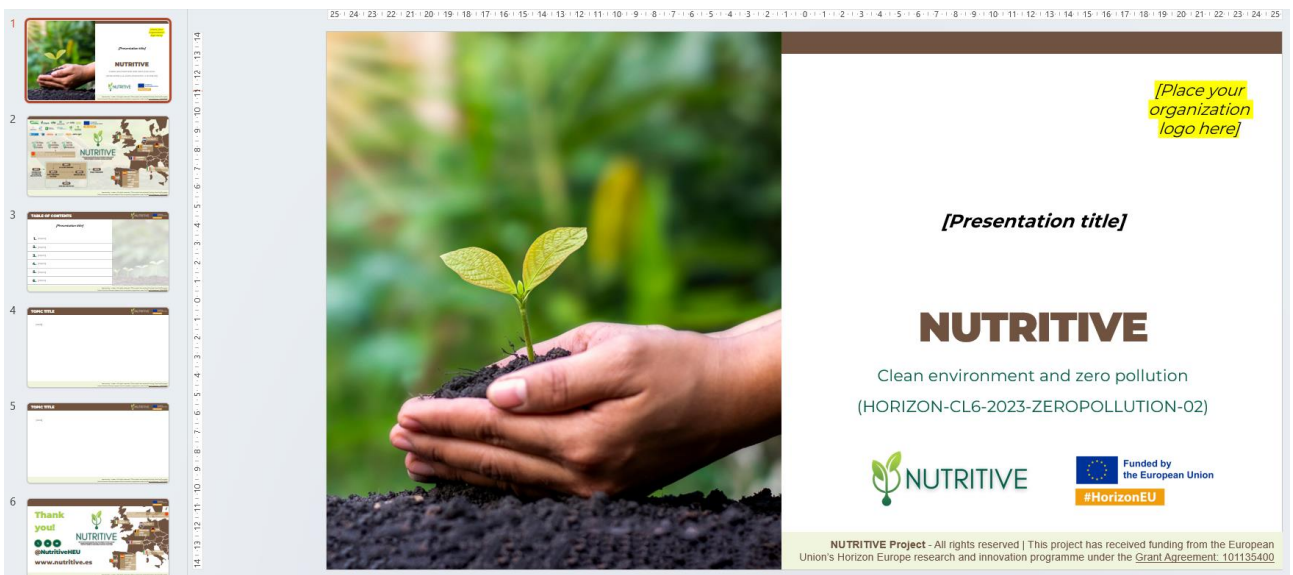


Figure 4. Presentations template.

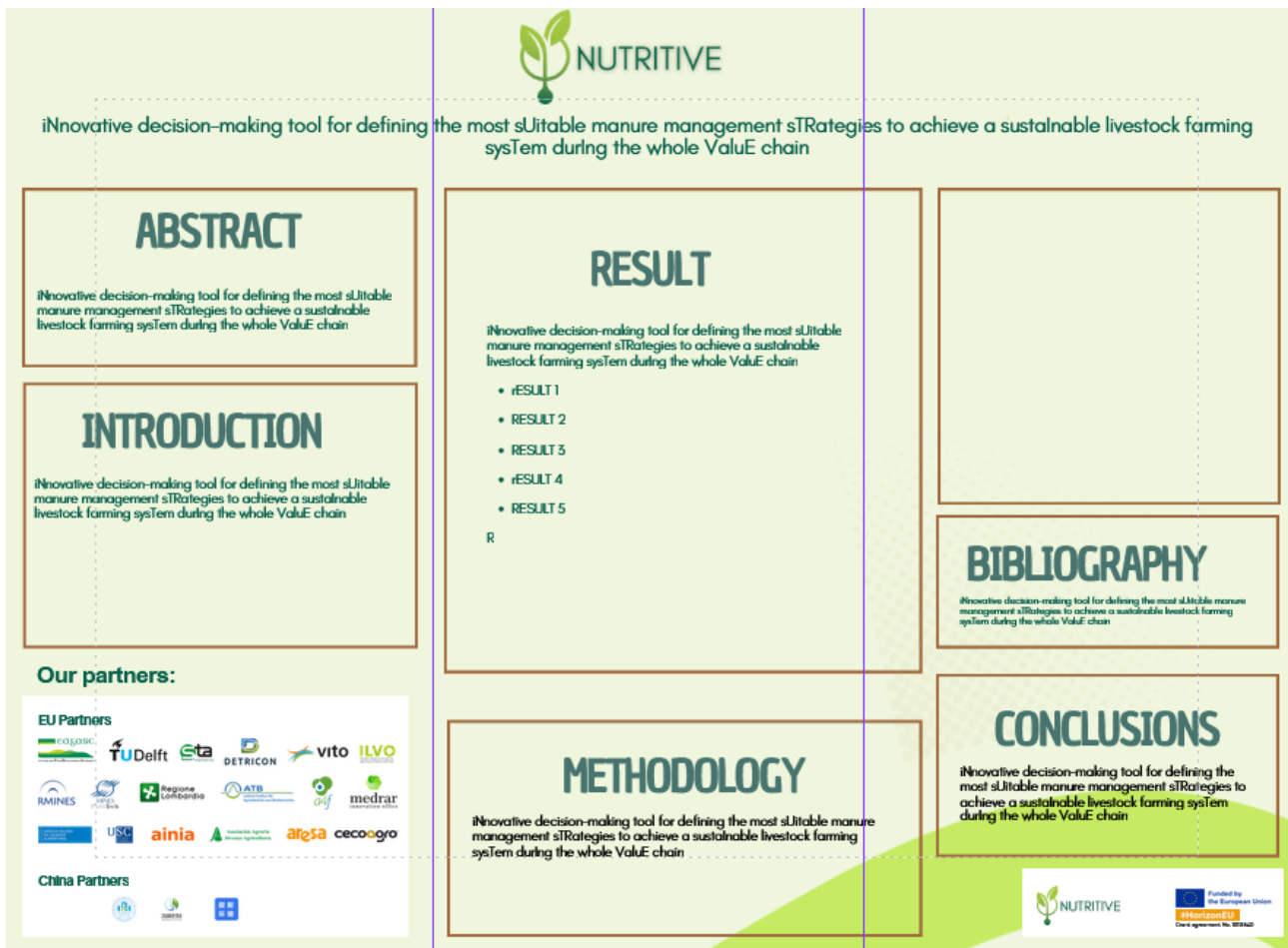
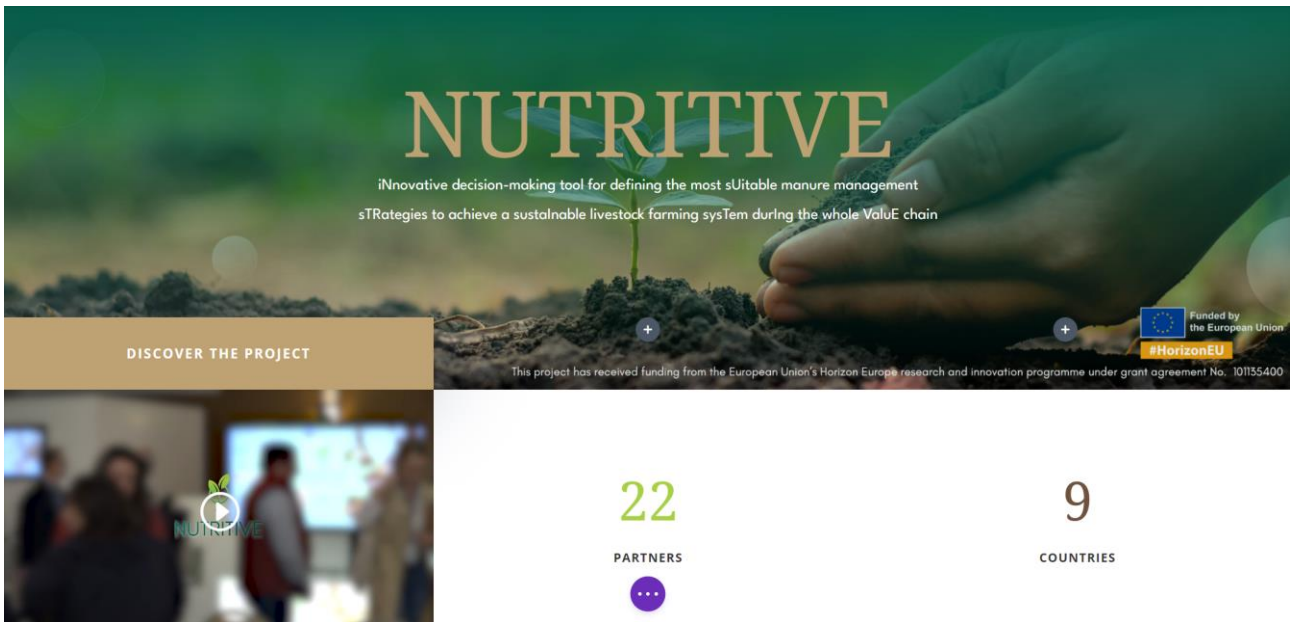


Figure 5. Poster template.

9.3. WEBSITE

The project website will be a central element serving not only to provide direct information, but also as a tool for dissemination and delivery of other materials, such as reference material, publications, brochures and the logo. The website can also be used for invitations to events and events, as well as for creating specific press and media access to facilitate the work with this target audience. Second but not least, it fulfils, through a secure intranet with restricted access to the project partners, the function of internal communication between the partners. In addition, the project partners also commit themselves to use the access link to the project website in other initiatives in their countries. The website is available at the following link: www.nutritive.es



9.4. SOCIAL MEDIA

Social media is a powerful tool for achieving a multiplying promotional effect in communication activities.



Link: [NUTRITIVE X account](#)

Link: [NUTRITIVE LinkedIn account](#)

Link: [YouTube NUTRITIVE account](#)

Link: [NUTRITIVE Facebook account](#)

ANNEX I - PLANNING

Task	Activities	Responsible	Timeline / Status
T5.1 Set up, update, and implement the C&D Plan (M1-48)			
Initial C&D Plan	Establish standard operating procedures as part of the C&D Plan	ASAJA	M1
	Collect input from partners on planned C&D for the project periods.	ASAJA	M3
	Establish corporate identity guidelines	MEDRAR	M3
	Finalize initial C&D Plan	MEDRAR/ASAJA	M3
	Create communication strategy	ASAJA	M6
	Finalize C&D Plan	MEDRAR/ASAJA	M6
T5.2 Design and implement a set of tools and materials (M1-M48)			
Factsheets	Finalize CORDIS factsheet	MEDRAR	M3
	Finalize Horizon Europe factsheet.	MEDRAR	M3
	Create and distribute factsheets (≥ 5)	MEDRAR	M1-M48
Website	Purchase domain name for NUTRITIVE website	MEDRAR	M3
	Collect information from partners for NUTRITIVE website (relevant information about consortium, objectives, and work packages)	MEDRAR	M3
	Set up the basic version of the website	MEDRAR	M3
	Integrate social media channels (X, LinkedIn, YouTube)	MEDRAR/ASAJA	M2
	Finalize website design	MEDRAR	M4

	Finalize initial website content	MEDRAR	M4
	Link NUTRITIVE with other EU initiatives	ASAJA	M3
	Link with relevant stakeholder networks	ASAJA	M12
	Update website content	MEDRAR	M5-M48
Social Media	Set up Twitter account - @NutritiveEU	ASAJA	M3
	First tweet	ASAJA	M3
	Create monthly content (5-8 tweets/month)	ASAJA	M3-M48
	Obtain 50 followers	ASAJA	M12
	Obtain 100 followers	ASAJA	M24
	Obtain 300 followers	ASAJA	M36
	Obtain 500 followers	ASAJA	M48
LinkedIn	Set up LinkedIn account	ASAJA	M3
	First post	ASAJA	M3
	Obtain 50 followers	ASAJA	M12
	Create two 'scientific' posts	ASAJA	M12-M24
Facebook	Set up Facebook account for NUTRITIVE	ASAJA	M3
	First post	ASAJA	M3
	Obtain 55 followers	ASAJA	M20
Brochure	Initial design for project brochure	ASAJA	M4
	Round of feedback from partners	ASAJA	M12
	Finalize project brochure (to be ready for conferences in September)	ASAJA	M13
	Round of feedback from partners	ASAJA	M13
	Finalize project leaflets	ASAJA	M14
Roll-up Banner	Initial design for roll-up banner	ASAJA	M13
	Finalize roll-up banner (to be ready for conferences in October)	ASAJA	M14
T5.3 Dissemination and communication			

activities incl. stakeholder events (M1-M48)			
Press Work	Establish contact with journalists and stakeholders for NUTRITIVE and related topics	ASAJA	M10-M16
	Draft press releases	ASAJA (with the contribution of NUTRITIVE partners)	M11-M48
	Launch press release	ASAJA (with the contribution of NUTRITIVE partners)	M12
	Research and collect press clippings (newspaper and magazine articles)	ASAJA	M1-M48
Newsletter	Set up newsletter channel	ASAJA	M10
	Publish a biannual newsletter on project progress	ASAJA	M11 and M19
Events	Define D&C activities (event list)	MEDRAR (with the contribution of all the partners)	M10
	Publish list of planned events.	MEDRAR	M13
Scientific publications	Publish scientific articles in open access journals	MEDRAR (with the contribution of NUTRITIVE partners, mainly universities and RTOs)	M12-M48
Sectorial publications	Publish articles in sectorial journals	MEDRAR (with the contribution of NUTRITIVE partners, mainly technology providers)	M12-M48
Policy briefs	Develop policy briefs with evidence-based recommendations for policy makers	ASAJA (with the contribution of NUTRITIVE partners, mainly policy makers)	M24-M48
Info-pack	Digital information packs with infographics	ASAJA, MEDRAR	M6-M18
NUTRITIVE Events	Organize workshops for interaction between consortium and stakeholders	MEDRAR (with the contribution of NUTRITIVE partners, mainly with the those	M12, M24, M36 and M48

		from the countries in which events are going to be held (Spain, Germany, Belgium, and Italy))	
Clustering Activities	Establish alliances with relevant EU projects and platforms	MEDRAR (with the contribution of NUTRITIVE partners).	
Training Sessions	Conduct training for knowledge sharing and replication	MEDRAR (with the contribution of NUTRITIVE partners).	
Dedicated Meetings	Organize meetings to discuss project activities and results	MEDRAR (with the contribution of NUTRITIVE partners).	
External Events	Participate in external conferences	MEDRAR (with the contribution of NUTRITIVE partners).	
Networking Events	Attend industry fairs and seminars (e.g., Bioenergy, EuroTier)	MEDRAR (with the contribution of NUTRITIVE partners).	
Videos	Produce project videos and interviews	MEDRAR, ASAJA	M12, M24, M36
Final Conference	Organize final project conference	MEDRAR (with the contribution of NUTRITIVE partners).	M48

ANNEX II – COMMUNICATION AND DISSEMIANTION STANDARD OPERATING PROCEDURE

A. SOP FOR COMMUNICATION AND DISSEMINATION

This refers to the reporting requirements for dissemination and communication activities and has three main objectives:

- Coordinate efforts in C&D.
- Avoid unauthorised or premature disclosure of confidential information .
- Make end-of-term reporting easier and ensure that European Union's Horizon Europe research and innovation programme funding is acknowledged.

Activities can be distinguished into three categories as to exactly what circumstances need to be notified in advance, then involve the project coordinator and other consortium partners if necessary:

- Communication or dissemination of approved material - e.g. general poster and presentation, check that project results are not disclosed, etc.
- C&D of project results - notification will be sent to relevant partners and project coordinator.
- Scientific (peer-reviewed) publications including theses - will be forwarded to the consortium to inform them.

BEFORE each C&D activity, as soon as possible please:

- Chose the correct category in the table.
- Copy the corresponding table into a new document.
- Fill in the table.
- Send to ASAJA and MEDRAR .

While you do not need to notify us about minor activities, such as handing out a few flyers at a conference or including a slide about the project in a much longer presentation, we would also like to know about these activities, especially if you have some photos of the events.

AFTER the activity, add information about the hearings to the tableS (see below) and send the original documentation/publication.

Please note: activity costs can only be charged to the project when the above steps are followed precisely and there is a clear association of the activity with the project.

B. C&D OF APPROVED MATERIAL AND/OR NO RESULTS SUBMITTED

Notify MEDRAR prior to any C&D activities as soon as possible using the table below. Submit all activity documentation, e.g. presentation, poster, article, photographs of the event; and add audience information to the table below. Bold rows must be completed for any type of activity because it is required for the project reporting.

Partner(s) and persons involved	
Type of communication/dissemination activity¹	<i>e.g. presentation or poster at a conference, workshop, TV event, trade fair, etc....</i>
Name and website of the event	
Title of the presentation, poster, etc.	
Place	
Date	
More description and communication activity (interaction with social media, i.e. tweets, posts)	
Relevant IP Content Presented (Y/N) and Brief Description	
Audience type (multiple possible options)	<i>e.g. scientific community, industry, civil society, general public, policymakers, media, investors, customers</i>
Estimated number of people reached by audience type (Will be added after the event.)	<u>Scientific Community:</u> <u>Industry:</u> <u>Civil society:</u> <u>General public:</u> <u>Policymakers:</u> <u>Media:</u> <u>Investors:</u> <u>Clients:</u>
Funded from the European Union's Horizon Europe research and innovation programme	Estimated costs

C. C&D OF PROJECT RESULTS

Partners are obliged to notify consortium members of such activities in advance to give other partners the opportunity to object. This is to avoid unauthorised or premature disclosure of sensitive information (e.g. background information on other partners or project results). In the unlikely event of an objection the coordinator will mediate between the partners. Any objection to the intended publication shall be made in accordance with the Grant Agreement in writing to the Coordinator and the Party or Parties proposing the dissemination as per Art. 17.

- Send notification of intention to publish using the form below when starting to prepare the publication). The coordinator will handle the notification of other partners for you after receiving the notification in correspondence with the scientific and project coordination.
- Send the draft publication to all authors, the project coordinator, and the communication officer for a final check before submission.
- Send the final publication to ASAJA for communication activities of the project.
- Make end-of-term reporting easier and ensure that European Union’s Horizon Europe research and innovation programme funding is acknowledged.

NOTIFICATION: C&D OF PROJECT RESULTS	
Partner(s) and persons involved	
Type of dissemination activity	<i>e.g. presentation or poster at a conference, workshop, TV event, trade fair, etc....</i>
Name and website of the event	
Title of the presentation / poster, etc.	
Place	
Date	
Brief description of the activity, the content and the results presented.	
Were other partners involved in the development of these results? Which ones?	
If commercial or industrial applications are disseminated, are intellectual property rights already protected? If so, how?	
Type of audience (multiple options possible)	<i>e.g. scientific community, industry, civil society, general public, policymakers, media, investors, customers</i>
Estimated number of people reached by audience type (To be added after the event).	<u>Scientific Community:</u> <u>Industry:</u> <u>Civil society:</u> <u>General public:</u> <u>Policymakers:</u>

	<u>Media:</u> <u>Investors:</u> <u>Clients:</u>
Funded from the European Union's Horizon Europe research and innovation programme	Estimated costs

D. SCIENTIFIC PUBLICATIONS

For scientific, peer-reviewed publications (articles, books, theses, review articles...) the same above rules apply, but to simplify this, we foresee a four-step process:

- Send notification of intent to publish using the form below when you begin preparing the publication). The coordinator will handle the notification of other partners for you after receiving the notification in correspondence with the scientific and project coordination.
- Send the draft publication to all authors, project coordinator, for a final check before submission.
- Submit the final publication to ASAJA for project communication activities.
- Upload to a repository to meet open access requirements.

NOTIFICATION: INTENTION TO PUBLISH	
Type (please choose)	Article in a scientific journal Publication in conference proceedings / in a workshop Books / monographs Book chapters Thesis / dissertation / PhD
Title	
Authors (partners)	
WP (tasks) involved	
Type of open access and costs	Are you choosing the golden or the green open access route? Is there an embargo time?
Underlying data sets - Establish connection to data management plan	Article in a scientific journal Publication in conference proceedings / in a workshop Books / monographs Book chapters Thesis / dissertation / PhD
Critical content of IPRs? - If yes, please specify.	
Summary	
* Open access costs	Add costs for publication

Make sure to always acknowledge Horizon accordingly (see E below)! CONNECTED to the data management plan.

E. EUROPEAN FLAG AND FUNDING STATEMENT

Communication activities (including media relations, conferences, seminars, information material such as brochures, leaflets, posters, presentations, etc., in electronic format, through traditional or social media, etc.), dissemination activities and any infrastructure, equipment, vehicles, supplies or major outputs funded by the grant must acknowledge EU support and display the European flag (emblem) (Figure 6) and the funding statement (translated into local languages where appropriate).

NUTRITIVE Project - Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or [name of the granting authority]. Neither the European Union nor the granting authority can be held responsible for them.



Figure 6. EU logo and funding statement.

Please make sure to include this statement in all documents, publications and communication materials related to the NUTRITIVE project in order to comply with the European Commission's guidelines on visibility and communication.

Link: [Ready-to-use EU funding statements to comply with the visibility requirements](#)

The emblem must remain distinct and separate and may not be modified by adding other visual marks, branding or text. Apart from the emblem, no other visual identity or logo may be used to highlight EU support. When displayed in association with other logos (e.g. of beneficiaries or sponsors), the emblem must appear at least as prominently and visibly as the other logos. For the purposes of their obligations under Article 17.2, the emblem may be used without obtaining prior approval from the granting authority.