



# D8.1

## Knowledge Sharing, Communication and Impact Maximisation Plan

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Draft



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<sup>1</sup> Document, report (R), Demonstrator, pilot, prototype (DEM), Websites, patent filings, videos, etc., OTHER, Ethics requirement (ETHICS), Open Research Data Pilot (ORDP), Data sets, microdata, etc. (DATA)

<sup>2</sup> Public (PU), Restricted to other programme participants including EC (PP), Restricted to a group specified by the consortium including the EC (RE), Confidential, only for members of the consortium including EC (CO)

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## Introduction

With the aim of reducing environmental impacts while addressing societal demands for safe, nutritious and affordable meat and dairy products, PATHWAYS is about identifying and increasing sustainable practices along the supply and production chains of the European livestock sector. Coordinated by the Swedish University of Agricultural Sciences (SLU) and comprising 28 partners from 12 countries, this 5-year (2021-2026), €9 million Horizon 2020 project contributes to the EU Farm-to-Fork Strategy which is at the heart of the EU Green Deal.

The PATHWAYS Knowledge Sharing, Communication and Impact Maximisation Plan (KCIM) is the foundation in which the dissemination and exploitation of PATHWAYS work, impacts and results are based on. The KCIM defines the overarching communication and dissemination strategy and the Key Performance Indicators (KPIs) to ensure that key PATHWAYS stakeholders are engaged and activated in an appropriate and timely manner, establishing a Community of Practice to create synergies with other projects, networks and initiatives for greatest impact.

The KCIM underpins the PATHWAYS project objectives. The goal of PATHWAYS is:

### General:

To identify and increase sustainable practices along the supply and production chains of the European livestock sector.

### Environmental:

To reduce the environmental impacts while addressing societal demands for safe, nutritious and affordable meat and dairy products.

### Policy:

To accelerate the transition to sustainable food systems as an integral part of the EU Farm-to-Fork Strategy that is at the heart of the EU Green Deal:



*Figure 1 Farm to Fork*

#### Societal:

To address societal demands for increased resilience in the provision of safe, nutritious, affordable livestock- based foods.

To raise awareness about sustainable food systems with the public at large via media and with Community of Practice stakeholders, such as other networks, platforms, and projects.

To foster active collaboration with other European projects and initiatives to maximise outreach and impact.

#### Farmers:

To engage local farmer associations and sustainable food-related associations in the PATHWAYS project.

#### Media:

To provide journalists with informative materials (infosheets, videos, interviews, facts & figures) in order for them to be able to report more accurately and efficiently about PATHWAYS.

#### Business/Industry:

To provide clear diagrams showing the arborescence of different pathways for achieving more sustainable food value chains focused on one welfare, trade-offs and social aspects.

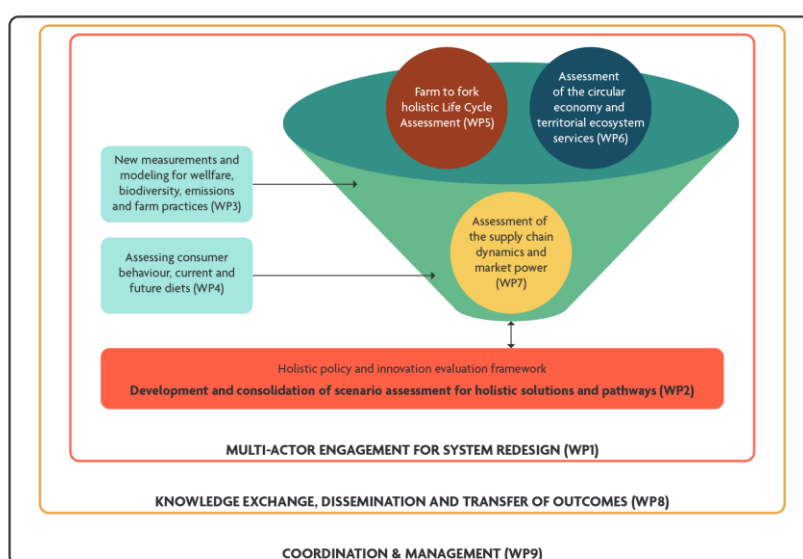
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The KCIM provides a clear overview on how all communication channels, activities, and tools work together to address and engage the relevant stakeholder groups (see Table 1) to achieve the dissemination objectives within WP8 to facilitate dialogue between farmers, scientists, policymakers, consumers, citizens and society while promoting the flow of knowledge on potential developments in livestock food systems.

Specific WP8 objectives are:

1. To provide an interactive online platform that supports exchanges between industry partners, the European multi-actor platform and broader stakeholders within a community of practice.
2. To disseminate key project outputs using communication resources and a core communication and dissemination strategy that targets all stakeholders.
3. To build a knowledge exchange network to enhance PATHWAYS' impact and exploitation.
4. To facilitate regular flows of information between project partners and stakeholders to support policy- making and subsequent business and research strategies for the development of sustainable farming and livestock pathways.

Encompassing all other work packages aside from Coordination and Management (WP9), the successful deployment of the KCIM involves the active contribution of all PATHWAYS partners:



*Figure 2 WP Structure*

The initial KCIM is submitted in M3 and will be reviewed at annual intervals with the active participation of all partners. Revisions will accompany the policy toolkit with MS17 (M15) MS37 (M28), MS59 (M40), MS71 (M52) with the final D8.6 PATHWAYS Communication Impact Report due in M60 with the final Impact Reporting of tracked KPIs on an annual basis.

The PATHWAYS KCIM includes the following elements:

- Key stakeholders and targets of dissemination
- Analysis of stakeholders and engagement
- Dissemination and communication activities and tools:
  - Visual identity
  - Materials
  - Knowledge Products
  - Knowledge Platforms
- KPIs /Monitoring of dissemination and communication activities
- Procedures and privacy policy

## Key stakeholders and targets of dissemination

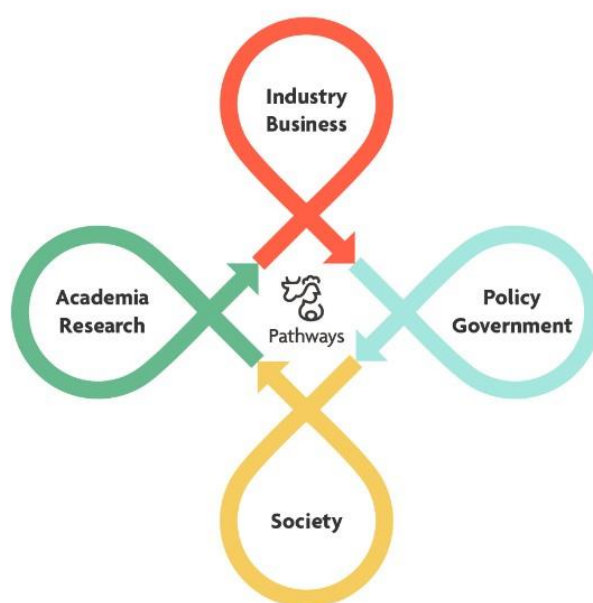
At the heart of the KCIM are the PATHWAYS stakeholders – those supporting the co-development of transition pathways and ensuring their realisation in policy, research and business areas. In the Grant Agreement, the PATHWAYS consortium identified the following primary stakeholder groups:

- Farmers
- Advisory services
- Education institutes
- Industry
- Research and innovation organizations
- General public and civil society
- Policymakers
- International bodies

- Similar projects, networks and initiatives

These stakeholders can be clustered into the following the quadruple-helix model, which helps structure engagement with these groups and the messaging to ensure the uptake of PATHWAYS findings. The Quadruple Helix Model breaks down the PATHWAYS stakeholders into: **Academia/Research, Industry/Business, Policy/Government, and Society:**

### The Quadruple Helix Model



*Figure 3 The Quadruple Helix Model of Stakeholders*

When thinking in terms of the Quadruple Helix, numerous sub-groups and targets can be identified. Targets are not groups; targets are the contacts and individuals comprising that sub-group that helps determine how we engage them, motivate them and involve them in PATHWAYS. Table 1 outlines the stakeholder breakdown by clusters, their sub-groups and targets and an initial mapping of their engagement.

This mapping of engagement will be updated proactively with partners and will also help inform the tracking of innovations throughout the WPs and the messaging that needs to be relayed per stakeholder.



Table 1 Stakeholder Breakdown and Engagement Mapping

QUADRUPLE HELIX	SUB-GROUP	TARGETS	European MAP/Practic	KCIM + comm	Events / training	Practice abstracts	Policy Toolkit/Polic	Community of Practice	PATHWAYS Share Fairs
ACADEMIA / RESEARCH	Research & Innovation Organisations/ Think Tanks	Agrofood, agriculture, food systems Policy, IFPRI, IATP, CEPS FIT4FOOD, FOODTANK, FARM EUROPE		?		?	?	?	?
	Universities / Farming schools	PhD researchers in Agri-food, Environment, biotech	?	?	?	?	?	?	?
	Projects / Research	H2020, national initiatives		?	?		?	?	?
POLICY/GOV	Regional authorities	Departments Agriculture, Health		?	?		?		
	National ministries	Agriculture, Health		?	?		?		
	EU Institutions	DGs, RTD, CLIMA, AGRI, ENVI, EP Committees	?	?	?		?		?
BUSINESS/INDUSTRY	Farmers	Experienced, new/ youth	?	?					?
	Industry Associations	Copa-Cogeca	?	?	?	?	?	?	
	Advisory services/ consultancies	EIP AGRI SERVICE POINT		?		?		?	?

	Private sector stakeholders	(Pre/post-farm industry, nutrition, breeding, health; processors, retailers)		?		?			?
	(Inter)national organisations /networks	Ag, Farming, wellbeing, health (ATF)		?		?	?	?	
SOCIETY	Public	Consumers, youth		?			?		
	Media	Print/digital presses, podcasts		?			?		?

Table 1 gives an indication of the main groups, clusters and targets, while the PATHWAYS Communication Team has a shared Excel that breaks down further the projects/ initiatives, inter/national organisations, and networks/platforms that will be pursued within Task 8.3 Community of Practice that will allow further identification of dissemination activities and engagement per innovation.

## Dissemination and communication activities and tools

The KCIM is based on a solid visual identity (brand) and includes both knowledge platforms and knowledge products and the tracking of their KPIs.

### Visual identity and communication templates

A project brand comprises its different partners, the theme of the project, and the overall culture that the H2020consortium is communicating. A preliminary visual identity was developed for the proposal stage and updated in M1 of the project with the approval of the coordinator.

The PATHWAYS visual identity differentiates the project from others like it. The fresh main colours of teal and orange are striking and modern, coupled with secondary colours that bold and offer a professional tone to the project. The icon includes the outline of chicken, cow and a pig that puts the role of livestock husbandry at the centre of the PATHWAYS persona. Furthermore, the flowy outline and flow of the icon when paired with the typeface of the logo encapsulates the sense of forging pathways, delineating a journey.

The tagline 'For sustainable food' offers a clear indication of what the objective of the PATHWAYS is aiming to achieve.

*Figure 4 PATHWAYS Logo and Tagline*

All specifications on utilising the PATHWAYS logo and respecting the visual identity and brand are available in the Annex document 'Visual identity' and will be shared with partners to ensure the harmonization of project communications.

## Materials

The messaging and the channels would be empty conduits without knowledge products to act as their vessels. The PATHWAYS project includes the palette of communication materials, such as the leaflet/flyer, the Deliverable / / PowerPoint templates, the Press Release templates, as well as potential roll-ups for in-person events and online banners and shareables for websites and social media. These communication derivatives are to be updated on an annual basis as well and will be translated at partners' will into the other languages of the project, as seemed necessary. Languages include, but aren't limited to:



- Swedish

- French
- Dutch
- Spanish
- Italian

As multilingualism is important in Europe and a defining trait of EU projects, and having key communication materials in different languages is pivotal to reaching the stakeholders needed and larger audiences. To harmonise the communications of the project and align efforts of all PATHWAYS partners, REVOLVE will supply partners with a communication kit. The communication kit will include:

- Communication Guidelines & Style Guide
- Visual Identity Guidelines & Logo Pack
- Templates (Word, Excel, PowerPoint, Press Release, roll-ups, poster)
- Master Messaging & Online Shareables (banners & .jpgs)
- Project Flyer/leaflet
- Other graphics/visuals as needed / requested by partners

As with the other dimensions of this communication strategy, the Comms Kit will be updated on an annual basis and revised more regularly with user-input from partners and in accordance with the deliverables that may emerge during the course of the project. As WP8 lead, REVOLVE is there to provide in-house support to all partners upon request for adapting the templates to their needs for example or with the formatting of reports and other knowledge products for PATHWAYS.

## Knowledge Products

Task 8.2 delineates the PATHWAYS knowledge products, which includes:

The **Policy Toolkit** which will integrate key results from the transition scenarios, the PATHWAYS Holistic Policy and Innovation Evaluation Framework (WP2), practice hub assessments (WPs 3-7), and workshops (WP1, T1.3, 1.4; WP8, T8.3, 8.4) within a detailed guide to equip policy and decision-makers to advance sustainable livestock production systems. The toolkit will incorporate science, policy, and other stakeholder responses key to informing legislators. An initial guide will be provided by month 9 and updated in months 15, 28, 40 and 52 to incorporate the latest developments.

An **open-access repository** will be included on the PATHWAYS website, hosting all public deliverables and decision-tree based support tools for assessing animal welfare and biodiversity, developed in collaboration with WP3 (T3.2, 3.3) alongside the consumer-focused web application (WP4, T4.2) practice abstracts, motion design journeys and videos and subject-specific blogs and wiki.

**EIP-AGRI Practice Abstracts** will in each WP will summarise the key messages and practical advice using the EIP- AGRI common format and will be disseminated via the PATHWAYS and EIP-AGRI websites.

**Motion design journeys** will be developed and embedded into the PATHWAYS website, integrating the key findings from the practice hubs and the ‘best of’ from the living labs (WP1), the future scenarios (WP2) will be presented both as a motion design journey along an “ideal” livestock production chain as well as via a digital journey based on a decision-making ‘tree’ arborescence structure that allows visitors to see the trade-offs of choosing to pursue the direction. Practice hubs and living labs will also be visualised online via a series of videographic motion design ‘journeys’ for viewers to discover the respective pathways.

**Videos/infographics/videographics and digital storytelling:** Video content will be used to increase the visibility of the project. Different types of videos that will be created includes: 1 introductory project video explaining the objectives, 10-15 partner interviews, practice hubs explanation video, and living labs highlight video.

Additionally, infographics (5-8) will be developed throughout the project, and a motion design journey along sustainable pathways will be made available within the Policy Toolkit to take visitor on a journey through the livestock supply chains to compare future scenarios. This journey will be made available online and tracking of visitors will be recorded by capturing emails and social media handles.

The **Video-sharing hub:** on the website will feature short video clips putting the activities of the living labs and practice hubs front and centre that will be shared on social media and placed on the website to ensure that practical information from the project reaches a wide range of end-users. REVOLVE will actively encourage researchers, farmers and other stakeholders to take short video clips of their involvement in project activities (within individual practice hubs). Working together with WP1 facilitators, tips will be shared with the practice hubs on taking videos. REV will set-up and curate the hub, which will be cross-

posted to the PATHWAYS YouTube playlist. PATHWAYS objectives and results will also be disseminated through more traditional dissemination routes including scientific and non-scientific publications:

**Scientific publications:** PATHWAYS will submit at least 20 high impact scientific articles (H2020 performance indicator 14) in the disciplines of livestock science, ecology, modelling, socioeconomics and sustainable agriculture. Journals will be targeted in the KCIM excel planning given scientific relevance and excellence (judged by impact factor) and open access. Examples of journals frequently targeted by the consortium partners with high impact factors (this varies by discipline, with a range of c. 2.5-10.5) and open-access options include Nature Communications, Agricultural Systems, International Journal of Life Cycle Assessment, Journal of Cleaner Production, Ecology Letters, Frontiers in Animal Science, Agronomy for Sustainable Development, PLOSONe, European Journal of Agronomy and the Journal of Agricultural Economics. The scientific publications will be also hosted on the PATHWAYS website and cross-posted on knowledge platforms including Research Gate and Zenodo. PATHWAYS will also submit at least 10 joint public-private publications (H2020 performance indicator 17) to relevant media including Farmers Weekly (UK), Ökologie & Landbau (CH), Mundo Ganadero y Tierras Ovino/Caprino (ES), Porc Magazine, Réussir Porc (FR), ATL - lantbrukets affärstidning (SE), Informatore Zootecnico (IT).

**Non-scientific publications and press:** As part of the communication strategy for this project, REV will engage journalists and ensure media coverage of the project throughout its course via social media content, news and press releases. We are planning to develop several press releases to be published on different media, as well as high-level media outlets throughout the project, including on the project website. A media corner will be available on PATHWAYS' website, as another way to engage the journalists by providing background information and pictures. An initial list of media outlets is foreseen to address both the professionals within the livestock sector and value chains, but also the broader public, business and entrepreneurs, including the following Brussels-based outlets amongst others: EURACTIV, POLITICO, REVOLVE, EU Observer, Europe's World, Friends of Europe. We expect at least 10 press releases to be published as well as a minimum of 6 informative articles to be published in magazines and journals throughout the project.

These common communication outputs will be supplemented by:

**Internal and external e-updates:** For internal communication, PATHWAYS will use Microsoft TEAMS as a way of centralising all meeting notes, chat options and other reminders for meeting group calls. For external communication, WP8 will deploy all press releases and quarterly newsletters to update partners and the relevant stakeholders (opted in with permission) and via voluntary sign-up options in accordance with the EU GDPR via a dedicated Mailchimp account. The PATHWAYS newsletter will include project developments, early results and upcoming internal and external events for stakeholders to engage more readily. This rich mix of past-present-future will provide for good momentum-building and will be complemented by regular News Flash items, webinar invites, event announcements and publication promotions

**Presentations at scientific conferences, symposia and workshops:** Participation in 10 international conferences and fairs is expected to boost the consortium outreach and increase the visibility of the results. Relevant stakeholder groups will be exposed to PATHWAYS messages through this activity. Partners will continue to refer to the outcomes of PATHWAYS also after the project ends, whenever they are invited as speakers at a relevant conference. We expect at least 5,000 people from relevant stakeholder groups to be reached with PATHWAYS messages through this activity. An initial list of conferences and relevant national and international events includes LEAP, ISOFAR, EAAP, GGAA, EGF, EAAE, AES, LCA-Food.

## Knowledge Platforms

PATHWAYS will develop a range of knowledge platforms to help stakeholders adopt measures for improved sustainability in livestock systems. The following formats and activities will be developed:

**Interactive platform (website):** The project website will function as the primary resource hub, and an interactive platform for all stakeholders and the public to access project developments and results including all public deliverables and KCIM outputs including leaflets, posters, presentations, latest news, videos, newsletters, wikis, and knowledge products (policy toolkit, decision support tools, consumer nutrition interface) and will include a portal for hosting exchanges and virtual workshops and seminars as part of the community of practice. Traffic to the website will be monitored via Google Analytics digital dashboard.

**Social media:** PATHWAYS will establish a portfolio of social media to communicate with specific target groups across the EU and beyond. This includes the YouTube, Twitter, LinkedIn, and Facebook, and Flickr for images. Through social media, PATHWAYS will be linked to other initiatives with high visibility (from local farmers' groups to global communities like EIP Agri and the European Network for Rural Development, national rural development networks), journalists, and EU/national research projects to maximise project visibility.

PATHWAYS partners will mobilise their own communication channels (e.g. website, social media) to support communication activities, ensure long term outreach and targeted dissemination towards their regular targets. Partners will rely on master messaging within the KCIM and online shareables as well as consult with their organisational communications/press offices for advice on social media content to ensure that key messages are attractive, adapted and deliver impact.

*Table 2 Knowledge Products KPIs*

KCIM OUTPUT & KPI	STAKEHOLDERS	TARGETS				
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
<b>KNOWLEDGE PRODUCTS</b>						
<b>FLYER</b>	ALL		1			
DOWNLOADS / # DISSEMINATED		300	400	500	550	600
		2	2	2	22	
<b>MAILINGS</b>		2	2	2	2	2
<b>PRESS RELEASES</b>						
<b>NEWSLETTER</b>		4	4	4	4	4
SUBSCRIBERS		200	300	400	500	600
<b>PRESS ARTICLES / IN THE PRESS</b>		5	10	15	20	25
ARTICLES / LANGUAGES/ COUNTRIES		-	-	-	-	-
VIEWS / /PRINT DISSEMINATION		100	200	300	400	500



OPEN ACCESS PUBLICATIONS	ACADEMIA	2	3	5	5	5
JOINT PRIVATE-PUBLIC PUBLICATIONS	ALL	2	2	2	2	2
EIP PRACTICE ABSTRACTS	POLICY/INDUSTRY/ACADEMIA	5	10	10	15	10
DOWNLOADS						
CONSUMER NUTRITION SOFTWARE	SOCIETY					300
POLICY TOOLKIT + BRIEFS	POLICY					
DOWNLOADS						500
VIDEOS	ALL					
VIEWS		300	400	500	600	700
FUTURE SCENARIOS MOTION JOURNEY	ALL		2		2	1
USERS			100		150	200

*Table 3 Knowledge Platforms KPIs*

KCIM OUTPUT & KPI	STAKEHOLDERS	TARGETS				
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
<b>KNOWLEDGE PLATFORMS</b>						
WEBSITE	ALL					
VISITS / PAGE VIEWS		2000	2500	3000	3500	4000
VIDEO SHARING HUB						
VIEWS PER YEAR		100	200	250	300	400
TWITTER						

FOLLOWERS		300	400	500	600	1000
RESEARCH GATE						
RECOMMENDATIONS/FOLLOWERS/READS		3	5	10	15	20
LINKEDIN						
FOLLOWERS		50	100	200	300	400
FACEBOOK	ALL					
LIKES		100	150	300	400	500

*Table 4 Community of Practice KPIs*

KCIM OUTPUT & KPI	STAKEHOLDERS	TARGETS				
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
<b>COMMUNITY OF PRACTICE</b>						
STAKEHOLDER CONSULTATION	POLICY/INDUSTRY/ACADEMIA	2	2	2	2	2
CAPACITY BUILDING TRAININGS		2	2	2	2	2
ONLINE WORKSHOPS						
# ATTENDEES		50	80	100	150	200
FORUM FAIRS	ALL			300		500
ATTENDEES				300		500

EVENTS PARTICIPATED TO		5	10	25	30	50
ACTIVITIES W/ EU PROJECTS		1	2	3	3	3
EARLY CAREER IMMERSIONS	ACADEMIA					
# RESEARCHERS EXCHANGED		2	2	2	2	2

All PATHWAYS KPIs will be monitored using a combination of password protected forms on the PATHWAYS website, tracking downloads, site visits, and other analytics on the backend of the website and Google Analytics. Press will be tracked using Meltwater media monitoring. All other KPIs will be tracked in the technical reporting.

The impact reporting of PATHWAYS will occur on an annual basis, complemented by a digital dashboard to track the key project outputs and their dissemination on the PATHWAYS website, users, site visitors, and an overview of their user profiles. The impact reporting is an integral part of the 6-month communication planning and feeds into the official 18-month technical reporting that is to be submitted in the EC portal.

## Procedures and Privacy Policy

### Procedures for communication

Article 38 of the Grant Agreement outlines the obligations on communications. Any promotion or communication material of PATHWAYS is to include the following emblem and disclaimer:



***This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101000395.***

PATHWAYS communications are structured by each partner identifying a core communication contact for all queries pertaining to communications. This will ensure that REVOLVE is effective in addressing questions related to specific work within PATHWAYS, or identifying problems in terms of communication.

Each contact person is responsible for answering questions on communication issues, and for reviewing, commenting on, validating, and approving the communication material produced within the framework of PATHWAYS. In addition, the contact person is also responsible for ensuring the internal validation of the content/material by its respective organisation, and contacting the relevant internal technical/scientific team if need be.

The activities of WP8 will be discussed with partners on an on-going basis, to provide up-to-date information and ensure the access for all partners to project materials, and that messaging is coherent and consistent.

To achieve this, a regular communication call will be deployed with a designated communication ambassador to represent each partner agency. These regular update calls will allow an opportunity to align efforts of communication, resolve questions or uncertainties regarding the communication of specific project work or results, and will improve the overall lines of communication and project management and create trust and transparency amongst all partners while identifying where additional communication support will needed - i.e. for developing graphics, visuals, or additional communication materials that could support partners in their work.

These frequent communication meetings will be underpinned by a higher managerial structure though through Innovation Management Meetings and EB Meetings

## Procedures for dissemination

Article 29 of the Grant Agreement outlines the procedures for Dissemination.

According to Article 29 of the Grant Agreement, each partner of the PATHWAYS project is obliged to disseminate the results that it has ownership of, as quickly as possible after generation. Failure to do so may lead to the European Commission disseminating such results itself. Dissemination activities will remain

compatible with the protection of intellectual property rights, confidentiality obligations and the legitimate interests of the owners of the results.

Regarding open access, the Article 29.2 of the Grant Agreement requests project partners to ensure free of charge online access to all peer-reviewed scientific publications relating to the project results.

Concerning dissemination of results, Article 29 also specifies that any dissemination of results (in any form, including electronic) must display the following disclaimer:



***This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101000395.***

The dissemination of results must also indicate that The European Commission is not responsible for any use that may be made of the information it contains.

For these reasons, all PATHWAYS communication templates will include the funding disclaimer as well as this liability disclaimer to meet these obligations:

***The PATHWAYS project has received funding from the European Commission under the Horizon 2020 programme, Grant Agreement no. 101000395. The opinions expressed in this document reflect only the author's view and do not reflect the European Commission's opinions. The European Commission is not responsible for any use that may be made of the information it contains.***

As enabled by Article 29 of the Grant Agreement, the PATHWAYS consortium partners have established, through Article 8.4 of the Consortium Agreement, the following procedure for Dissemination activities. The points below are paraphrased, and the Grant and Consortium Agreements remain the binding versions.

1. At least 30 calendar days' notice for any planned dissemination will be given to the coordinator and the members of the Communications Team from the other beneficiaries involved in generating the results to be presented. Notice must include sufficient information concerning the planned dissemination activity and data envisaged to be disseminated.
2. If no objections are received from the coordinator or the involved parties within 10 days, then the activity is permitted.
3. Any objection to the dissemination activity must be made in writing (email) to the coordinator and involved parties within 14 days of receipt of notification. An objection must include a precise request for necessary modifications.
4. Objections are justified if:
  - a) A party's legitimate academic interests are compromised by the activity.
  - b) The activity reveals the objecting partner's intellectual property or results.

- c) If an objection is received, then the involved parties will discuss how to overcome the difficulty, with FNR as arbitrator. As a guide, no partner should publish intellectual property or research results of another partner, without prior notification and written consent.
- 5. Once an activity has been decided upon, information about the activity must be communicated to REVOLVE, for inclusion in dissemination reporting.