



Re-Livestock
RESILIENT FARMING SYSTEMS

Deliverable 8.1

Communication, Dissemination and Exploitation Plan



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Abstract

This document provides the first strategy for communicating the project and disseminating and exploiting its results during the life time of the project. It includes the objectives and principles of the strategy, a description of the main target groups, a list of planned activities, the organizational framework for the implementation and monitoring of the plan and an initial schedule of activities and deliverables. It will be updated regularly and be used as a tool to report on the progress in our communication and dissemination, as well as a guide for identifying exploitable results. It is an internal document that will guide the Re-Livestock consortium to achieve a widespread and targeted communication of the action, and to plan and implement dissemination exploitation of the results.

1. Introduction

This document presents the communication dissemination exploitation (CDE) strategy to promote the project Re-Livestock, its activities and results, and put it in the context of the importance and the interest of the topic (“resilient livestock”) for the livestock industry and the society in general, targeting all audiences (including the general public and media) with clear messages to raise their awareness and the uptake of project results so as to increase the project societal impact. The strategy aims at integrating awareness-raising with knowledge exchange and capacity building to the needs of each type of audience, and establishes a process to create delivering mechanisms to better inform institutions, individuals and communities over the short to long term.

The Re-Livestock Communication, Dissemination and Exploitation Plan (CDEP) presents an evolving plan of communication and dissemination activities that will take place within the project's environment and will set the rules and recommendations for effective external communication and dissemination to all relevant stakeholders. It will also establish a pathway for exploiting the project results. This document will provide a clear framework of implementation, describe target audiences and specific actions, allocate roles within the consortium teams and set up the monitoring and reporting procedures based internal communication, activities compilation and indicators achievement.

Communication, dissemination and exploitation activities of Re-Livestock are concentrated under WP8 and WP9 (this last one for quality insurance, IPR management, authorship policies and other procedural aspects), through the leadership of CIHEAM-IAMZ and CONSULAI as WP8 leader and co-leader, and CSIC as WP9 leader and overall project Coordinator. The leaders of the technical WPs (1 to 7), acting as Executive Board, will be the primary contact nodes for conveying contents and messages for communicating and disseminating. However, every partner will be involved in the CDEP definition and implementing, as content providers and as active promoters of the communication and dissemination of the project and its outputs the relevant audiences at the national, EU and international levels.

2. Objectives and principles of the Re-Livestock CDEP

The overall objective of Re-Livestock CDEP (and consequently of WP8) is to maximize the achievement of the outcomes and the impacts of the project, by:

- Reaching the relevant audiences with a consistent, targeted and proactive communication strategy.
- Supporting and promoting the adoption of resilient livestock farming practices with industry, policy and society through co-designing solutions with key actors and facilitating the exchange of knowledge between stakeholders and disseminating and exploiting key project results.

Understanding the concepts behind communication, dissemination and exploitation, will help to create successful and targeted action plans (Fig. 1). In the case of Re-Livestock, the following concepts are discerned:





Communication	Dissemination	Exploitation	
<p>"Communication on projects is a strategically planned process that starts at the outset of the action and continues throughout its entire lifetime, aimed at promoting the action and its results. It requires strategic and targeted measures for communicating about (i) the action and (ii) its results to a multitude of audiences, including the media and the public and possibly engaging in a two-way exchange."</p> <p>(Source: EC Research & Innovation Participant Portal Glossary/Reference Terms)</p>	<p>"The public disclosure of the results by any appropriate means (other than resulting from protecting or exploiting the results), including by scientific publications in any medium."</p> <p>(Source: EC Research & Innovation Participant Portal Glossary/Reference Terms)</p>	<p>"The utilisation of results in further research activities other than those covered by the action concerned, or in developing, creating and marketing a product or process, or in creating and providing a service, or in standardisation activities."</p> <p>(Source: EC Research & Innovation Participant Portal Glossary/Reference Terms)</p>	 Definition
<p>Reach out to society and show the impact and benefits of EU-funded R&I activities, e.g. by addressing and providing possible solutions to fundamental societal challenges.</p>	<p>Transfer knowledge & results with the aim to enable others to use and take up results, thus maximising the impact of EU-funded research.</p>	<p>Effectively use project results through scientific, economic, political or societal exploitation routes aiming to turn R&I actions into concrete value and impact for society.</p>	 Objective
<p>Inform about and promote the project AND its results/success.</p>	<p>Describe and ensure results available for others to USE → focus on results only!</p>	<p>Make concrete use of research results (not restricted to commercial use.)</p>	 Focus
<p>Multiple audiences beyond the project's own community incl. media and the broad public.</p>	<p>Audiences that may take an interest in the potential USE of the results (e.g. scientific community, industrial partner, policymakers).</p>	<p>People/organisations including project partners themselves that make concrete use of the project results, as well as user groups outside the project.</p>	 Target Audience

Fig. 1. Central Definitions: Communication, Dissemination and Exploitation. *Source: Making the Most of Your H2020 Project Boosting the impact of your project through effective communication, dissemination and exploitation, The European IP Helpdesk. The same concepts and approaches still apply in the Horizon Europe Programme.*

- **Communication** activities will promote the project, the concept of "resilient livestock" and raise awareness in the interested target groups and in the general public, e.g., with project brochure, or the social media posts announcing activities or results releases.
- **Dissemination** activities will be focused on sharing results and outputs with specific target groups - peers in the research field, the livestock sector, the inputs companies, the administrations and policy makers...- E.g. A report with a detailed explanation of how to substitute soya by other legumes produced locally.
- **Exploitation** activities will be oriented towards the usage of project outputs and strategies for further research on the topic of pastoralism, or for their application (with necessary adaptations) in real

situations - E.g. farmers adopt a rangeland management plan co-designed within the project, and municipality integrates the pastoral sector in the development plan.

Re-Livestock project stands on the following basic pillars, to be developed across the WPs and through the specific measures depicted in this section and activities in WP8, to maximize the achievement of the expected impact:

- **A multi-actor approach.** Involvement of multiple relevant (local/national/international, different sectors and profiles) stakeholders as project partners, as participants at consultation and deliberation activities (WPs 1, 5, 6, and 7; Advisory Board) and as main target groups of the communication and dissemination activities (WP8).
- **Trans-disciplinarity.** addressing the challenges of livestock resilience, mitigation and adaptation from a wide scope of disciplines in animal, forage, grassland, environmental and social sciences, integrating methods and knowledge into innovative analytical frameworks and recommendations.
- **Access to decision makers and key stakeholders at local, national and international level.** Partners have close links with local and national organisations and administrations with different roles and responsibilities in the livestock value chains.
- **Pan-European approach.** 37 partners (13 countries) that cover the whole range of EU biogeographical zones. Political, social, environmental and technological impacts will spill-over beyond the EU countries and beyond.
- **Networking and dialogue between actors at the EU level** throughout dissemination and capacity building activities, promoting cross-fertilization among different groups, geographical areas, species and production systems, and generating a network for knowledge exchange and visibility of solutions and proposals.
- **Involvement and participation of all the project Consortium** as active promoters and content providers for the communication and dissemination plan.

More specifically, the Re-Livestock CDE strategy is driven by i) the main goals and objectives of the dissemination effort; ii) its target user groups and their needs; iii) the involvement of all project partners as content providers and to reach their own networks; iv) the content part and context (e.g. response mechanisms and options for effective mitigation and adaptation, examples of innovations, assessment methods and results, framework conditions and scenarios, etc.); v) means/mechanisms (e.g. via internet pages, social networks, webinars, trainings, events, news releases dissemination materials, etc.); vi) success factors (e.g. number of citations, number of website accesses, social media indicators, etc.); and vii) openness and search for maximum impact while respecting Intellectual Property Rights (IPR).

The Re-Livestock Dissemination, Communication and Exploitation strategy adheres to the following principles:

- **Open Access and Ethics:** In accordance with the Grant Agreement Annex 5, partners will comply with the Open Access obligations applicable to scientific publications and data, taking into account intellectual property rights and ethical considerations;

- **Multilingual:** The project's main language will be English. However, key outputs might be translated into other languages if needed, with collaboration of partners (e.g. Adoption case studies in WP1).
- **Activities and media mix:** Communication and dissemination will be carried out using multiple methods with a combination of "traditional" (leaflets, conferences and seminars, specialist press) and web-based channels (social media, project updates/news, and results via the website and a periodic e-newsletter); A range of innovative meeting formats will be used, e.g. those supported by bottom-up processes in meetings, fewer top-down presentations, and enabling interaction in local workshops and field activities.
- **Tailoring to target groups:** Methods used to communicate outputs and findings will be tailored to the target audiences and end users. All materials and publications will be written clearly and in plain language, using appropriate examples. Where relevant, communication materials (e.g. project brochure) will be translated into several languages to improve the effectiveness of communication;
- **Comprehensiveness, inclusiveness and accessibility:** Re-Livestock partners will ensure results are disseminated and promoted to a wide range of target audience groups at local, regional, national and international levels. Findings will be made easily accessible and conveyed through local, regional, national and international networks and projects and will benefit from these networks' communication tools (e.g. electronic news, newsletters). Both private and public sector networks will be well-targeted;
- **Practicability:** CDEP is designed to ensure successful implementation and creating impact, whilst allowing for flexibility which enables Re-Livestock to be adaptive and resilient. CDEP is designed to be feasible in relation to targets, implementation and resources, with clear and enforceable definitions of responsibilities of those involved.
- **Continuity and legacy impacts:** To achieve longer term impact of Re-Livestock findings, results and recommendations, the website could be maintained as a resource repository after the project finishes. Pathways for future dissemination and exploitation of results will be explored in detail at the 3rd and 4th versions of the CDEP (D8.3 and 8.4).
- **Visibility of EU funding and disclaimers.** Following Grant Agreement articles 17.2 and 17.3, all internal and external communication and dissemination tools, materials and activities must:
 - Use factually accurate information
 - Acknowledge EU support and display the European flag (emblem) and funding statement (translated into local languages, where appropriate)



Funded by the
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Co-funded by the
European Union

- Indicate the following disclaimer (translated into local languages where appropriate):

"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."



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3. Target groups and approaches to address them

Re-Livestock intends to make stakeholders and target audiences not only aware of the project results and its key outcomes but to encourage their participation as beneficiaries to the publicly available knowledge, best practices and recommendations. This will be ensured through the active participation of stakeholders across the project research (WP2 to WP6) and consultation (WP1 and WP7) activities, and by the implementing of a communication, dissemination and exploitation strategy tailored for the main stakeholders groups identified during the proposal elaboration. The CDEP, will guide the WP8 activities that will aim to address these main priority groups, taking into account stakeholders' views in order to ensure that the outputs for dissemination are relevant to their needs, reach the proper public and are effectively shared with larger audience in the wider livestock industry and policy development areas.

The CDEP describes what channels and tools are best suited for reaching each group of stakeholders and the timing for deploying the relevant activities (see sections 4, 5 and 6). A more detailed list, including specific organizations and institutions to be prioritized will be developed along the project and updated in the following versions of the CDEP.

In this respect, the following paragraphs identify the main Re-Livestock stakeholder targeted groups, their potential interest in the project themes, the potential of Re-Livestock for delivering relevant messages and information, and the main channels envisaged for reaching them. A more detailed list, including specific organizations and institutions to be prioritized will be developed along the project and updated in the following versions of the CDEP. Table 1, taken from the project proposal and updated, presents a summary of these elements. A more detailed list, including specific organizations and institutions to be prioritized will be developed along the project and updated in the following versions of the CDEP.

For the design of the CDE strategy, it is needed an examination of the expected project outputs and results and the different target groups for which each type of results have a potential interest and impact through the transfer and adoption of information, methods, practices or evidences. A first attempt of this identification exercise has been done and is shown Annex 1. This table will be revised upon the following version of the CDEP, to integrate more a more detailed list of project results and a more precise analysis of the interests and potential impacts in the target groups.



Table 1. Target groups of Re-Livestock – Key messages and outcomes and channels to maximize impact

Target group /Interest	Messages/outcomes to be transferred	Actions/tools/channels
1.- Farmers and farmers organisations (15,000) <i>Adopting changes/best practices at farm level</i>	Awareness of livestock breeding stakes regarding sustainability and climate change Innovations: Additives, multispecies grasslands, Feeding practices, alternative ingredients, breeding traits/genes/ improved animals, husbandry practices (housing, manure mgt., agroforestry setting, data and PLF applications...) Knowledge: LCA, welfare and other sustainability/resilience assessments and benchmarking Challenge: Overcome language barriers	Web, social media, press appearances Brochures, fact sheets, guidelines, practice abstracts, videos, articles, newsletter Webinars, fora, workshops, e-learning
2.- Farmer's advisors (2,000) <i>Spreaders of knowledge and innovation</i>	Awareness of livestock breeding stakes regarding sustainability and climate change Innovations: Additives, multispecies grasslands, feeding practices, alternative ingredients, breeding traits/genes/ improved animals, husbandry practices (housing, manure management., agroforestry setting, data and PLF applications). Knowledge: LCA, welfare and other sustainability/resilience assessments and benchmarking, understanding technical options, proposals for wider farmer's adoption, and policy recommendations Challenge: Overcome language barriers	Web, social media, press appearances Brochures, fact sheets, guidelines, practice abstracts, videos, articles, reports, newsletter Training, e-learning, webinars, for a, workshops, final conference
3.- Supply industries (breeding organisations, feed industry, livestock technology companies) (30) <i>Integrating innovations to reduce env. impact while being profitable</i>	Awareness of livestock breeding stakes regarding sustainability and climate change Innovation proposals: to improve their products and services: feed additives, alternative feeds for mix formulation, genetic/genomic information for heat resistance, GHG emissions and other resilience traits, and GxE behaviour, phenotyping methods. Knowledge: genomic tools, adaptive phenotypes/genes, findings on metabolic paths for increasing feed efficiency, evaluation of animal welfare and product sustainability, understanding of future scenarios impacting their activities	Web, social media, press appearances Brochures, fact sheets, technical guidelines, practice abstracts, videos, articles, reports, newsletter Training, e-learning, webinars, fora, workshops, final conference
4.- Policy makers, administration officers, NGOs (150) <i>Streaming scientific recommendations into policy decisions and evaluation</i>	Awareness of livestock breeding stakes regarding sustainability and climate change Innovations: better indicators for GHG emissions and C sink potential of livestock systems. Knowledge: improved GHG assessments, appraisal of future scenarios impacting livestock emissions and adaptation; policy recommendations and options for mitigation and adaptation to climate change and for enhanced sustainability and resilience of livestock industry.	Web, social media, press appearances, newsletter policy briefs, fact sheets, guidelines, articles, videos, reports Workshops, for a, policy conversations, final conference, training, e-learning
5.- International Organisations, networks and projects <i>Potential users of knowledge generated by the project, references for policy dialogue, messages multipliers or conveyors</i>	Awareness of livestock breeding stakes regarding sustainability and climate change Innovations: better GHG emission estimations, specific technical results and indicators supporting standards, Knowledge: improved GHG assessments, appraisal of future scenarios impacting livestock emissions and adaptation; policy recommendations and options for mitigation and adaptation to climate change and for enhanced sustainability and resilience of livestock industry.	Web, social media, press appearances, newsletter policy briefs, guidelines Workshops, for a, policy conversations, final conference, training, e-learning

Target group /Interest	Messages/outcomes to be transferred	Actions/tools/channels
6.- Researchers (5,000) <i>Exchange knowledge for the advance of science, young scientists' awareness and capacity building</i>	In general, all project outputs are of interest for this group. Disseminate and share project approaches, methods and results for further advance on the state of the art	Web, social media, press, newsletter. Scientific articles, presentations Webinars, workshops, fora, final conference, training, e- learning
7.- Citizens, NGOs, consumers org. <i>Livestock image, role of research in tackling with sustainability challenges</i>	Awareness of animal products stakes regarding sustainability and climate change Awareness of livestock breeding stakes regarding sustainability and climate change; and on scientific advances supporting pathways for reducing animal products carbon print and enhancing resilience and sustainability	Web, social media, press appearances Brochures, policy briefs, guidelines, videos, articles Webinars, final conference

1) Farmers (and farmers organizations) and livestock producing companies

Livestock in Europe is mostly bred in familiar medium-size farms of diverse sizes, although different level of integration can be found in key sectors for Re-Livestock as industrial pig production or big cooperative operators for fattening calves. Producers will be typically approached with local/national activities as well as by the WP1 networking; however, some advanced farmers/representatives of organisations may also benefit from other activities such as study tours or trainings, and the final conference.

Language, high number and multiplicity of farms, local particularities, etc., are barriers that difficult a massive approach for reaching farmers. To overcome these difficulties, Re-livestock will follow a threefold strategy:

- For the dissemination and transferring of results, which need a more direct interaction and time and resources consumption, we will focus in farmers' organisations (targeting representatives / technicians) and some key producing companies, that can act as multipliers is a lever to overcome this difficulty.
- For massive spread of messages and outputs, apart from the internal communication tools set up by the project, more emphasis will be put to reach media channels that are popular for the sector (magazines, web news platforms, linking to popular media channels, etc.)
- Partners will play an important role by translating some of the project dissemination materials, being active in national and local networks and media and presenting results in events that are followed by producers (e.g. fairs, colloquia, working days, etc.).

Re-Livestock will proportionate messages, recommendations and knowledge that will be useful for farmers and companies to better manage their operations (feeding, grassland management, breed selection decisions, herd management). Also, broader messages regarding the potential for reducing greenhouse gases emissions and the climate change scenarios and the potential adaptive measures are interesting for their future strategies.

2) Advisors/technicians

This group includes technical staff from pig, dairy or cattle companies and cooperatives, extension agents, veterinarians and engineers or technicians giving support to producers. This group is in close contact with farms and the farmers organisations at the field level and for this reason, Re-Livestock messages and knowledge will be channeled to them. The type of messages and the channels to use are similar to those detailed for the previous group.

3) Supply industries

These groups includes companies upstream from the primary production sector, providing inputs and technology. This includes mainly animal feeding (interested in WP2 results) and animal breeding (interested in WP3) companies and associations, but also those companies developing other technologies as precision livestock or animal housing solutions (interested in WP4). As for farmer and their organizations and integrating companies, modelling and scenario prospection results (WPs 5, 6 and 7) are of high relevance for the future orientations of these companies.

Re-Livestock research will provide knowledge, recommendations, data and technologies which they could use, adapt, develop, upscale and eventually put in the market to contribute to more resilient livestock production. The exploitation of results strategy will explore carefully the potential of the project results for this type of stakeholders.

Some of these companies are members of the consortium, involved in research activities, which makes straight forward the knowledge uptake. For the reaching other actors from these industries, contacts and messages to national or EU based organizations federating companies will be prioritized. Technical magazines, news platforms and scientific journals are also means to reach supply industries. In-country or international dissemination events organized by the project where partners may participate (workshops, fairs, final conference, training courses, etc.) will try to reach technical and managerial staff from these companies.

4) Policy makers/ administrations (Reg., Nat., EU)

Policy makers and public administrations that enforce policies are key target groups of Re-Livestock to receive messages and information that support evidence-based decisions to facilitate a transition to a more resilient livestock production. Livestock industry need to provide useful products and services to the society, with lower impact in the environment, and also adapt to challenging climate and societal changes. Modelling and scenarios from WP5 and WP6, and the roadmap for transition of WP7 aim to produce element to support policy strategies and orientations, while the results from WP1 to WP4 can proof that technical solutions can be supportive to those transitions if adapted to and adopted by the sector agents. These broad messages are of interest to the different policy and administrative sectors (agricultural and environmental, health, economy) and institutional levels (regional, national, EU).

At EU level, the efforts will be concentrated to present and discuss main project results and conclusions with DG Agri and DG Env of the European Commission and with the EU Parliament through the relevant

commissions. Apart from the usual communication channels as the social media, the involvement of partners and the help of the REA Policy officer and Project officer will be needed to reach these institutions. Similarly, efforts will be made to engage with departments in charge of agriculture and environment in project countries and regions.

Re-Livestock WP7 and WP8 will engage policy and administrative actors through different dialogue activities (meetings, workshops, presentations, the final conference...) and produce elements for them (such as the policy briefs) with clear and robust information and messages. Mass media appearances and social media will aim to draw attention of these stakeholders towards the project activities and messages. Administrations officers may also benefit from technical and knowledge exchanges through the project workshops webinars and training courses (e.g. improved GHG and environmental assessment methods).

5) International organisations, networks and projects

International cooperation, technical and scientific organisations and networks will be key stakeholders as potential users of knowledge generated by the project and as references for policy dialogue and multipliers or messages conveyors. Examples of these organisations¹ are EAAP as the main animal science association in Europe, ICAR as an organism setting standards for animal identification, recording and evaluation, EFFAB and FEFAC federating EU breeding and feed companies and organisations, partnerships as the Animal Task Force and EIP Agri , EU farmer's associations as COPA COGECA or CEJA, FAO as one of the world leading actors on policy dialogue and cooperation on livestock sustainability, or GRA a network bringing countries together to find ways to grow more food without growing greenhouse gas emissions. This list will be updated throughout the project life.

Contacts through networking and project partners will open doors to present and discuss project results with representatives of these organizations, in meetings, webinars, and the project final event. Deliverables, dissemination materials, scientific papers, policy briefs and fact sheets are all project outputs that can be used to reach these organisations.

¹ EAAP: European Federation of Animal Science. <https://www.eaap.org/>

ICAR: International Committee for Animal Recording. <https://www.icar.org/>

EFFAB: European Forum of Farm Animal Breeders. <https://www.effab.info/>

FEFAC: European Feed Manufacturers' Federation. <https://fefac.eu/>

Animal Task Force Public Private Partnership: <https://animaltaskforce.eu/>

EIP Agri: the agricultural European Innovation Partnership <https://ec.europa.eu/eip/agriculture/en/node>

COPA-COGECA: Committee of Professional Agricultural Organisations - General Confederation of Agricultural Cooperatives. <https://copa-cogeca.eu/>

FAO: Food and Agriculture Organisation of the United Nations. More specifically FAO NSA (Animal Production and Health Division) or the Office of Climate Change, Biodiversity and Environment (FAO OCB) . www.fao.org

GRA: The Global Research Alliance on Agricultural Greenhouse Gases: <https://globalresearchalliance.org/>

Special attention will be paid for networking, exchanging information and knowledge and proposing joint communication and dissemination efforts with EU research projects working on similar areas of livestock sustainability and resilience (under HEurope , H2020, PRIMA, Cost, ERANET, etc.) to projects. A preliminary list was drafted for the project proposal including projects as Master, HoloRuminant, Pathways, Mixed, Agromix and many others in which Re-Livestock partners are present or have relations with (see Annex 2).

In particular, the HoloRuminant project is leading a *Joint Dissemination Network* in which some of the Re-Livestock partners are engaged; CIHEAM-IAMZ and CONSULAI have joined this network representing Re-Livestock and have attended the networks meeting in 28 September.

6) Researchers

As any other research and innovation project, Re-Livestock will apply scientific methods and yield scientific results that will be disclosed and shared with other researchers through scientific articles, data bases, presentation at conferences, reports, etc. All the Re-Livestock communication and dissemination tools and activities (including training) will reach researchers.

7) Citizens, NGOs, mass media

It is important to raise awareness of public about the challenges of animal productions regarding sustainability, and particularly climate change implications for livestock, both in terms of GHG emissions and of deep impacts in productions systems. NGOs (including environmentalists, consumer associations, and others) and mass media are key actors in the public debates and the conformation of the public opinion. Re-Livestock has the ambition to provide elements to these debates from the results of its scientific research.

Press releases, social media and website will be the channels to reach this group, with products as brochures, fact sheets or policy briefs, providing with clear and well-reasoned messages. Project webinars and the final conference will be also spaces to interact with media and NGOs.

4. Communication tools and activities

WP8 will utilize a range of communication channels, including the project website which will function as an overall repository of information (with newsletters, videos, and printed communication materials (e.g., press releases, articles, etc.) and training materials. The project website (www.re-livestock.eu), together with social media channels, will be the two major, large scope communication channels used in the Re-Livestock project.

WP8 will prepare project poster, press releases and articles. These communication products will also be shared through the project partners' communication channels to utilize channels with existing users and followers.

During the project period, the outcomes of the communication activities will be monitored and evaluated to get an insight into the fulfilment of the success criteria. Changes will be made during the project, if necessary, to assure that the proposed impact is achieved.

Below is a description of the most important communication tools, channels and material:

- Visual identity
- Website
- Newsletter
- Social Media Plan
- Press releases and media appearances

1) Visual identity

The visual identity of Re-Livestock acts as the face of the project to communicate the project qualities and content through icons, shapes and colors. All the elements of the visual identity will be available for project partners in the project collaborative work space (SACO, <https://saco.csic.es>). Below is a description of logo and a summary of how and when to make use of the project logo and PowerPoint template.

Project logo

The logo (Figure 1) was developed through a collaboration between 11 - CONSULAI and a graphic/designer subcontractor. Project partners were asked for feedback in the process.

The brand structure presents the symbol, lettering and signature. The use of lettering and symbol separately is allowed, in terms of graphic and digital use.



Fig. 1 - Brand elements - Re-Livestock logo.

Re-Livestock presents three main colours - shades of green (RGB 27/67/71; RGB 62/154/70; RGB 155/186/61). The brand's visual identity should consider the use of the version that stands out the most, ensuring a balance between colour, shape and background.

The typography used in text and other information chosen was the font Roboto - including Roboto Regular for plain text and Bold for titles.

As a complement to communication, we have created a claim “Facilitating Innovations is about to start!” that positions the project in the different channels and is applied in all relevant media.

The graphic elements are composed of the colors and graphic language of the brand. With symbols based on the logo, these elements can be used individually or together. As they can be used in different types of communication materials, it gives flexibility, strength and harmony to the project.

The logo was created with the following rational (Figure 2):

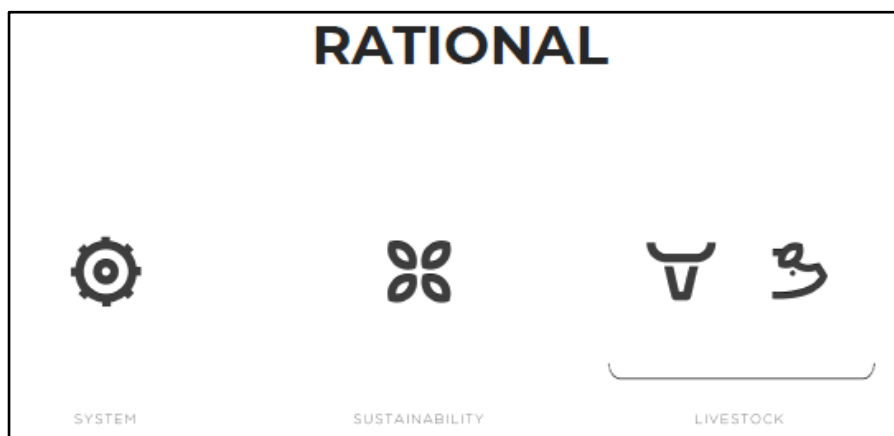


Fig. 2. Re-Livestock logo rational.

All the standard rules and the information about the visual identity of the project, are described in the “Re-Livestock institutional identity book”, available on the project’s management platform, for use by all partners.

Horizon Europe logo and text

As described above, all communication, materials and presentations must display the EU emblem and include the disclaimer.

Word and PowerPoint templates

A MSWord (for deliverables) and a PowerPoint template (Figs 3.a, b and c), in line with the Re-Livestock logo, were designed, and they are now available for all partners.

The templates were designed according to the EU guidelines. The EU emblem and the text on funding from Horizon Europe is displayed on the last slide in a prominent position.

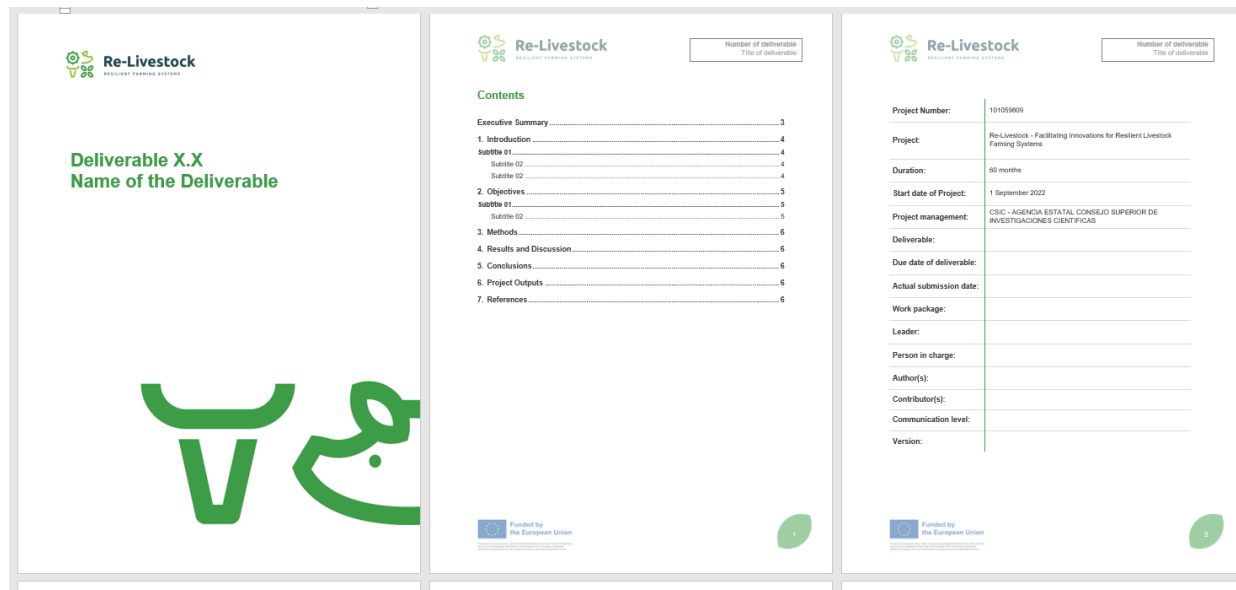


Fig. 3a. Re-Livestock's Word template.

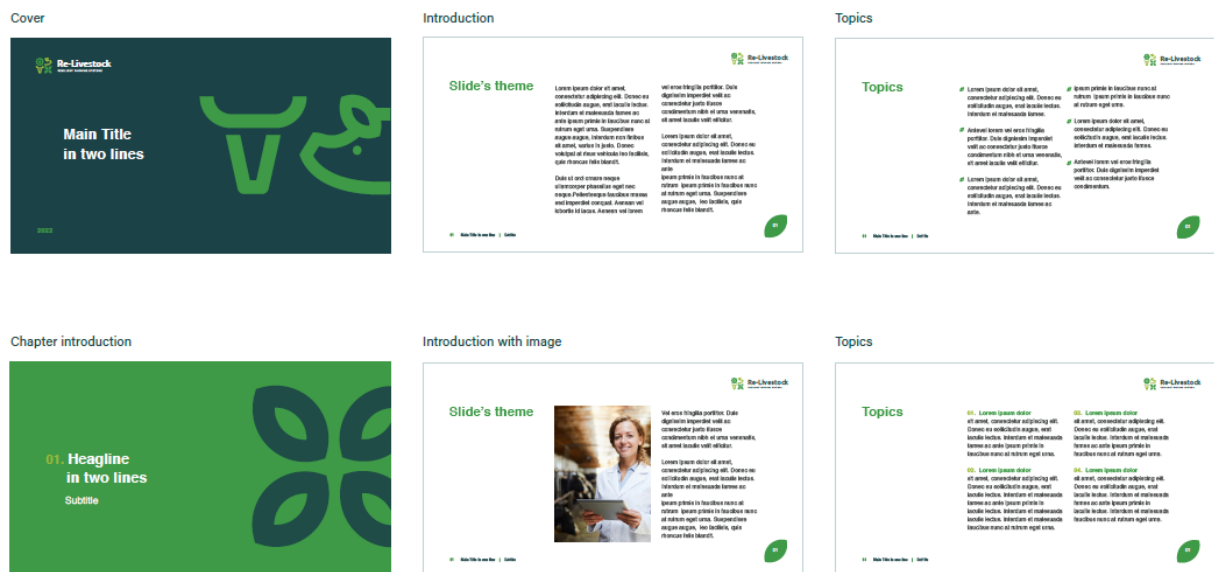


Fig. 3b. Re-Livestock PowerPoint template.

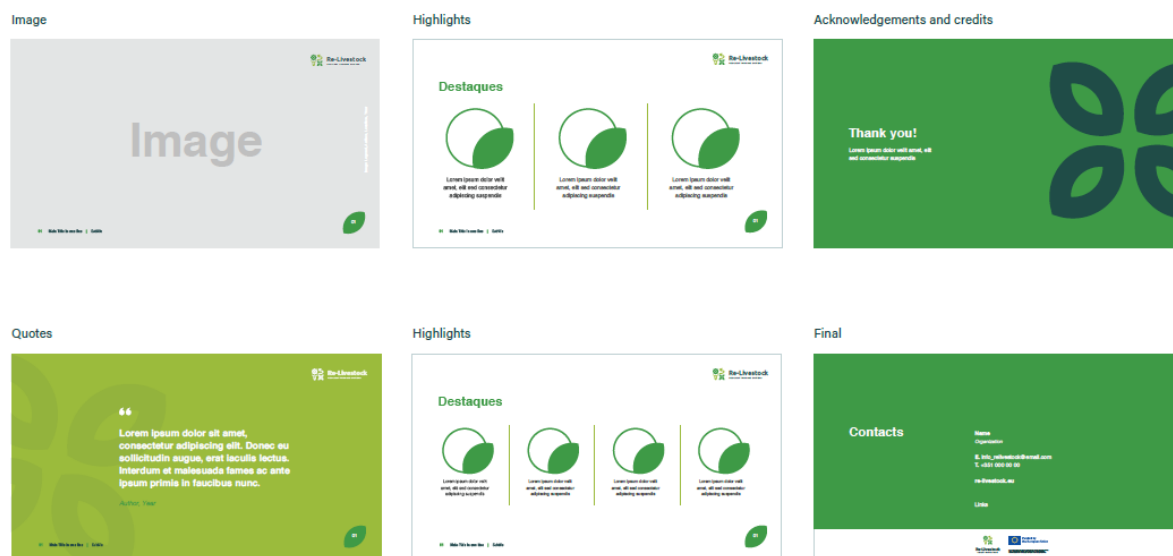


Fig. 3c. Re-Livestock PowerPoint template.

2) Website

The domain name for the Re-Livestock website is re-livestock.eu: www.re-livestock.eu.

The website is an interactive space that provides open access to the project information, activities, tasks, dissemination materials and activities, publications, training, and communication materials. The Re-Livestock website displays multimedia materials, like flyers, posters, and newsletters, produced in the different project tasks. The strategy defined for the project website was planned considering AIDA(R) marketing and communication model.

The responsibility of updating the website lies on 11 - CONSULAI with the help of 8 - IAMZ-CIHEAM. However, all partners of the consortium are aware of the need to contribute with contents that they consider relevant for the website. On the other hand, partners will have to contribute to support the development of new functionalities if needed, which will be analysed at the Executive Board meetings.

The Re-Livestock website will be supported by social media, newsletters and existing partner channels.

The website will continuously be developed and kept updated with results as public deliverables, reports, news, communication materials (posters and leaflets), press releases, magazine articles, scientific publications, training materials and online/printed media articles, newsletters, videos, events, etc.

The structure and the website strategy are available in Deliverable 8.5 – Project Website (M3, CONSULAI)

To increase traffic to the project website and promote Re-Livestock, all partners are obliged to provide information on Re-Livestock or make a subpage on Re-Livestock on their own organisation websites, including a link to the Re-Livestock website. To promote the use of the project website, partners are obliged to insert the project website link in e.g., press releases, online articles, videos and other online communication materials.

3) Newsletter

Newsletters will be developed, using Mailchimp - an all-in-one marketing platform that will help the consortium to communicate and disseminate with the project's stakeholders and target audiences. These newsletters aim to create awareness regarding the project's scope and objectives, communicate the project's activities and disseminate the major outputs from each WP. The newsletter may also be used to provide information about other relevant projects, EU initiatives or events for the benefit of project partners as well as external readers. 11 – CONSULAI will be responsible for creating and distributing the newsletter during the project period. 11 - CONSULAI will gather the contributions from all partners and organise it to create a simple and attractive newsletter to engage with the target audiences.

The internal newsletter will disseminate the different activities, events and contents releases of the project and it be produced biannually in the first 3 years and every four months in the last 2 years, with a total of 12 issues.

4) Social media strategy

The Re-Livestock Social Media platforms will be used to:

- Create awareness for the project and its scope;
- Engage and encourage people to visit our website;
- Encourage subscription to our newsletter;
- Boost participation in Re-Livestock events;
- Share Re-Livestock's results and outputs.

As the success of the Re-Livestock project relies on effective dissemination of the projects' activities, results and outcomes as well as on-going communication and engagement with different actors in society throughout the duration of the project, the Re-Livestock Social Media Strategy will be developed by M6 (**D8.3, Social Media Plan**, M6, CONSULAI).

Social media accounts in Twitter, Facebook, LinkedIn and YouTube were created;

- Twitter: <https://twitter.com/ReLivestock>
- Facebook: <https://www.facebook.com/ReLivestock>
- YouTube <https://www.youtube.com/channel/UC-QWlh5DdnNMBBePKbdpU2yQ>
- LinkedIn: <https://www.linkedin.com/company/87390896/admin/>

The accounts are being linked to the corresponding partner's social media channels and other relevant channels to increase awareness. An efficient growth hacking methodology will be implemented using social media viral marketing and targeted advertising, pushing specific contents to relevant stakeholders in the most effective way. A platform (Hootsuite) will be used to manage the social media, gathering all the accounts, messages and metrics in the same dashboard, allowing to define a rotational content calendar more efficiently.

Regarding project's dissemination, the Re-Livestock website www.re-livestock.eu will function as a repository for all dissemination from the project (please see **D8.5 Project website** for more information on the website).

Dissemination will initially be in English and dissemination will be pursued mainly by identifying and using existing English language channels and media, preferably addressing a European forum, to reach as large an audience as possible.

All partners/national teams will be encouraged to translate the English texts/articles/press releases drafted by 11 - CONSULAI and to prepare national versions for dissemination to national/local level media. Below is a description of the most important dissemination tools, channels and material:

5) Press releases and media appearances

Major results with relevance to a greater audience will be announced in press releases. The press release will be available in English on the Re-Livestock homepage and in an adjustable version on the Re-Livestock share point.

Press releases are also included in the Communication Plan to create awareness on the project in relation to major activities. Preparation of press releases for dissemination of major results will be coordinated with WP8 and the coordinators.

The press releases will be produced by 11 - CONSULAI in collaboration with the partner responsible for the deliverable. 11 - CONSULAI will distribute the English press release to editors of newsletters and relevant European level media.

National teams/all partners are encouraged to translate/prepare national versions and/or send the press releases to local media. National teams are also encouraged to prepare press releases related to events and issues relevant for local level dissemination.

As a summary, Table 2 bellow is an overview of communication and dissemination tools, activities, and products (taken from the project proposal):

Table 2. Overview of the Re-Livestock communication and dissemination tools, activities and products

Tools/activities/products	Quantity	Time	Level ¹	Tools/activities/products	Quantity	Time	Level ¹
Project visual identity (logo, templates, etc.)	One (1)	M3	GP	Executive summaries of public deliverables (easy to read language)	29 (1/PU delivery.	M6-M60	SS, SD
Project website	One (1) updated/ 100 visits/month	M3-M60 +	SS;SD; GP	Networking with other projects/events	> 6 events	M6-M60 +	SS, SD
Social media (Twitter, Facebook, YouTube)	4 accounts X 4 posts/month; 960 followers	M3-M60[CR4]	SS; GP	Thematic webinars/discussion fora	6	M30-M58	SS, SD
Project leaflet and poster	2 project leaflets (10 lang.)	M3	GP	Regional/ National Workshops/Conferences	13 (1/EU countr.)	M48 M60	SS, SD
Press releases popular articles	15 (1 per country)	M1-M60	SS; GP	Meetings with policy makers at EU level	4	M30-M60	SS
E-newsletters	12 issues; at least 200 receivers	M6- M60	SS	A final science-policy conference.	1	M60	SS, SD
Open access scientific publications	24	M24-M60 +	SD	Advanced courses for professionals	5	M36 – M54	SS, SD
Dissemination materials	Videos (4), Fact sheets (18, 10 lang.); Guidelines, handbooks (4), Policy briefs (2), Practice abstracts (50)	M24- M60	SS; GP	E-learning platform and modules	4 modules 1 MOOC	M36-M60	SS, SD

¹SS: Specialized stakeholders; SD: Scientific dissemination; GP: General public

5. Dissemination tools and activities

Dissemination is the public disclosure of results by appropriate means including by scientific publications in any medium. This means sharing and transferring knowledge and research results with potential users - peers in the research field, industry, other commercial players and policymakers to enable them to use and take up results, thus maximising the project impact (from H2020 Glossary and [H2020 online manual](#)) and [HEurope online manual](#))

The Re-Livestock dissemination activities are grouped in Tasks 8.4 (Targeted dissemination products and activities) and 8.5 (Capacity building by training), while the aspects of data management and intellectual property rights (IPR), that are very relevant when it comes to dissemination, are to be dealt through Task 9.3 (Data management, IPR, gender issues and ethics).

Every dissemination materials and actions must comply with EU funding visibility and disclaimer rules (see CDEP Section 2 and Art 17 of the Grant agreement):

- use factually accurate information.
- must acknowledge EU support and display the European flag (emblem) and funding statement (translated into local languages, where appropriate)
- indicate the EU disclaimer (translated into local languages where appropriate)

The following paragraphs describe the dissemination tools and activities envisaged by Re-Livestock. Most of these will be set up and implemented during the second half of the project as transferable outputs and results will appear at that stage.

1) Graphic and audio-visual materials

The main project outputs will be transformed into dissemination products and activities that will be adapted to the different audiences targeted by the project. These materials are intended to briefly describe the project and its results, and will be designed to attract the stakeholders, support communication and dissemination and activities and guide stakeholders to sources of further and detailed information (project partners, deliverables and publications). Plain styled language will be used, and part of the materials will be translated into project countries languages to be useful for the relevant audiences. The Table 3 below describes briefly the projected materials development.

Table 3. Re-Livestock graphic and visual materials

Material	Description	Time	Indicator
Fact sheets	Short documents (2-4 pages) presenting specific activities and results from the project in a summarized and plain style way In English and at least 4 more languages	M36-M60 (May 23-Apr 25) D8.7 (M60)	18 fact sheets 10 languages
Practice abstracts¹	Short summaries of project activities and results in the EIP AGRI format to be published in EIP Agri platform and eventually appear in the EIP Agri newsletters. Two batch of abstracts will be delivered as D8.10 (M16) and D8.11 (M60)	M01-M60 (D8.10, M16) (D8.11, M60)	50 practice abstracts
Handbooks/ Guidelines	Short and visual documents integrating results and derived good practices and recommendations for specific project work areas, e.g. (i) pig or cow raising techniques, (ii) modelling techniques and scenarios analysis	M24-M60	4 Guidelines or handbooks
Policy briefs	Short summaries with recommendations for policy making based on scientific evidences (topics to be chosen later)	M36-M60)	2 policy briefs
Project leaflets / posters	Leaflets and posters summarising project goals, activities, partners and achieved results and impacts. It will be translated into languages as agreed by each country-participant. Freely available in the website for download and ready for printing (A4 size) Intended for distribution via email or in paper at meetings, final conference...	M05 (Jan 23) M58 (June 27))	2 leaflets 4 languages
“Corporate” Videos	Corporate videos (4) to present global aspects of the project (coordinated by CIHEAM but recorded wit relevant partners) and D8.7 (M60)	M24-M60 (Detailed calendar to be agreed)	At least 8 (2 per RLL)
Short videos	Specific short videos recorded by partners to feed Youtube channel- D8.7 (M60)	M1-M60	Not specified

¹Practice abstracts should feed into the EIP-AGRI website for broad dissemination. Guidance to be followed and some explanatory text is available on the EIP-AGRI web site (<http://ec.europa.eu/eip/agriculture/en/content/eip-agricommon-format>)

The creation of the materials will be coordinated by CIHEAM IAMZ, that also has a budget destined to material design, video recording and printings; with the collaboration of partners who will contribute with contents, photos, graphics, feedback and translations into their country languages. CIHEAM will propose format and the executive board members will be focal points for the identification of contents and the creation of these materials, with relevant partners contributing with ideas and contents.

Project public deliverables will have an executive summary to help identifying potential outputs and contents for dissemination (e.g. for the creation of fact sheets) and communication (e.g. for feeding posts on the social media or in the website news). All these materials will be hosted in the website and spread through the social media, the newsletters and during interactive activities organized by the project and in events where the project is presented.

Re-Livestock will search to feed the **Horizon Results Platform** (a platform for showcasing research results, finding collaboration opportunities and getting inspired by the results of others).

The project will submit 3 deliverables reporting on these materials:

- **D8.7. Collection of dissemination materials and products, contained on the website** (M8, CIHEAM-IAMZ)
- **D8.10. Practice abstracts – batch 1** (M16, CIHEAM-IAMZ)
- **D8.11. Practice abstracts – batch 2** (M60, CIHEAM-IAMZ)

2.- Scientific and technical publications

Scientific papers will be a primary means of dissemination to the scientific audience. When research outcomes become available, Re-Livestock partners are encouraged to publish results in high-impact, scientific (peer reviewed) publications. At least 24 scientific papers will be published. Papers will comply with the GA rules on open access publications (Green or Gold; see CDEP section 2 and Grant Agreement Annex 5) and with the acknowledgement and disclaimers as detailed in CDEP section 2. The Consortium agreement includes clauses on scientific articles publications and data disclosure that must be followed by any partner publishing a Re-Livestock article (see CDEP section 3).

Technical articles in different sectoral magazines and web platforms are also encouraged as these are means to reach some of the target groups mentioned in the previous sections, mainly farmers organizations, advisors, national and local administration officers, NGOs, and other groups of citizens.

Publication rules and issues will be discussed in the Project Executive Board and General assembly meetings. The quality assurance system presented to the General Assembly during the Kick of meeting in compliance with the Consortium Agreement will regulate the publications quality assurance. The Project Executive Board will act as a Publication Committee to monitor and guide the publishing of scientific outputs linked to Re-Livestock. CIHEAM-IAMZ and CONSULAI will keep record of the project publications (see CDEP section 7) for monitoring and reporting; and the list will be posted in the website with links to the full papers.

The project may profit of the **Open Research Europe platform** (an open access, publishing platform for scientific papers for Horizon 2020 and Horizon Europe beneficiaries, including an open peer review and article revision).

3) Interactive activities: presentation of project at events

Project members will intervene at different meetings, seminars, fairs, conferences, etc. to present the project and their results to different audiences. These activities can be local, national or international, with different publics from the target stakeholder groups identified in the previous section 3, mainly scientists, producers, policy makers

During the first stages of the project, the focus will be placed on communication about the project, being the aim to present the project objectives, activities and expected results, to let audiences know on the existence of Re-Livestock and engage them for further communications, dissemination and networking activities. The orientation will gradually turn to present and share results when they start coming up.

The opportunities for such interventions and presentations will be identified individually by partners and if relevant shared with others for letting them to participate. Special attention is to be paid to networking and coordination with other EU projects. A rolling list of future and past events will be created. The project Coordinator and the Executive board will be in charge of monitoring these activities, while CIHEAM-IAMZ will collect them for reporting purposes.

Information on these activities will be periodically collected by CONSULAI and CIHEAM-IAMZ for monitoring and reporting (see CDEP section 7). If relevant, summaries, presentations or articles coming from these presentations will be posted in the social media and the website.

4) Interactive activities: events organized by the project

The project will organize, within Task 8.4 and in coordination with other WPs that will also organize stakeholder engagement activities (mainly WP1 and WP7), a set of international and national knowledge exchange and awareness activities in the form of on-line and face to face events. These activities will be local and national level or international. When it comes for local activities, partners in the country will be in charge of organization (alone or with other partners from the same country, and if agreed, with the participation from partners abroad to present their parts), following some common guidelines. International activities will be organized by CIHEAM-IAMZ in collaboration with the Coordinator, WP leaders and eventually other partners; collaboration with other EU projects, networks and institutions will profit of synergies and increase the impact of these activities.

Table 4 list the events envisaged. Calendar and details will be defined at later stages of the project.

As for any other dissemination activity, partners will be content providers, and CIHEAM-IAMZ and other partners will coordinate the actions. A broad program of dissemination activities will be designed at due time lead by the Executive board; the details of the event programs may be delegated to ad hoc committees of partners.

CIHEAM IAMZ holds a budget for the Final conference organization (organisation costs and invitation of selected stakeholders).

The project will submit a deliverable reporting on the project dissemination events:

- **D8.7. Report on the dissemination events (M60, CIHEAM-IAMZ)**

Table 4. Dissemination events to be organized by Re-Livestock

Event	Description	Time	Indicators ¹
Expert webinars and on-line fora	A series of short webinars and fora to present and discuss specific topics and foster networking with stakeholders and other projects. The targeted stakeholders are farmers and their organisations, technical staff from private and public organisations, researchers and decision and policy makers, depending on the theme and scope. Webinars will be coordinated with the training courses in Task 8.5 and with the international workshops organised within the international network animated by WP1. Partners may also organise national webinars with their countries stakeholders. Collaboration with other EU projects is welcome into these webinars	M30-M58	6 webinars
National meetings	Workshops, field days, working meetings, to be organised by partners in their countries to present project results at later stages of the project. These may be coordinated with local/national workshops organised within the local networks animated by WP1.	M48-M60	13 (1 per project EU country)
Policy conversations	These will be working meetings or sessions with policy makers and public administrations at national and/or EU level (DG Agri, DG Env, EU Parliament...), if relevant co-organised with other projects.	M30-M60	4 meetings
Joint and side events	The consortium will seek for opportunities to organise thematic sessions as joint events with other projects, networks or institutions, or as side or special sessions within established conferences and symposia.	M30-M60	Not specified
Final conference	This conference will be organised at the end of the project to present and discuss project results, recommendations and conclusions. It will be organised in a central venue in Europe, preferably co-organised with other projects or arranged as a satellite session of an established international conference or policy meeting. It will be coordinated with the final workshop to be organised within WP7	M58-M60	1

¹ Indicators of expected participants will be added in later versions of CDEP

6. Capacity building activities

Although capacity building is considered itself as a dissemination activity that facilitates the use of results by stakeholders (exploitation), its importance in Re-Livestock merits a specific planning. Task 8.5. Capacity building by training will organize these activities.

The core of the Re-Livestock training programme will consist of 4 courses with a blended approach including preliminary on-line sessions for theoretical explanations and discussions and face to face sessions to develop group activity, practical works and field visits. A possible scheme is to run several sessions (3-6) across 3 weeks and then organize a 3-5 days face to face session in a venue with the relevant facilities and with attractive cases of study to be visited. Depending on the topic of each course, the balance between theoretical, practical and field activities will be different and the course programme will be designed in accordance with different durations of on-line and face to face sessions. The venues for face to face sessions will be chosen depending on the on-house facilities of partners and the availability of innovative filed cases if relevant, and trying to maintain some geographical balance.

Topics of training courses have not yet been selected, but they will cover the main project themes, i.e. innovations and advances on feeding, genetics and herd management in one side; tools for GHG assessment, modelling and redesigning production systems for resilience on the other side.

Topics, calendar and venues will be defined from year 3 of the project. Each course will be designed by an ad hoc committee that will define the objectives and learning outcomes, and the programme and lecturers/facilitators. CIHEAM- IMAZ will coordinate the courses organization supported by the Coordinator, the Executive board members, and the relevant partners with expertise and project roles on the each course theme. Lecturers and facilitators will be mainly from the project consortium, although external experts may be invited to complement the programmers.

The profile of the training courses attendees is of EU and neighbor countries professionals working on the topic of each course, in different organisations: private companies and associations, public administrations, NGOs, farmers and advisors, researchers... Young professional participation will be encouraged.

In order to improve the impact of the training courses by reaching wider audiences and leaving a legacy beyond the project duration, a set of e-learning modules will be created by editing and reusing the materials from the training curses (presentations, documents, videos etc.) and other resources from the project (fact sheets, deliverables articles...). The modules will be stored in an open repository platform named as the Re-Livestock academy, to be maintained as project legacy by CIHEAM-IAMZ. One selected module or a part of a module will be transformed into a MOCC to be hosted and offered through a renowned global platform (e.g. FutureLearn, Coursera, FAO e-learning...). In addition, AERES (P14) will transform the materials explicitly to be used fro vocational and BSc students.

CIHEAM-IAMZ holds a budget for the organisation of courses (organisation costs, and support to a number of participants or lecturers). Partners team members participating as lecturers or attendees will cover their own travel and subsistence costs. The costs of designing the e-learning modules (instructional and graphic design), and the costs of the fees for hosting the MOOC in a global platform are also included in the CIHEAM-budget.

The project will submit a deliverable reporting on the project dissemination events:

- **D8.8. Report on the training courses and e-learning materials** (M58, CIHEAM-IAMZ)

7. Exploitation of results

Exploitation refers to the utilisation of results in further research activities other than those covered by the project, or in developing, creating and marketing a product or process or in creating and providing a service or in standardization activities (Source: EC research and innovation participant portal glossary; [HEurope online manual](#)).

Exploitation is the use of results for commercial purposes or in public policymaking ([H2020 online manual](#)).

These definitions comprise many different uses of project results. Re-Livestock as an important potential for delivering exploitable results useful for the key stakeholder groups depicted in section 3. These exploitable results can be grouped as:

- **Databases, modelling routines and scientific knowledge**, to be exploited through further publications or projects. The treatment of project data sets will be detailed in a Data Management Plan, (D9.1), and openness of models and other outcomes will be ruled by the Consortium agreement and the decisions of the owners.
- **Novel applied knowledge and innovations on technical, economic, environmental, social and policy aspects** of livestock environmental impact, options for its mitigation and transition towards adaptation and resilience. These have potential interest for being used and adopted by farmers and their organisations, farmers' advisory services, supply industries, institutions in charge of livestock and agriculture, etc. This knowledge will be transferred through dissemination activities and would be in principle free to use (but subject to decisions of IPR owners).
- **Assessment methods and standards for estimating emissions**, helping other scientists, farmers, the industry and policy makers to receive more accurate estimations of their sectors' GHG emissions.
- **Knowledge to support agricultural (and other) policies that drive livestock production systems re-design**. This knowledge will be delivered in the form of policy analysis reports, recommendations, and policy briefs targeting policy makers and public administrations.

- **Resources:** documents, articles, reports, dissemination and e-learning materials, all of them available in open access under different arrangements, and accessible from the project website.

More specific potential exploitable results and their users are described in Annex 1 The potential users of such results are the target groups shown in Table 2

The Re-Livestock exploitation strategy will follow three main principles: adaptation to users, maximum benefits (private and public), and respect of IPR.

At the early project stage when D8.1 is submitted, it is still too early to find concrete pathways for exploiting results that do not exist yet. Next steps will be to make a more precise identification of specific results, exploitability, pathways and barriers for exploiting them and joint exploitation and IPR issues. This will be done with participation of all partners through specific questionnaires (or on-line mini-workshops) channeled through the WP leaders. This exercise will be carried out at several moments, prior to the updates of the CDEP (D8.2-M24 and D8.3-M42). The strategy for the follow up and future exploitation beyond the project (final CDEP, D8.4-M60).

The dissemination and stakeholder engagement activities will be oriented to present and discuss project approaches and results, and can offer the playground for exploring the stakeholder needs, the adaptation of results to be exploitable and even to find concrete exploitation opportunities. This will be helpful to precise and improve and adapt the project exploitation strategy.

If relevant, the project can profit from the services of the European to facilitate Horizon projects exploitation:

- **Horizon Results Booster:** Free consulting services including a portfolio dissemination and exploitation strategy, business plan development and go-to-market support.
- **European Standardisation Booster Service for EU Projects** (an action supported by the European Research Area HORIZON-WIDERA-2021-ERA-01 Call, managed by REA): supports Horizon Europe and H2020 projects to contribute to standardisation in Europe and beyond.
- **Innovation radar:** An initiative that identifies high-potential innovations, based on a data-driven methodology, and assists EU-funded researchers and innovators in reaching the market with their innovation.

8. Implementing the CDEP: roles, planning, monitoring and evaluation, calendar

8.1. Project members roles in CDEP

As said in section 2, one of the principles of the Re-Livestock CDE strategy is that **all partners will be involved** in the communication and dissemination of project and its results as:

- **Active Re-Livestock promoters:** presenting and communication the project and their activities through different channels and activities at their countries and at international fora, connecting with their networks and participating in social media and other communication channels, organizing and/or participating in activities with stakeholders at their countries to diffuse the project, or contributing with materials translations into EU languages. Country focal points will be designated to coordinate these efforts in each one of the countries represented in Re-Livestock. More in general they will contribute by providing with contacts for reaching key stakeholders or accessing to channels and spaces for promoting the project CDE activities, etc.
- **Content providers** for the common communication and dissemination tools and activities within WP8: inputs for website, social media, newsletters, fact sheets and practice abstracts, publication of scientific and technical articles, presentations in project events, lectures and materials for training activities, etc.

Besides these general roles attributed to every partner, Re-Livestock will set up an internal organization to ensure a correct planning implementing, monitoring of activities, the flow of information and a clear definition of specific responsibilities for tasks. This structure will work as follows:

- **The leadership and coordination of the CDE strategy relies in CIHEAM-IAMZ and CONSULAI,** leader and coleader of WP8. Theses partners will work on close coordination, but with separated responsibilities: the global CDE strategy leadership is under CIHEAM-IAMZ, which also coordinate the dissemination and capacity building tasks (8.4 and 8.5); communication tasks (8.2 and 8.3) are specifically under responsibility of CONSULAI.
- **The Coordinator and the Executive Board will closely follow up the development of the CDEP and support CIHEAM-IAMZ and CONSULAI by:**
 - Ensuring quality of the outputs and deliverables
 - Channelling requests from WP8 to WP teams and providing information, outputs and expertise from their WPs.
 - Advising and participating for the set up and work of different committees or groups, e.g. for designing training courses or conference programmes.
 - Close links to coordinate engagement and communication within the national and international networks created within WP1.

- For reaching the policy making community, it is expected close coordination with the dialogue activities carried out in WP7.
- The Coordinator will arbitrate WP8 demands and WP replies to these, and will support communication and dissemination coordination.
- **A network of country focal points** will be created within the Consortium to ensure a proper coordination to reach the relevant audiences in their countries. In countries having several partners from the consortium, partners will develop national networks to coordinate their communication and dissemination efforts (i.e. Spain, UK, Italy, The Netherlands, Portugal and Switzerland)
- **All partners will contribute** as active promoters, content providers, and reporting.

8.2. Planning, monitoring and reporting

Planning of CDE activities will follow the general description of WP8 in the project Annex I. However, detailed planning will be done yearly by WP8 leader and co-leader, with support of the Executive Board, to be presented in the Annual meetings. A rolling plan of activities will be created with contributions from WP8 leaders, the executive board and all partners, to schedule the activities organised by the project, the participation of partners in external communication and dissemination events, the articles publication, etc.

The executive board or committees created ad hoc will plan complex activities that need detailed programming as the training courses, international workshops, the framework for national workshops and the final conference.

The CDEP implementation will be monitored by WP8 Leader and Coleader. Executive board Meetings agenda will include a point on CDEP monitoring and implementing (normally coupled with WP8 related point). The Executive Board and the General Assembly will have the usual monitoring and evaluation roles attributed to the whole project working plan in the Consortium agreement. But the Executive board will be the main project governance body supporting the WP8 leaders in charge of following the CDEP implementing, identifying new actions, deviations and risks and proposing corrective measures.

An editable **monitoring spreadsheet** (see Annex 2) will be shared with the Re-Livestock partners so that each partner can track their specific project communication and dissemination activities. Reminders will be sent by CIHEAM-IAMZ and CONSULAI at least every 6 months so that partners can update this tool.

As for the publications, the Project Executive Board will act as a Publication Committee to monitor and guide the publishing of scientific outputs linked to Re-Livestock as well as other dissemination and communication channels and activities. This committee will ensure quality, consistency and respect to the project contractual obligations and working plans regarding communication, dissemination and exploitation.

The CDEP advances and deviations will be reported internally to the General Assembly in Annual meetings and to the EC in the periodic reports. CIHEAM will be in charge of these reports, supported by

CONSULAI, and relying in the monitoring tables above mentioned and in the activity indicators shown in Table 5.

Table 5. Communication and dissemination activity indicators

		Activity indicators	Impact indicators
Communication tools and materials	Logo	1	Not applicable
	Templates	2	Not applicable
	Website	1 website	No. of page views
	Social media accounts	4 accounts (Twitter, Facebook, LinkedIn, Youtube)	No. of reached audience No. of followers
	Project leaflets and posters	2 leaflets / 2 posters 10 languages	Not applicable
	Press releases	15	Not applicable
	Media appearances	26 (2 per country)	No. of persons reached
	Newsletters	12 issues At least 200 receivers	No. of subscribers
Dissemination materials	Fact sheets	18 fact sheets 10 languages	Not applicable
	Open access scientific publications	24	Impact factor No. of readings No. of citations
	Practice abstracts	50 practice abstracts	Not applicable
	Handbooks/ Guidelines	4 Guidelines or handbooks	Downloads from website
	Policy briefs	2 policy briefs	Downloads from website
	"Corporate" Videos	At least 8 (2 per RLL)	No. of visualisations (through You tube)
	Short videos	Not specified	No. of visualisations (through You tube)
Dissemination events	Expert webinars and on-line fora	6 webinars	No. of attendees, profiles
	National meetings	13 (1 per project EU country)	No. of attendees, profiles
	Policy conversations	4 meetings	No. of attendees, profiles
	Joint and side events	Not specified	No. of attendees, profiles
	Final conference	1	No. of attendees, profiles
Training	Training courses	4 courses	No. of attendees, profiles
	E-learning modules	At least 4	Downloads from website
	Materials for vocational and BSc learning	Not specified yet	Not fixed yet
	MOOC	1	No. of participants, profiles

8.3. CDEP schedule

The CDEP will evolve along with project activities and will be updated on months M24, M42 and M60. The CDEP comprises three main phases:

- **Phase 1: Setting up the Re-Livestock community of practice- communication tools and targets (M1-M8).** First communication activities (e.g., awareness about challenges and information about the project objectives and partnership). Stakeholder mapping, identification of target audiences and mailing lists. Design of project visual identities, website and start of mass communication and networking activities with social media. Ex-ante identification of potentially exploitable results and users.
- **Phase 2: Establishing communication and participation (M6-M30).** Expansion of the communication and actions targeted to the needs and profiles of key stakeholders. Messages about experimental settings, methods, innovations to be assessed. Specific communication strategy for each country/interest group, designed following a bottom-up approach to ensure impact at local/regional/national levels.
- **Phase 3: Dissemination and communication actions intensification (M30-M60 and beyond).** To increase awareness on challenges and uptake of options for GHG mitigation and livestock pathways towards resilience, and to transfer project methods and solutions. Reading materials, face to face events and training courses targeting key stakeholders groups (local, national, international levels). Continued expansion of the project communication and networks of interaction, increased number of publications and collaborations.
- **Phase 4: Exploitation of results (M48-M60 and beyond).** Final update of the plan for exploiting results: detailed characterisation of actual results: exploitability, specific uses and users, IPR issues and strategy to promote / facilitate their uptake. Data and other outputs from the project will be exploited for scientific activities and publications. Phase 3 activities will offer opportunities for potential users to establish contact with project partners to explore pathways for further exploitation of the project outcomes. Project materials hosted on the website will constitute a project legacy beyond its end.

Figure 4 is the Re-Livestock Gantt chart. It shows a global calendar for the deployment of activities in project tasks, and the deadlines for achieving Milestones and submitting deliverables. Communication and dissemination activities start since the beginning of the project and remain until its end, with the exception of the training activities that will start at the 3rd year.



Fig. 4. Re-Livestock timing (Gantt Chart). Source: Project Grant Agreement, Annex 1, part B

The following Table 6 is a first schedule for the WP8 (and CDEP) implementing. It will be updated periodically, at least annually with details on the activities to be carried out during the following year.

Table 6. WP8 and CDEP schedule for the first year of Re-Livestock

Led by CIHEAM-IAMZ
Led by CONSULAI

	M01	M02	M03	M04	M05	M06	M07	M08	M09	M10	M11	M12	M13
	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Abr 23	May 23	Jun 23	Jul 23	Aug 23	Sep 23
Meetings	EB1		KoM		EB 2			EB3			EB4		AM1?
Task 8.1. CDEP			D8.1 (M03) CDEP		Country focal points designation and creation of Joint Dissemination Network (MS5-M06))								WP8 work plan for Y2
Task 8.2. Comm Tools and materials		Website design and launch D8.5 (M03) Web			Website update with news, results and resources								
	Visual identity and standards												
					Leaflet and poster design, translations								
							Newsletter 1						Newsletter 2
Task 8.3. Social media			Open SSMM accounts			D8.6. (M06) SSMM strategy	SSMM activity raising						
Task 8.4. Dissemination products and activities												Start preparing practice abstracts batch 1 (D8.10)	
Task 8.5. Capacity build. training												MS12 (M12). Training programme (to be postponed to M24-30)	

9. Annexes

9.1. Annex 1. Project expected outputs and results and their potential interest / potential utilization by stakeholder groups

WP	Task/Deliv./ Milest.	Project outputs and results with potential interest / utilization by stakeholder target groups	Target groups *
WP1	T1.2 D1.2	Description and results from case studies showing application of innovative practices to increase resilience and reduce environmental impacts	1, 2, 3, 4, 5, 6, 7
	T1.3, T1.4	Reflexive learning process and concussions from national and international networks debates	1, 2, 3, 4, 5, 6, 7
	T1.3, T1.4, D1.3.	Report of solutions for sustainability transformation and resilience that are acceptable for stakeholders and ready for implementation	1, 2, 3, 4, 5, 6, 7
WP2	T2.1, T2.2 D2.1, D2.2	Evaluation of low carbon footprint feeds and feeding strategies: local legumes and former food products for pigs, agro-industry by- and co-products for pigs and ruminants, novel protein sources (insects) for pigs, reduced CP diets for pigs	1, 2, 3, 4, 5, 6, 7
	T2.2 D2.3	Inventory of grasslands for evaluating mitigation potential: species, swards, hedges and trees, embodied C, nutritional value, in vitro methane	1, 2, 3, 4, 5, 6, 7
	T2.2 D2.3	Results from evaluation of animal utilization of forages: technical performances (milk yield, growth, quality, intake, efficiency, grazing behavior methane) Dairy and beef grazing systems Innovative strategies for grazing pigs	1, 2, 3, 4, 5, 6, 7
	T2.3 D2.4	Results of meta-analysis of feed supplements for methane mitigation	1, 2, 3, 4, 5, 6, 7
	T2.4 D2.5, MS7	Feeding strategies for managing heat stress in sows.	1, 2, 3, 4, 5, 6, 7
	T2.4 D2.5	Information on resilience and metabolic effects of heat stress: local breeds vs cosmopolitan breeds	1, 2, 3, 4, 5, 6, 7
	T2.4	Data on effects of climate change on grasslands: sward and animal performances	1, 2, 3, 4, 5, 6, 7
WP3	T3.1 MS14	Phenotyping data set (CH4 traits, rumen metagenome)	1, 2, 3, 5, 6
	T3.1 D3.1	Breeding values for mitigation	1, 2, 3, 5, 6
	T3.1 D3.2	Knowledge on measurement protocols, trait definitions, metagenomic analyses protocols, applicable for breeding for adaptation to climate change	1, 2, 3, 5, 6
	T3.1 MS25	Set of SNP markers and genes associated with heat tolerance	1, 2, 3, 5, 6
	T3.2 D3.2	Adaptation strategies to select for resilient animals (cattle and pig)	1, 2, 3, 5, 6
	T3.3 D3.3	New genetic evaluation models integrating omic data (cattle and pig)	1, 3, 6
	T3.4 D3.3	Breeding strategies, the expected level of reduction of GHG based on breeding + expected increase in resilience (production, efficiency, longevity)	1, 2, 3, 4, 5, 6, 7



WP	Task/Deliv./ Milest.	Project outputs and results with potential interest / utilization by stakeholder target groups	Target groups *
WP4	T4.1 D4.1	Management practices to improve resilience and reduce environmental impact of intensive pig production. Data and results of experiments on: Pigs: precision feeding, heat stress management	1, 2, 3, 4, 5, 6, 7
	T4.2 D4.1	Management practices to improve resilience and reduce environmental impact of intensive cattle production. Data and results of experiments on: Cattle: housing technologies, calve management, feedlots distribution, use of PLF sensors as non-invasive indicators	1, 2, 3, 4, 5, 6, 7
	T4.3 D4.2	Management practices to improve resilience and reduce environmental impact of intensive pig and cattle production. Data and results of experiments on: Manure management: composting, biochar, tank covers, S/L separation	1, 2, 3, 4, 5, 6, 7
	T4.4 D4.3	Agroforestry management practices to increase resilience and reduce environmental impacts of extensive and semiextensive production systems (pig, beef, dairy cows and sheep). Data and results from case studies: Evaluation of forage resources, shade preference and heat stress. Modelling of soil carbon sequestration and nutrient budget (with WP5)	1, 2, 3, 4, 5, 6, 7
	T4.5 D4.4	PLF indicators for resiliency and efficiency. Algorithm routines development	1, 2, 3, 4, 6
WP5	T5.1 D5.1, MS22	Improvements of LCA methods to include: C sequestration in soils (grasslands) and in agroforestry systems Quantification of short-lived greenhouse gases	1, 3, 4, 5, 6
	T5.2 D5.1, MS22	Improvement of LCA methods to assess environmental and economic outcomes of mitigation and adaptation strategies	1, 3, 4, 5, 6, 7
	T5.3 D5.2, D5.4	Advances on multi-criteria farm sustainability assessment methods: adapting PG Tools and survey results (in connection with WP1)	1, 3, 4, 5, 7
	T5.4 D5.3, MS23	Advances in animal welfare assessment methods: hazards and indicators characterized and tested against practices	1, 3, 4, 5, 6, 7
	T5.5 D5.4, MS24	Advances in methods assessing resilience at farm level.	1, 3, 4, 5, 6, 7
	T5.6 D5.6	Applications of previous methods to improve existing to decision support tools: indicators, models, routines, etc.	1, 3, 4, 5, 6, 7
WP6	T6.1 MS9, MS26	Testing of modelling techniques: integrating models (CiFos, LPJmL, LSAM),	6
	T6.2 D6.2, MS27	Modelling outputs for mitigation and adaptation practices	1, 2, 3, 4, 5, 6, 7
	T6.3 D6.2	Modelling outputs: impact of redesigned livestock production systems on natural resources and planetary boundaries	1, 2, 3, 4, 5, 6, 7
	T6.4 D.6.2	Modeling outputs: trade and climate change scenarios impact on the resilience of EU livestock sector	1, 2, 3, 4, 5, 6, 7
	T6.5 (and WP7)	A serious game to allow stakeholders to explore scenarios, their negotiatin and the consequences	1, 2, 3, 4, 5, 6, 7





WP	Task/ Deliv./ Milest.	Project outputs and results with potential interest / utilization by stakeholder target groups	Target groups *
WP7	T7.2 D7.1	Shared socio-economic pathways for the livestock sector	1, 3, 4, 6, 7
	T7.3	Data and results from surveys on potential adoption of technologies and practices for mitigation and adaptation: farmers preferences, attitudes, willingness to pay and accept.	1, 2, 3, 4, 6,
	T7.4 MS34	Future scenarios co-development and testing	1, 3, 4, 5, 6, 7,
	T7.4, T7.5 D7.2	Priorities to support the transition towards a sustainable EU livestock sector	1, 2, 3, 4, 5, 6, 7

* (1) Farmers (and farmer organizations); (2) Advisors/technicians; (3) Supply industries; (4) Policy makers/ administrations (Reg., Nat., EU); (5) International Organisations, Networks, Projects; (6) Researchers; (7) Citizens, NGOs. Bold characters point priority target groups.





9.2. Annex 2. List of EU projects related with Re-Livestock

This is a preliminary list that has been collected during the proposal phase. It will be updated periodically by internet search and by direct contacts of partners with other projects.

Links with national and international research and innovation

The project will capitalise on data and knowledge generated by existing current and past projects and initiatives, a non-exhaustive list is presented below (see partners profiles for national initiatives):

Projects and initiatives	Input and relation to Re-Livestock	Partners involved
H2020-MASTER	MicrobiomeSupport Consortium, animal microbiome and GHG emissions / feed efficiency (WP 2,3)	CSIC, WU
H2020-HoloRuminant	Relationship between animals' microbiomes and CH ₄ emissions and heat tolerance (WP 2,3)	CSIC, SRUC, WU, QUB
H2020-PATHWAYS	Production system definitions, LCA methodology development (WP 5,6,7)	SLU, FIBL, WU, CSIC, AERES, PFLA
H2020-GenTORE	Cattle database: innovative genome-enabled selection and management tools for resilience (WP3)	FIBL, WR, AU, SRUC
H2020-MIXED	Integration of crops-agroforestry-livestock, including nutrient flows and improving circularity (WP 1,2,4)	FIBL, AU, CONSULAI
H2020- AGROMIX	Agroforestry and Mixed farming systems – Participatory research to drive the transition to a resilient and efficient land use in Europe (WP 1,2,4)	MVARC, ORC, UEX
H2020-SUSFANS	Metrics, Models and Foresight for European Sustainable Food and Nutrition Security (WP 5,6)	WU
ERAGAS SeaSolutions	Feed additives and CH ₄ mitigation (WP2)	QUB
Lighthouse Farm Networks	Network of innovative farmers that are ready to face the challenges in 2050 (WP 1,8)	WU
H2020-RumiGen	Knowledge, tools and data to improve ruminant breeding through genomic and epigenomic approaches (WP 3)	CSIC, WR
FACCE-JPI OptiBarn	Optimised animal barn design facing temperature rise and increased climate variability (WP 4,6)	UPV, PIK
COST LivAGE	Research network for measuring, modelling and mitigating gas emissions from livestock houses (WP 4)	CSIC, UPV, WU
Livestock Research Group, GRA	Development of improved emissions factors for livestock species, identification of mitigation options and national inventories of GHG emissions (WP 5,6)	CSIC, WR, AU
COST METHAGENE	Large-scale methane measurements on individual ruminants for genetic evaluations (WP 3)	CSIC, WR, CRV, PULS
EIP Agri Focus groups (cattle emissions, grasslands....)	Integrated practices to reduce GHG emissions and increase C sequestration (WP 2,4)	CSIC, UPV, AERES
H2020-BovReg	Functional genome data related to enteric methane emissions of cattle (WP 3)	WR, CRV, AU,
EU 7FP – AGFORWARD	Promoted appropriate AgroForestry practices that advanced sustainable rural development (WP 1,2,4)	UEX, ORC
H2020-TREASURE	Locally available agro-resources (feeding and genetics) regarding local pig breeds (WP 2,3)	CSIC, UNIBO, ANAS

9.3. Annex 2 – Tables for monitoring communication and dissemination activities

These tables will be available in the project management platform (SACO) to will be filled in periodically by partners. It is a spread sheet containing several tabs, designed to collect the information needed for responding to the EC reporting requests on publications, communication and dissemination actions. It includes a first tab with instructions for partners to compete the tables, a second tab to list the publications and a third tab for communication and dissemination actions.

Tab 1. Instructions

Monitoring_CD_activities - INSTRUCTIONS	
1)	This excel is to be filled in by all project partners in order to monitor the communication and dissemination activities within the project. This task is mandatory and will be monitored every three months .
2)	There is only one page for the Scientific publications of the whole project - to be filled in by all partners.
3)	Each partner should fill in its own excel sheet (03_PARTNER), identified with its name.
4)	In page 03_PARTNER, each partner must fill in all the communication and dissemination activities developed during the project, both in terms of events and news (or any other relevant posts) on the website or social media networks.
5)	<p><u>For events, each partner should fill in:</u></p> <ul style="list-style-type: none"> - the date of the event in the Date column; - the topic or title of the event/news in the Title column; - the location of the event in the Local column (if the event was online, please write "Online"; if in person, please specify the country and the city); - the weblink in the Weblink column (in case there is any website/news/posts with information and photos about the event); - the reach of this event, identifying where possible the type of audience reached. If you cannot identify each type of audience, please use the column "Not Specified"). <p><u>For social media related activities, each partner should fill in:</u></p> <ul style="list-style-type: none"> - the date of publication in the Date column; - the topic of the post in the Title column; - the social media channel in the Local column; - the weblink in the Weblink column; - the Analytics of that publication, using the column type of audience reached please - "Not Specified" (impressions in case of Twitter, Instagram or LinkedIn and reach in case of Facebook) (*Check the guidelines below)

Tab 2. Scientific publications

Scientific Publications*															
*to be filled in by all partners															
	Type of scientific publication	Title of the scientific publication	DOI	ISSN or eSSN	Authors	Title of the Journal or equivalent	Number, date	Publisher	Place of publication	Year of publication	Relevant pages	Public & Private publication	Peer-review	Reached audience	Open Access (Yes/No) *Select from the list
1															Yes
2															No
3															
4															
5															
6															
7															
8															
9															
10															
11															
12															
13															

Tab 3. Communication and dissemination actions (other than publication)

Type of dissemination and communication activities																		
							Type of audience reached in the context of the dissemination and communication activity ('multiple choice' is possible) (Indicate the estimated number of persons reached for each type of audience)											
Nr	Partner	Type of Activity (select from the list):	Date (YYYY/MM/DD)	Title	Local / Social Media Channel (Online or City/country - for events) (Social media channel - for media activities)	Weblink	Scientific Community (higher education, Research)	Industry	Civil Society	General Public	Policy Makers	Medias	Investors	Customers	Other	Not specified	Total	Notes
1																	0	
2																	0	
3																	0	
4																	0	
5																	0	
6																	0	
7																	0	
8																	0	
9																	0	
10																	0	