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Abstract

This document describes the Communication and Dissemination Strategy and Action Plan (CDSAP) to be adopted by the CATALYSE project, whose main objective is to ensure that project activities, resources and results are communicated to the relevant stakeholders in a clear, consistent, and effective manner.
To outline the aim and strategy of the CATALYSE project, the Communication and Dissemination Plan (D8.1) will identify the key objectives for communicating and disseminating the CATALYSE project and the means through which stakeholders will be targeted and engaged to maximise opportunities for the exploitation of project results at national and European level.
This document will serve as a reference for project partners when conducting CATALYSE communication and dissemination activities. Delivered in M6, D8.1 will be updated and delivered as D8.4 at the end of the project (M36). It will include an impact report as an annex to track and measure the impact of specific communication metrics or key performance indicators (KPIs).

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Abbreviations

CATALYSE, Catalysing scientific innovation into food safety action,

EFFoST, European Federation of Food Science and Technology,

ILSI Europe, International Life-Science Institute Europe,

UCSC, Università Cattolica del Sacro Cuore,

FIAB, Federación Española de Industrias de Alimentación y Bebidas,

CDT, Communication and Dissemination Toolkit, containing Strategy Plan, Project Branding and Identity, website,

DOA, Description of the Action,

CoP, Community of Practice,

GDPR, General Data Protection Regulation,

EGD, European Green Deal,

ICT, information and Communications Technology.

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1. INTRODUCTION

This deliverable describes the Communication and Dissemination strategy to be adopted by the CATALYSE project, whose main objective is to ensure motivated stakeholder involvement, dissemination, and communication. The CATALYSE Communication and Dissemination Toolkit (CDT) is part of the Task 8.1 Communication and Dissemination Strategy and Action plan and materials that specifies that a detailed CDT will be produced at the beginning of the project (M6), based on the draft detailed at the DOA's Section 2.2 and in collaboration with all consortium partners; It will outline stakeholders including target audiences (user communities), key messages, visual identity (logo, typography, graphic elements, branding guidelines and templates) and channels and tools to support outreach.

1.1 OBJECTIVES OF THE DOCUMENT

The main objective of the CATALYSE communication and dissemination strategy is to establish guidelines and a plan to ensure that the project's results reach the relevant stakeholders and to enhance its promotion. A multistep and multichannel approach will be used in the CATALYSE dissemination strategy to reach and engage different stakeholders and target groups with adjusted information for their needs and interests. Awareness will be raised to all possible project beneficiaries.

1.2 ASSOCIATED TASKS

Objectives of Task 8.1

The Description of the Action (DoA) contemplates that a detailed CDT would be produced at the beginning of the project (M6), based on the draft detailed in Section 2.2 and in collaboration with all consortium partners; it will outline the project's audiences, key messages and communication channels for the dissemination. The plan will "answer" the questions WHO? WHAT? WHEN? HOW? and provide an integrated, accurate and efficient dissemination strategy. The CDT will highlight the key messages, potential audiences, roles and responsibilities and methods of communication to be used for the CATALYSE promotion and the rest of the results. All these actions will be conducted respecting GDPR issues and in alignment with all the project partners.

Context of CATALYSE project:

The ambition of CATALYSE is to accelerate and make more efficient the uptake of knowledge and innovative solutions that promote food safety by the food system actors. To achieve this, CATALYSE is determined to:

i) Increase awareness and understanding of the innovations being produced "Farm2Fork" by establishing a database that collects, translates and disseminates knowledge and practices to the relevant food system actors;

ii) Establish the CATALYSE Community of Practice (CoP) to foster collaboration and knowledge sharing between food system actors to accelerate the adoption and scaling-up of innovative practices and technologies;

iii) Produce educational materials and provide training to practitioners and end-users on the latest best practices in food safety, including reaching out to traditional food sectors;

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iv) To support start-ups and SMEs with promising innovations in food safety - testing methods, testing technologies, solutions to improve food safety - focus also on traditional and local producers, often the most in need of support;
v) Encourage end-users, such as consumers and policymakers, to prioritise and support innovation in the food system through education and outreach;
vi) Evaluate the impact of innovation on the food system and identify areas for further development.
Overall, the ambition of CATALYSE is to promote the creation of a more resilient, sustainable, and equitable community, both online and in practice, to meet the needs of all stakeholders, from "farm2fork", with the common goal to ensure food safety. Besides the obvious connection of research, innovators, industry and policymakers in agri-food, the ambition of CATALYSE is also to connect stakeholders from distant scientific fields, including social sciences and humanities. Sharing practices and experience from other scientific and professional domains strongly contribute to cross-fertilisation of ideas and also enable a wider use of innovation.

Uniqueness of CATALYSE: Catalyse will not generate science by itself or promote specific proprietary solutions: It will be a common place where all the actors of the food chain can meet, innovators, regulators, academia, industries, non-governmental organisations and define together the needs and possibilities that innovation can either answer and/or offer. By linking all these actors, we will foster tailor made and co-created innovation with an identified market for implementation, providing win-win solutions.

Context of WP8

WP8 will develop an inclusive outreach program including audience-specific aspects for the relevant stakeholder categories (research, industry, policy, civil society) and along several dimensions (European, national and regional) to ensure a targeted and tailored approach worthy of the ambitious goals within CATALYSE. The specific objectives are:

- increase the relevant stakeholders' awareness of the project and results, ensuring full compliance with funding body acknowledgement guidelines;
- use the partners' networks, existing communication platforms and create synergies between CATALYSE and other projects with similar or complementary scope and goals;
- present the project progress, and new products outside the consortium;
- deliver a set of promotional C&D events;
- develop and maintain communication tools & channels for the project dissemination suitable to the project target groups; and
- provide a series of 4 Policy Briefs on topics of relevance, fully supported by science and presented in tangible format for policymakers to digest.

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1.3 HOW TO READ THIS DOCUMENT

Communication and dissemination of CATALYSE activities, resources, and project outcomes are key to ensuring that the relevant stakeholders are effectively reached and engaged in achieving the project's objectives. This deliverable presents the methodology of the CATALYSE Communication and Dissemination plan, a preliminary review of the key stakeholders of the project, as well as the relevant channels, tools, and messaging to be deployed for reaching these audiences.

Table 1. The other deliverables in WP8 of the CATALYSE project are:

Deliv/ No	Deliverable Name	Lead Beneficiary	Type	Diss level	Due date (month)
D8.2	Policy briefs	EFFoST	Report	Public	36
D8.3	Project website	EFFoST	DEC	Public	6
D8.4	Final CDR	EFFoST	Report	Public	36
D8.5	Practice abstracts – batch I	EFFoST	Report	Public	18
D8.6	Practice abstracts – batch II	EFFoST	Report	Public	36

Table 2: The milestones I. WP8 of the CATALYSE project are:

Miles/ No	Milestone Name	Lead beneficiary	Means of verification	Due date (month)
M4	M4,	EFFoST	Website public and running	4
M13	Policy workshop	EFFoST	Held successfully	32

Deliverable 8.1, Deliverable 8.3 and Milestone M4 are one of the few deliverables and milestones that are due for the first 6 months of the project. Deliverable 8.5 is up for mid-term (M18). The other deliverables D8.4 and D8.6 and milestone M13 are due for M32 or M36. Deliverable 8.1 is strongly linked with other activities in CATALYSE, like the stakeholder engagement (WP2), the development of the database (WP3), and the setting up of the CoP, (WP4) the deployment of the CoP (WP5), and the development of education material (WP6).

2. STRATEGY AND IMPLEMENTATION

2.1 METHODOLOGY

EFFoST leads WP8 Communication, Dissemination and Policy recommendations and coordinates the implementation of these activities. EFFoST leads three of the tasks, one task is led by ILSI Europe, and one task is led jointly by UCSC and AGROSCOPE.

- Task 8.1 Communication and Dissemination Strategy and Action plan and materials is led by EFFoST,
- Task 8.2 Effective Communication and Dissemination is led by EFFoST with FIAB as co-lead,
- Task 8.3 Coordination of collaboration with other projects is led by ILSI Europe,
- Task 8.4 Strengthening of synergies of Europe-wide Food Safety infrastructures is led by UCSC and AGROSCOPE together,
- Task 8.5 Recommendations for policymakers is led by EFFoST with ILSI Europe as co-lead.

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EFFoST is responsible for producing communication material such as press releases, general project presentations, leaflets, website design and content, event banners and similar communication materials. The tasks of EFFoST within WP8 are:

- Managing the project website – integrating all relevant elements from all work packages and serving as the public platform for all stakeholders to learn about the added-value of CATALYSE.
- Developing communication materials and a communications kit homogenising the materials being deployed – ensuring CATALYSE is communicated in a consistent and coherent manner.
- Identifying external events together with FIAB where CATALYSE would bring added value, as well as supporting international training workshops and conferences with branded materials, social media coverage and highlight videos.
- Leading relations with EU and national media to ensure CATALYSE is published in relevant publications and media outlets.

The deliverables and milestones of the project ensure that progress and objectives of WP8 are being met in a timely and efficient manner.

2.1.1. Procedures for communication

Article 17 of the Grant Agreement outlines the obligations on communications. Unless otherwise agreed with the granting authority, the beneficiaries must promote the action and its results by providing targeted information to multiple audiences (including the media and the public), in accordance with Annex 1 of the grant agreement and in a strategic, coherent and effective manner. Before engaging in a communication or dissemination activity expected to have a major media impact, the beneficiaries must inform the granting authority.

Unless otherwise agreed with the granting authority, communication activities of the beneficiaries related to the action (including media relations, conferences, seminars, information material, such as brochures, leaflets, posters, presentations, etc., in electronic form, via traditional or social media, etc.), dissemination activities and any infrastructure, equipment, vehicles, supplies or major result funded by the grant must acknowledge the EU support and display the European flag (emblem) and funding statement (translated into local languages, where appropriate):

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The emblem must remain distinct and separate and cannot be modified by adding other visual marks, brands or text. Apart from the emblem, no other visual identity or logo may be used to highlight the EU support. When displayed in association with other logos (e.g. of beneficiaries or sponsors), the emblem must be displayed at least as prominently and visibly as the other logos. For the purposes of their obligations under this Article, the beneficiaries may use the emblem without first obtaining approval from the granting authority. This does not, however, give them the right to exclusive use. Moreover, they may not appropriate the emblem or any similar trademark or logo, either by registration or by any other means.

CATALYSE communications are structured by each partner identifying a core communication contact for all queries pertaining to communications. This will ensure that EFFoST is effective in addressing questions related to specific work within CATALYSE 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 CATALYSE. 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. Table 3 shows the key activities that will be developed and undertaken in CATALYSE.

Table 3: Key communication and dissemination activities

Nr	Key Activity
1	Communication and dissemination strategy and plan
2	Organisation of Stakeholder Board meetings/workshops
3	Logo and visual identity for the project
4	Key messages and communication tools: Agreed and quality-controlled dissemination materials (leaflets, roll-ups, infographics, presentations, newsletters, posters, videos)
5	Development and management of the CATALYSE website
6	Social media (Twitter, LinkedIn, YouTube)
7	Media relations: Press releases issued with media engagement and content pitching; published project materials and publications in peer review scientific journals (when relevant); press conferences (as needed)

8	Practice abstracts for EIP Agri
9	Ensuring dissemination at high-level conferences and events, networking with similar projects and international initiatives
10	Capacity building activities – education activities, trainings – engaging and educating policymakers and SMEs and advancing dissemination and exploitation

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 align on a coherent and consistent messaging.. To achieve this, each partner's communication representative will be contacted in a regular basis through online meetings or calls.
These calls will allow a continuous communication alignment , to resolve questions or uncertainties regarding the communication of specific project work or results, and will improve the overall lines of communication and project management, creating trust and transparency amongst all partners while identifying where additional communication support is needed - i.e. for developing graphics, visuals, or other additional communication materials that could support partners in their work.
The work undertaken in WP8 will contribute to ensuring the sustainability and transferability of CATALYSE's results. It includes the transfer of knowledge, raising awareness and supporting partners in other processes needed for transferability or the uptake of results.

2.1.2 Procedures for dissemination

Article 17 of the Grant Agreement also outlines the procedures for Dissemination. Any communication or dissemination activity related to the action must use factually accurate information. Moreover, it must 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."
Specific communication, dissemination and visibility rules (if any) are set out in Annex 5.
The beneficiaries must disseminate their results as soon as feasible, in a publicly available format, subject to any restrictions due to the protection of intellectual property, security rules or legitimate interests. A beneficiary that intends to disseminate its results must give at least 15 days advance notice to the other beneficiaries (unless agreed otherwise), together with sufficient information on the results it will disseminate. Any other beneficiary may object within (unless agreed otherwise) 15 days of receiving notification, if it can show that its legitimate interests in relation to the results or background would be significantly harmed. In such cases, the results may not be disseminated unless appropriate steps are taken to safeguard those interests.

2.1.3 Communication and dissemination reporting

To bolster communication efforts on partners' activities that also impact dissemination, EFFoST has circulated a shared tracking form so that each partner can systematically

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report on the different dissemination activities of their project participation (presence at and/or presenting on events and/or conferences, and participation in / organisation of workshops with stakeholders) in order to properly update on the achievement of the established KPIs. The tracking form collects not only information about past and upcoming events and related information, but also collects information about abstracts submitted, papers submitted for publication, and papers accepted for publication. In line with EC portal KPIs the CATALYSE partners are also asked to log respective stakeholders engaged:

Scientific community:
Academia,
Research institutes,
Society:
Industry:
primary production, food processors, distribution,
B2C (wholesalers, retail and food service),
Investors,
Other businesses,
Civil society:
Practitioners (medical doctors, dieticians, nurses, pharmacists, veterinarians),
Costumers (including consumers and consumer organisations),
General public,
Policy,
Governments,
Authorities (European Food Authorities (e.g, EFSA), country food authorities),
NGOs and advocacy groups.

2.1.4 Gender dimension in communication and dissemination

CATALYSE will integrate the gender dimension not only into its coordination and support actions but also into its communication and dissemination activities. Particular attention will be brought to include gender dimension when engaging with the project key stakeholders and EU citizens. Gender will be an important variable in the stakeholder surveys (WP2). Wherever existing data permits, gathered gendered perspectives/ feedback from external stakeholders will be used to understand and explain gender specific needs as well as implications for the project and its impact, and provide policy inputs. Recommendations and key messages of the project will need to be adequately formulated to the target audience considering gender as a central variable in food safety management (WP5, WP6, WP7).

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To track the progress and impacts of the project throughout its duration, EFFoST will create a detailed KPI dashboard breaking down specific KPIs previously set.

Table 4. dissemination KPIs that will be tracked in CATALYSE.

Platform	KPIs
Website	Total visitors
	Page views
	Visitors spending more than 1 min on website
Leaflets	Nr distributed
Videos	Nr videos Nr online views
Newsletters	Nr shared
Twitter / LinkedIn	Nr Tweets Nr followers on LinkedIn
Media coverage	Nr press releases Nr popular articles
Events (conferences / trade shows etc.)	Nr organized / participated to
	Nr presentations
Publications	Papers submitted / accepted
Policy briefs / fact sheets	Nr distributed Nr policymakers reached
Recognition	Nominations / awards

2.2 STAKEHOLDER MANAGEMENT

2.2.1 Stakeholder analysis

The basis of the communication and dissemination plan is a stakeholder analysis and mapping exercise to ensure the objectives and results of the project engage and are disseminated to all target audiences. A preliminary stakeholder analysis identifies how CATALYSE will affect or be impacted by these various stakeholders. This information will be used to target dissemination activities and prepare the necessary advocacy steps to ensure the uptake of results. The stakeholder analysis is a means to assess how effectively we disseminate the project's findings, recommendations, and to determine what additional efforts will be needed to reach specific stakeholders or audiences. The stakeholder analysis thus helps determine the project's key communication outlets, tools, dissemination activities, messaging, and key performance indicators (KPIs) for communicating effectively with the respective stakeholders through effective and appropriate means. A preliminary stakeholder analysis has been completed to inform the communication and dissemination plan.

The stakeholder analysis done in Deliverable 8.1 will be updated in accordance with the input of all partners during the reporting of the communication and dissemination activities in D8.4 in M36, while also incorporating the findings of the stakeholder and

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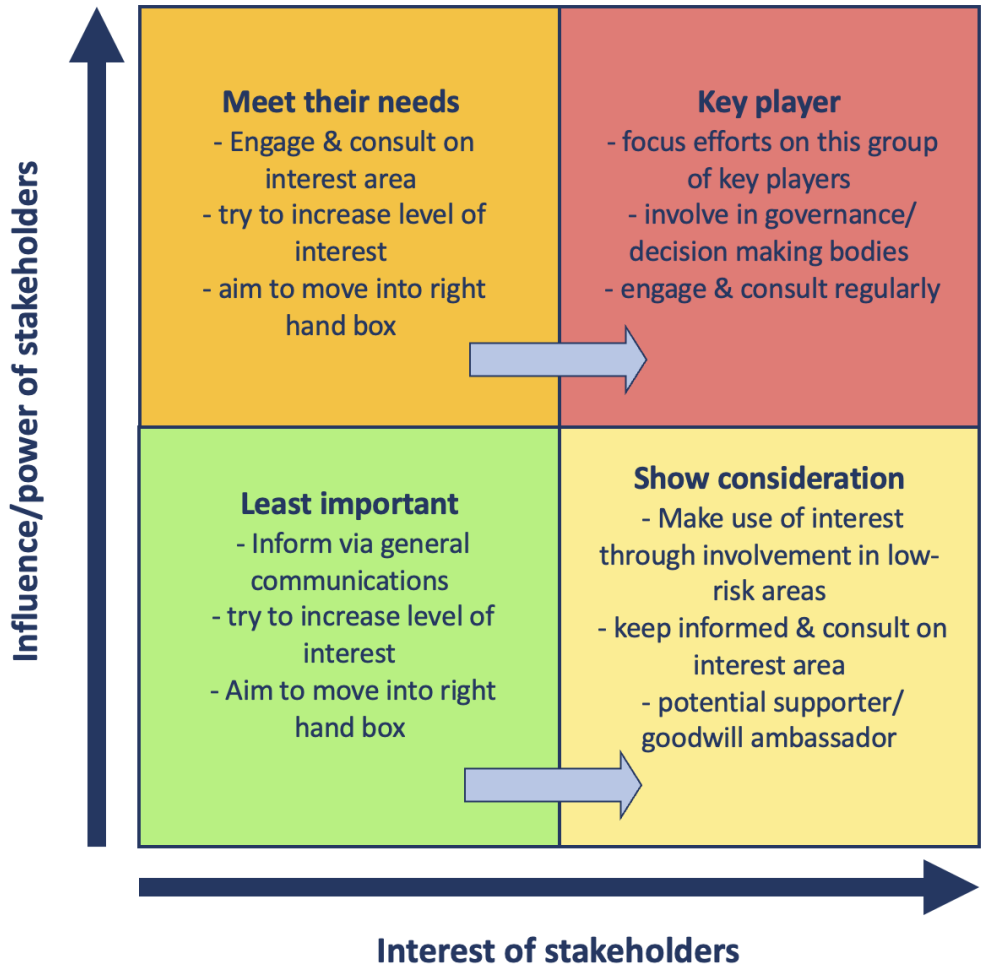
supply chain analysis work completed in WP2 to identify key stakeholders and to establish linkages between all stakeholders, organising communications, disseminating knowledge and information to facilitate synergies. In order to ensure CATALYSE's effective communication and dissemination activities, it is important to consider the level of influence that stakeholders have, and to focus attention on reaching those stakeholders that are most likely to help CATALYSE achieve its objectives. Applying the Concept of Influence can help to identify key stakeholders and thus inform the communication / dissemination plan. This concept developed by Bryson is expressed as follows:

Power is the ability to achieve objectives (how much they can),
Interest is the stakeholder's willingness (how much they care),
Influence = Power x Interest.

Figure 1 Stakeholder influence.



Bryson, J. (1995) Strategic Planning for Public and Non-profit Organizations (rev. edn), San Francisco, CA: Jossey- Bass. Latest edition Strategic Planning for Public and Non-profit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement (Bryson on Strategic Planning).

2.2.2 Stakeholder involvement

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The communication and dissemination plan is structured to reflect the different roles that various stakeholders will play in the project. These stakeholders are grouped into three broad categories: (a) Enablers; (b) Leaders; and (c) Multipliers. As stated above the CATALYSE project will promote the creation of a more resilient, sustainable, and equitable community, both online and in practice, to meet the needs of all stakeholders, from "farm2fork", with the common goal to ensure food safety. Table 5 provides an overview of the stakeholders with specific tasks in the communication and dissemination plan that aims to address and engage them.

Enablers

CATALYSE provides policy recommendations on a variety of topics of relevance, containing information that helps to achieve better informed decision-making processes, social engagement, governance, and innovation, fully supported by science and presented in a tangible format for policymakers to digest (WP8). Policymakers at local, regional, National, European and global level are thus crucial to the CATALYSE project. Policymakers, along with implementation bodies (regulators and local/regional energy agencies) will be targeted throughout WP8 activities as well as stakeholder engagement and trainings (WP2, WP3, WP4, WP6). Policy makers will be key to informing and dissolving the current barriers, culminating with final project outputs including the policy recommendations (WP8). Additionally, EU institutions will be informed of the project findings and key policy recommendations (WP8).

Leaders

Leaders largely involve the end-users or market stakeholders including private sector stakeholders, service companies, auditors, technology providers, SMEs and financial institutions that will directly benefit from decreased barriers allowing for the greater uptake of innovative measures by SMEs to build transparency in the food supply chain. These stakeholders will be actively engaged through WP8 activities as well as stakeholder engagement and trainings (WP2, WP3, WP4, WP6, WP7) that will lead to the increased awareness of the potential of the developed innovative solutions and capacities of these target groups and the development of training material that will endure beyond the project duration.

Multipliers

Multipliers serve for the broader communication and dissemination of the project results. Research institutes and environmental agencies will support the dissemination of results to the academic / scientific community. Networks are also crucial to communicating results, specifically with regards to the networks of non-profit organisations as EFFoST and ILSI Europe, through which CATALYSE is actively involved. Other Horizon Europe projects also act as a key multiplier of the project activities and results, leveraging their respective networks. Finally, media relations will help the project's findings reach the general public and build a dialogue and awareness on the importance of food safety in general and the need to accelerate and make more efficient of the uptake of knowledge and innovative solutions that promote food safety by the food system actors.

Table 5: Stakeholder involvement

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		T8.1 Communication and dissemination strategy and action plan and materials	T8.2 Effective communication and dissemination	T8.3 Coordination of collaboration with other projects	T8.4 Strengthening of synergies of Europe-wide Food Safety infrastructures	T8.5 Recommendations for policymakers
ENABLERS	Policymakers (loc/reg/EU)	√	√			√
	EU institutions		√	√	√	√
	Regulators	√	√			√
	Local / regional Food Agencies	√	√	√	√	√
LEADERS	Industry Associations	√	√	√	√	√
	Private sector stakeholders	√	√	√	√	√
	Service companies	√	√	√	√	√
	Auditors	√	√	√	√	√
	Technology providers	√	√	√	√	√
	SMEs	√	√	√	√	√
	Financial institutions	√	√	√	√	√
MULTIPLIERS	Research institutions	√	√	√	√	√
	Social welfare agencies	√	√	√		√
	Environmental agencies	√	√	√		√
	EFFoST / ILSI networks	√	√	√	√	√
	Other H2020.HE projects	√	√	√	√	
	Media	√	√	√		
	General public	√	√	√		√

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2.2.3 Key results

In table 6, the main outcomes of CATALYSE are presented aligned with the specific objectives of the project. The main outcomes are the results that are key for the project to achieve impact and,thus to bring to the attention of relevant stakeholders.

Table 6: CATALYSE specific objectives and related main outcomes.

Specific objective	Outcome/result
SO1: To create a network of relevant stake-holders across the European Food system, from producers to regulators and consumers, and develop a sustainable business model to ensure its legacy (WP1, all WPs).	**R1:** extended network of stakeholders, **R2:** Sustainability Plan for tools and the CATALYSE network.
SO2: To engage with the food system actors to identify practical barriers to innovation and needs of end-users, to design a network that effectively translates research and innovation into practice (WP2/WP4).	**R3:** 300 semi-structured interviews performed, **R4:** Two meetings with on average 30 stakeholders each.
SO3: To develop an efficient system to collect, select and make available information about innovation in food safety to all end-users in a segmented and intelligent manner (WP3). To collect and select practice-oriented know-ledge and innovative solutions from existing databases, “innovator” stakeholders and educators, and disseminate them to practitioners.	**R5:** Resource collection (i.e., journal articles, patents, protocols, guidelines, grey literature, etc.) from at least: (i) 15 topics of interest proposed by stakeholders and approved by the Consortium (i.e., new rapid methods for pathogenic microorganisms detection, food fraud, packaging innovations, digital solutions and IoT, process validation & verification), (ii) at least 200 innovative projects from at least 20 different information sources will be evaluated for inclusion into the database; data and meta-data of these will be collected and stored as defined in WP3. **R6:** At least 3 publications demonstrating the process workflow of building and maintaining the database.
SO4: To implement a Europe-wide Community of practice (CoP) with thematic Chapters to promote knowledge transfer and uptake of food safety knowledge and innovation (WP4, WP5). This will involve a physical and a digital forum to platform to disseminate relevant knowledge about new solutions in food safety and information (WP3), educational materials (WP6), and relevant events.	**R7:** A Europe-wide CoP to support the food system actors in the uptake of food safety knowledge and innovation, which will remain active after the project end, **R8:** CoP with at least 500 organisations, 1,000 individual members and 5,000 followers, **R9:** At least 6 Chapters for specialty topics/technologies established.
SO5: To develop and share training materials and organise educational programs for all players in the food supply chain (WP6).	**R10:** Evaluation of relevance and quality of: 100 clips, videos, webinars from at least 10 organisations; 10 online food safety education

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Develop long-lasting educational materials about critical issues in food safety management and provide them to the wider community of practitioners and students, continuously integrating new practice-oriented knowledge and emerging innovative solutions.	material packages (MOOCs or other open access training); 100 pieces of education materials found by snowballing and internet searches, **R11:** At least 6 newly developed webinars recorded and at least 10 pieces of newly developed educational material produced (tutorials, PowerPoints, workshop design packages, and/or digital assignments), **R12:** Newly developed material tested by at least 10 individuals from 5 different countries and from 5 different organisations; #4 Parts of the new materials taken up by at least 3 European food safety educational courses.
SO6: To provide support to new businesses and SMEs to facilitate food safety innovation uptake (WP7). Provide business support (with focus on start-ups and SMEs offering innovative solutions) and deliver promotional events to facilitate greater adoption by practitioners, ensuring food safety of the identified solutions.	**R13:** Organisation of 4 workshops at regional level in Europe to map needs of food business end-users and of SMEs that offer innovative food safety solutions, **R14:** Organisation of 2 international workshops to give innovative solution providers the opportunity to pitch for interested end-users; 4 webinars (matchmaking events), **R15:** Exploitation plan including business model identification, business plan for commercial solutions. At least 10 matchmakings between innovation providers and end-users.
SO7: To develop a digital portal for the network (WP8) and provide its users open access to the most up-to-date knowledge and innovations in food safety. It will function as a one stop portal for food safety, linking to other WPs and other initiatives and projects, maximising end users and practitioners' awareness, knowledge and compliance.	**R16:** An active digital portal to support the food system actors giving access to the database developed in WP3, the CoP developed in WP4/5, and the education materials developed in WP6, **R17:** At least 10,000 unique portal visitors, 1,000 video views; 500 downloads; 200 different online conversations, **R18:** At least 8 Newsletters providing updates on CATALYSE, and relevant topical information/ documents/ data on food safety.

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2.2.4 Key messages

The overarching goal of CATALYSE is to foster continuous innovations in the European food system and promote their use by end-users. To achieve this, CATALYSE has outlined the following specific objectives: (i) To create a network of relevant stakeholders across the European Food system, from producers to regulators and consumers, and develop a sustainable business model to ensure its legacy (WP1, all WPs), (ii) To engage with the food system actors to identify practical barriers to innovation and needs of end-users, to design a network that effectively translates research and innovation into practice (WP2/WP4), (iii) To develop an efficient system to collect, select and make available information about innovation in food safety to all end-users in a segmented and intelligent manner (WP3). To collect and select practice-oriented knowledge and innovative solutions from existing databases, "innovator" stakeholders and educators, and disseminate them to practitioners, (iv) To implement a Europe-wide Community of practice (CoP) with thematic Chapters to promote knowledge transfer and uptake of food safety knowledge and innovation (WP4, WP5), (v) To develop and share training materials and organize educational programs for all players in the food supply chain (WP6). Develop long-lasting educational materials about critical issues in food safety management and provide them to the wider community of practitioners and students, continuously integrating new practice-oriented knowledge and emerging innovative solutions, (vi) To provide support to new businesses and SMEs to facilitate food safety innovation uptake (WP7). Provide business support (with focus on start-ups and SMEs offering innovative solutions) and deliver promotional events to facilitate greater adoption by practitioners, ensuring food safety of the identified solutions, (vii)To develop a digital portal for the network (WP8) and provide its users open access to the most up-to-date knowledge and innovations in food safety. It will function as a one stop portal for food safety, linking to other WPs and other initiatives and projects, maximizing end users and practitioners' awareness, knowledge and compliance.

The CATALYSE project will create a network of food safety actors with the aim to support adoption of knowledge and innovative solutions along the value chain. The network will foster collaboration and food safety knowledge sharing in a model that COLLECTS and then TRANSLATES knowledge and practices across our community through active EDUCATION and FACILITATION. The project aims to bridge the gap between end users, innovators, practitioners, trainers, and regulators by facilitating communication among these parties while matching practical needs with innovative solutions. During network activities we will set priorities for future work, provide food safety education and training, and support food business start-ups and SMEs. Data on inventions and practices related to food safety will be made available on an open access platform to support broad communication. Education and facilitation will be cornerstone activities to support innovation and change management to ensure the successful implementation of newly designed solutions and adoption by member states food safety authorities. CATALYSE will establish a community of practice to connect stakeholders from the complete value chain and promote cross-fertilization of ideas to create a more resilient, sustainable, and equitable community.

Continuous advances in the industrial processes and control measures, pose new challenges in sharing knowledge on innovations among all food system actors. Research in recent years has driven immense advances, but barriers exist that can impede

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knowledge sharing among food system actors, hindering innovation in food safety. Overcoming these barriers requires a concerted and interdisciplinary effort involving industry, regulators and researchers to discuss and identify food safety priorities and how these can be translated into applying innovative solutions. CATALYSE will address these key challenges and will create tools to enable new knowledge and innovative solutions generated by the scientific and entrepreneurial community to be disseminated, applied and fully exploited by the food system. CATALYSE will also create effective channels to connect knowledge and innovation ecosystems in food safety, linking all stakeholders.

The overarching goal of CATALYSE is to foster continuous innovations in the European food system and promote their use by end-users. To achieve this, CATALYSE has outlined the following specific objectives:

- To create a network of relevant stakeholders across the European Food system, from producers to regulators and consumers, and develop a sustainable business model to ensure its legacy,
- To engage with the food system actors to identify practical barriers to innovation and needs of end-users, to design a network that effectively translates research and innovation into practice,
- To develop an efficient system to collect, select and make available information about innovation in food safety to all end-users in a segmented and intelligent manner. To collect and select practice-oriented knowledge and innovative solutions from existing databases, “innovator” stakeholders and educators, and disseminate them to practitioners,
- To implement a Europe-wide Community of practice (CoP) with thematic Chapters to promote knowledge transfer and uptake of food safety knowledge and innovation. This will involve a physical and a digital forum to platform to disseminate relevant knowledge about new solutions in food safety and information, educational materials (WP6), and relevant events,
- To develop and share training materials and organise educational programs for all players in the food supply chain. Develop long-lasting educational materials about critical issues in food safety management and provide them to the wider community of practitioners and students, continuously integrating new practice-oriented knowledge and emerging innovative solutions,
- To provide support to new businesses and SMEs to facilitate food safety innovation uptake. Provide business support (with focus on start-ups and SMEs offering innovative solutions) and deliver promotional events to facilitate greater adoption by practitioners, ensuring food safety of the identified solutions,

To develop a digital portal for the network and provide its users open access to the most up-to-date knowledge and innovations in food safety. It will function as a one stop portal for food safety, linking to other WPs and other initiatives and projects, maximising end users and practitioners’ awareness, knowledge and compliance.

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2.3 PROJECT BRANDING

2.3.1 Visual identity

A project brand comprises its different partners, the theme of the project, and the overall culture that the Horizon Europe consortium is communicating. For CATALYSE, this message is catalysing scientific innovation into food safety action. The visual identity of the project will differentiate CATALYSE from other R&I projects focussed on improving food safety, while making it memorable. It comprises the logo, icon, and slogan. The logo will be the visual messenger of the project and will be reflected in all the communication materials.

To prepare the branding of CATALYSE, several proposals were developed by the EFFoST team and shown to the partners at the kick-off meeting on 31 January, 2024 in Cremona, Italy. Partners could choose from three logos that were presented. Finally, one of the logos received the highest number of votes, but there were some requests for improvements. This led to an adaptation to this logo, which was done in close collaboration with the coordinators of the consortium. The final logo is shown below in Figure 2.

Figure 2: CATALYSE logo

The half-plate refers to food, and the letter “C” to CATALYSE. The magnifying glass refers to research, and the four dots represent the four pillars of the project as well as the process of catalysis. Additionally, they can be interpreted as microbes under the magnifying glass underscoring the focus on food safety within the project’s scope. The logo formed the foundation for the visual identity of CATALYSE. All details of the visual identity can be found in the ‘CATALYSE project branding guidelines’.
The font of CATALYSE for headlines, titles, quotes, etc. to be used on the website and in printed materials is INTRO COND and INTRO LIGHT (only UPPERCASE).
The font to be used in CATALYSE word documents and PowerPoint presentations is Calibri.
The brand colours are the following:
Dark blue: 100-89-5-0 (CMYK); 33-65-148 (RGB); #214194,
Orange: 2-43-100-0 (CMYK); 243-159-30 (RGB); #f39f1e,
Pink: 30-93-0-0 (CMYK); 180-53-148 (RGB); #b43594,
Green: 81-37-36-5 (CMYK); 47-127-145 (RGB); #2f7f91

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The slogan (also known as the tagline) is an actionable statement representing the goal of the project:

Catalysing scientific innovation into food safety action.

A secondary logo was created allowing both the logo and icon, as well as the tagline, which is used on the project templates and reports:

Figure 3: CATALYSE logo with tagline

Additionally, logos were designed in one colour with the guideline to use the blue one when possible, on white/light background; otherwise use the black logo.

Figure 4: CATALYSE logo in one colour

2.4 EXTERNAL COMMUNICATION

2.4.1 Website

The CATALYSE project website will form a core component of both internal and external communication. An attractive website design will be an integral part of the professional presentation of CATALYSE. The website will outline the core objectives of the project and provide updates on activities and successes, as well as up-to-date information about the project for the general public. The website will be the platform for communicating the CATALYSE results, featuring links to the partner websites, project updates, news articles, events, social media widgets and contact information. Multimedia content will include video and animations, which will also be published on open platforms such as YouTube.

The project website will be the primary interface i) to facilitate interactions between partners and stakeholders in the CATALYSE CoP (WP4), ii) to find information in the area of food safety in the CATALYSE database (WP3), and iii) to access already available and

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new developed education materials (WP6). Once these functionalities are active, the website will facilitate interaction with the database (WP3) and the CoP (WP4), and include a download area with all promotional material, public deliverables and a calendar with relevant events, and links to open data and publications.

Delivered in M6, the CATALYSE website is hosted at www.thecatalyseproject.eu and contains the following menu and features that are subject to change/adaptation as the project progresses and upon suggestion by the partners and EFFoST.

0. HOMEPAGE
    a. Project logo / image / tagline + call to action 'Discover the project',
    b. Sliding menu providing opportunity to highlight specific deliverables, reports, tools or events,
1. WHAT WE DO
    a. The project,
    b. Objectives,
    c. Methodology,
    d. Target groups,
    e. Stakeholder Board,
2. CONSORTIUM
    a. Project partners,
    b. Associated partners,
    c. Scientific Advisory Board,
3. NEWSROOM
    a. News,
    b. Events,
4. RESOURCES
    a. Scientific publications,
    b. Newsletters,
    c. Press releases,
5. Contact us
6. Join our community

The webpage will feature data from the project and information about the scientific coordinators. Additionally, users will have easy options to sign up as members of the Community of Practice and to subscribe to the four-monthly newsletter. Direct links to social media platforms (Twitter, LinkedIn, YouTube) will be provided.

The website is GDPR-compliant, and all visitors will be able to read the privacy policy. The website's design structure was presented to the partners in June 2024 and is continuously updated throughout the project's duration. EFFoST is exploring the option of adopting Matomo as a tracking platform for website analytics.

2.4.2 Newsletters

Four-monthly (digital) newsletters will bring together the most notable news from the project and its partners. Short interviews with members of the consortium will be

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included to not only show the human side of the project, but to allow consortium members to plainly describe the project results and progress and to present the project in a broader context. The design will seek an optimal balance between informative and concise. Newsletters and the subscription option will be provided on the project website as well as shared on different social media campaigns. Contributions to the CATALYSE newsletter will be open to all project partners. Newsletter objectives:

1. Inform project partners and stakeholders of project news and updates,
2. Provide information about relevant external events and resources,
3. Disseminate key messages from Work Package Leaders,
4. Ensure project partners and key stakeholders are updated on key policy developments at EU level.

The design and structure of the newsletter will be in-line with the CATALYSE visual identity. The proposed structure of each newsletter is:

- News from CATALYSE and its partners,
- Events where CATALYSE was presented,
- Relevant multimedia,
- Resources for further reading (scientific articles, policy reports),
- News from other initiatives,
- Educational material,
- Upcoming events where CATALYSE will be present.

2.4.3 Communication materials

CATALYSE communication materials including a project roll-up banner, leaflet, info-graphic, and posters for branding the project at internal and external events were delivered by M6 with the support and approval of the coordinator. For communicating CATALYSE via digital channels, various banners and e-signatures have been and will be developed. The CATALYSE leaflet will be circulated to all partners for dissemination and promotion purposes at external conferences, meetings or seminars and it will be available to download from the website. EFFoST will provide all project partners with an external communication kit to support and ensure all organisations have the relevant content and resources needed to promote the project via their organisations' respective communication channels (website, newsletter, social media, etc.). An example of these materials can be found in the Appendix section.

2.4.4 Media relations

Articles will be submitted to national and international magazines and newspapers for the general public. Press releases will be crafted in a manner that appeals to journalists, linking the CATALYSE outcomes with relevant media narratives. They will be focused on significant developments or events. Each partner will be encouraged to promote the press releases in their networks. Project partners will also be invited to be available for interviews. Media coverage of special events will be sought, e.g. national and international media will be invited.

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2.4.5 Social media

CATALYSE will be present on Twitter, LinkedIn and YouTube platforms. A social media strategy will outline how each channel can be optimised for maximum impact. Target audience demographics will be included, with tailored approaches for engaging each of them. All partners will use their existing social media platforms to further drive traffic to the CATALYSE accounts and website. Analytical data from the social media platforms will be collected and reviewed, providing insights into e.g. the best-performing types of posts.

LinkedIn account: CATALYSE Project EU

X (Twitter) account: CATALYSE Project EU (@CatalyseEU) / X

2.4.6 Events, conferences, and capacity building

In the first year of the project, WP2 will engage and interact with stakeholders to i) understanding needs, priorities and barriers & levers in terms of food safety innovative applications, knowledge exchange and education and training, in order to set a solid starting basis for WP3, 4, 5 and 6; and ii) recruit them to the community of practice (WP4). An Engagement Strategy and Plan following the existing 5 Ws (what, when, where, why, who) plus an H (how) model will be developed and implemented, and will thus indicate (i) which networks, organisations and people to involve, (ii) which possible events to meet the identified stakeholders, and (iii) the timing of the forthcoming activities. Regarding the H (how), partners will be inspired by best engagement practices recommended by the main authorities in the field (see EFSA Engagement Toolkit Methods, tips and best practices to design effective participatory processes).
The active engagement and exchange with stakeholders will happen through a variety of tools and methodologies, such as interviews, surveys, workshops, one-to-one meetings. The aim is to organise these interactions as much as possible at the existing meetings of trade associations that bring together key end users in a food sector and serve as an entry point to engage multiple end users in their own trusted network. For policy makers and health authorities' events such as the UK government lead established advisory committees (ACMSF) or Italian national food safety committee (CNSA) will be targeted. In collaboration with Task 8.2, two physical CATALYSE events will be organised, in parallel of existing events such as IAFP, to optimise participants engagement and attendance. Interaction with the stakeholders will continue via WP4/5 with participation in CoP and/or WP8 with communication & dissemination. The results of all stakeholder interactions will be represented in D2.2 (M12).
Dissemination events will be organised and participated in to increase outreach and awareness of the CATALYSE project results to a wider audience (including policymakers, researchers, developers, operators, end users and the public) and to facilitate contact between innovative solution providers and end-users. To ensure uptake of CATALYSE results at regional, national and international level, the project will i) organise at least 4 online webinars (WP4, UCP), ii) deliver at least 6 presentations at events organised by parties from outside (e.g., IAFP,F4F, EIT Food) and inside the consortium (e.g., FF, ILSI, EFF) (all project partners), and iii) facilitate the presentation of selected solutions by innovative SMEs at selected events and conferences (WP7, FIAB).

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Using the EC communication channels CATALYSE will ensure the greater dissemination of news and findings through a multiplier effect (e.g. LinkedIn and Twitter accounts, the partners newsletters; Horizon2020 and HorizonEurope websites; News articles; Press releases; FUTURIUM platform; Cordis success stories). Synergies with relevant EU-funded projects will be sought to maximise the impact of the research and visibility of the outputs developed.
The resulting innovative knowledge from this project will feed into the EIP-AGRI (The agricultural European Innovation Partnership) website for broad dissemination to practitioners. End-user material will be produced in the form of several summaries for practitioners in the EIP common format ("practice abstracts"). The project details will also be submitted to the platform with the first submission of practice abstracts.

2.4.7 Common dissemination and collaboration with related EU-Projects and initiatives

Extra effort will be put to publish the work of the consortium via the media, publications, conference presentations and workshops, as well as through the Commission and industry bodies. Dissemination of scientific findings will be an important part of the project. Publications and presentations target relevant journals with high-impact factors and conferences.
Collaborations will be established between CATALYSE and other EU-funded projects that could benefit from the outcomes of the CATALYSE and vice versa. In doing so, the consortium aims to (i) maximise impact by exploiting project outputs in multiple ways and (ii) to leverage synergies between EU-funded projects to mutually benefit from each other (e.g. by building on lessons learned). In line, WP8 defines activities to achieve the following sub-objectives: (i) Identify needs for collaboration based on challenges that CATALYSE beneficiaries encounter, (ii) Identify (interim) project results that can be exploited by other EU-funded projects, (iii) Develop a long-list of potentially suitable EU-funded projects, and (iv) Match suitable EU-funded projects with CATALYSE beneficiaries.
The following projects were selected in a first step that could potentially be of interest to collaborate with: DISH cluster, SafeConsume, FoodSafeR, TRANSIT ITN, HoliFood, FACE Network, Hygien4Food, TOXOSOURCES, TITAN, TrustyFood, MicroORC, GiantLeaps, SecureFood, NovaFoodies, InnoSol4Med, NuHCas, FoodPaths, FoSSNet, Food2030.

3 CONCLUSIONS

This document describes the Communication and Dissemination Strategy Action Plan (CDASP) to be adopted by the CATALYSE project, whose main objective is to ensure that project activities, resources and results are communicated to the relevant stakeholders in a clear, consistent, and effective manner.
To outline the aim and strategy of the CATALYSE project, the Communication and Dissemination Plan (D8.1) identifies the key objectives for communicating and disseminating the CATALYSE project and the means through which stakeholders will be targeted and engaged in maximising opportunities for the exploitation of project results at national and European level.

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This document will serve as a reference for project partners when conducting CATALYSE communication and dissemination activities. The results of the communication and dissemination activities will be described in the final Communication and Dissemination report (D8.4) due for M36. Deliverable D8.4 will include an impact report as an annex to track and measure the impact of specific communication metrics or key performance indicators (KPIs).

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APPENDIX I CATALYSE LEAFLET

Page 4 **Page 1**

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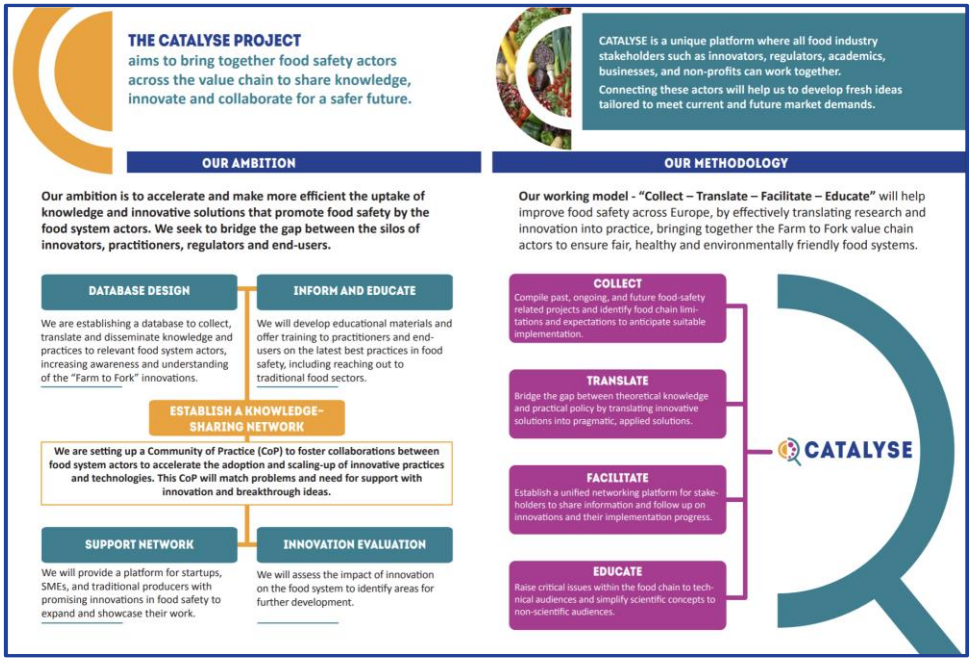

APPENDIX 2 CATALYSE ROLLUP BANNER

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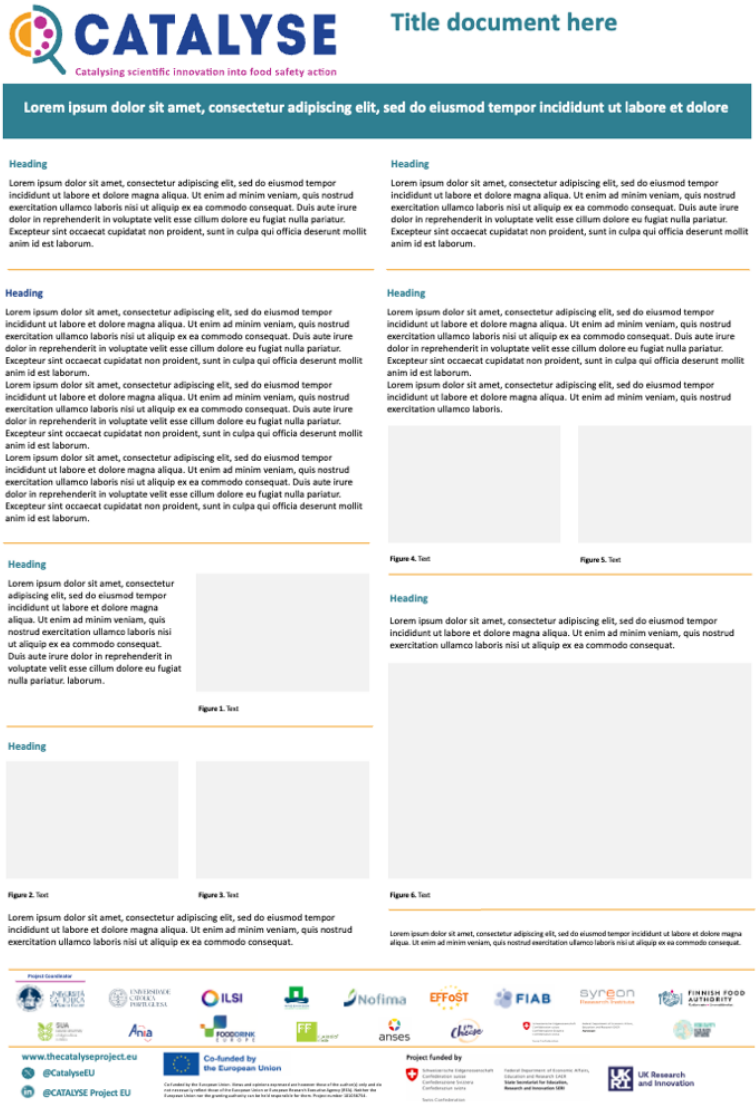
APPENDIX 3 POWERPOINT TEMPLATE

APPENDIX 4 POSTER



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