



DELIVERABLE 6.1

Communication and Dissemination Strategy

HDHL Food4Health



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Table 1: Document Revision History

Date	Version	Author/Contributor/ Reviewer	Summary of main changes
28/04/2025	-	Katarzyna Janiszewska (EFAD)	First draft of KPIs (ANNEX of C&D Strategy)
21/05/2025	-	Bernadette Conrads, Juliane Gleitze (ZON), Polina Sokolkina (EPHA), Lies Messely (EV-ILVO), Sinisa Borota (IRI)	Partners' review and amendments to the KPIs (ANNEX of C&D Strategy)
21/05/2025	0.1	Katarzyna Janiszewska (EFAD)	First draft of C&D Strategy by EFAD
01/06/2025	0.2	Bernadette Conrads, Juliane Gleitze (ZON)	Second draft after review by ZON
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24/06/2025	0.4	Katarzyna Janiszewska (EFAD)	Final draft completed by EFAD
25/06/2025	0.5	Bernadette Conrads, Juliane Gleitze (ZON)	Final draft review by ZON
30/06/2025	1.0	Katarzyna Janiszewska (EFAD)	Final version incorporating last contributions and branding; version for submission

Table 2: Project Partners

Participant No. and Acronym	Participant organisation name	Country
1 ZON (Coordinator)	Zorgonderzoek Nederland	Netherlands
2 EV-ILVO	Eigen vermogen van het Instituut voor Landbouw- en Visserijonderzoek	Belgium
3 INRAE	Institut National de la Recherche Agronomique et de l'Environnement	France
4 IBA	Institutul Național de Cercetare-dezvoltare pentru Bioresurse Alimentare	Romania
5 KTU	Kauno Technologijos Universitetas	Lithuania
6 IZM	Izglītības un Zinatnes Ministrija	Latvia
7 MASAF	Ministero dell'Agricoltura, della Sovranità Alimentare e delle Foreste	Italy
8 EPHA	European Public Health Alliance	Belgium
9 ILSI	International Life Sciences Institute	Belgium
10 EFAD	The European Federation of the Associations of Dietitians	Netherlands
11 IRI	Institut Za Razvoj I Inovacije	Serbia

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Executive Summary

The Communication and Dissemination (C&D) Strategy for HDHL Food4Health (HDHL F4H) sets out a comprehensive and coordinated approach to engage stakeholders, raise awareness, and maximise the uptake and impact of the project's results. Grounded in the overarching vision of Healthy Diet, Healthy Life (HDHL) – “Healthy diet, healthy life, and a healthy planet for all” – the Strategy is designed to support the strategic objectives of HDHL F4H: aligning transnational research and policy priorities, facilitating knowledge mobilisation, and fostering collaboration across the food, nutrition, health, and environmental sectors.

This C&D Strategy builds on the experience of HDHL and leverages best practices from aligned EU-funded initiatives, including FOODPathS and CLEVERFOOD, as well as the HDHL Strategic Action Plan. It outlines tailored communication and dissemination pathways that will ensure relevance and resonance across a diverse range of audiences, including policymakers, researchers, healthcare professionals, civil society, educators, and the general public.

The plan identifies key messages and tools to promote the project's outputs and facilitate engagement throughout the 48-month duration. Activities include maintaining a dynamic online presence through the project website and social media channels, producing branded materials, hosting webinars, publishing scientific outputs and policy briefs, and increasing visibility by participating in high-impact conferences and stakeholder events. The communication approach is participatory and inclusive, aiming to create “communities of support” around HDHL F4H goals.

A detailed set of Key Performance Indicators (KPIs) will guide the implementation and evaluation of the C&D Strategy, enabling ongoing refinement based on evidence, user feedback, and evolving stakeholder needs. The Strategy also integrates exploitation and sustainability considerations, ensuring that results are used, scaled, and embedded in practice and policy beyond the project lifecycle.

By delivering clear, coherent, and targeted communication, HDHL F4H will not only support the successful implementation of its Coordination and Support Action (CSA) but also contribute meaningfully to the transformation toward healthy and sustainable food systems across Europe.

1. Introduction

This Communication and Dissemination (C&D) Strategy sets out how HDHL Food4Health (HDHL F4H) will communicate its goals, activities, and results to key stakeholders across Europe. As a Horizon Europe Coordination and Support Action, HDHL F4H aims to align European, national and regional research agendas in the fields of nutrition, health, and sustainable food systems.

The Strategy ensures that the project's outputs are visible, accessible, and actionable—supporting policy development, research coordination, professional training, and public engagement. It defines the project's target group, key messages, channels, tools, and indicators of success.

1.1 Purpose of the Strategy

The purpose of this Strategy is to ensure that the activities and outputs of HDHL F4H reach the appropriate audiences in a timely and effective manner. By doing so, the strategy supports the project's overall ambition to facilitate research alignment, inform decision-making, and encourage the uptake of scientific results in practice and policy. The Strategy also defines clear performance indicators and tools to measure the reach and effectiveness of these activities throughout the project's lifetime.

1.2 Methodological Approach

The C&D Strategy is grounded in a participatory and adaptive approach. It draws on proven methodologies from previous initiatives and incorporates inputs from consortium members and external stakeholders. The strategy begins with an analysis of target audiences and their needs, followed by the definition of key messages, tools, and channels tailored to each group. It includes a timeline for implementation, monitoring mechanisms, and feedback loops that allow the strategy to evolve in response to results, context changes, and stakeholder feedback.

2. Strategic Objectives

The Communication and Dissemination (C&D) activities of HDHL F4H are designed to enable visibility, engagement, and impact of the project's work across Europe. They are structured around three interlinked pillars—communication, dissemination, and exploitation—each serving a distinct but complementary purpose in supporting the project's mission to align food, health, and environmental research for healthier diets, healthier lives, and a healthier planet.

2.1 Overarching Narrative

HDHL F4H is a strategic initiative that supports the coordination and alignment of research and innovation (R&I) efforts across the domains of nutrition, health, and food systems in Europe. The project contributes to addressing key societal challenges—such as non-communicable diseases, unsustainable diets, and fragmented funding—by facilitating collaboration among research funders, policymakers, scientists, professionals, and civil society.

At its core, HDHL F4H promotes more effective, transdisciplinary, and inclusive approaches to research governance and agenda-setting. The project supports Member States and stakeholders in shaping aligned national and regional strategies that are informed by scientific evidence, grounded in stakeholder engagement, and oriented toward healthier people and a healthier planet.

This overarching narrative serves as the foundation for all communication and dissemination activities. It will be tailored to fit different audiences and channels, ensuring that all messaging consistently reflects the project's values of cooperation, knowledge mobilisation, transparency, and impact.

2.2 Communication Objectives

Communication activities promote the action itself and its results. Focus on raising awareness, building engagement, and stimulating dialogue among diverse stakeholders throughout the project lifecycle. The objectives are to:

- Establish a strong project identity and presence across digital and physical communication channels.
- Promote understanding of HDHL F4H's mission and actions to general and specialised audiences.
- Encourage active engagement through interactive formats such as webinars, social media dialogues, and community updates.
- Support stakeholder relationships and partnerships by highlighting common goals and mutual benefits.
- Create a narrative that links science to society, especially in addressing non-communicable diseases, sustainability, and food systems transformation.

Communication tools will include social media, newsletters, infographics, press releases, interviews, and digital storytelling formats.

2.3 Dissemination Objectives

Dissemination activities are directed at sharing the project's outputs and results with target users in a structured and accessible way, encouraging uptake and integration into practice, policy, and further research. The objectives are to:

- Deliver timely and relevant project findings to research, policy, professional, and civil society stakeholders.
- Ensure open access to project outputs, in line with FAIR (Findable, Accessible, Interoperable, Reusable) principles and the HDHL knowledge mobilisation agenda.
- Facilitate evidence-based decision-making by delivering research summaries, policy briefs, and training materials in user-adapted formats.
- Contribute to Horizon Europe's goal of improved R&I alignment and reduced duplication across Member States by sharing insights with other EU-funded initiatives and platforms.

Dissemination outputs will include reports, factsheets, peer-reviewed publications, conference presentations, and policy-oriented briefings.

2.4 Exploitation Objectives

While exploitation is not the primary focus of a CSA, the HDHL F4H project includes a proactive approach to facilitating the use and sustainability of its results beyond the lifetime of the project. These objectives are to:

- Translate project findings into actionable tools, recommendations, and frameworks for policymakers, funders, and practitioners.
- Support long-term uptake of project knowledge, including through alignment with the Early Career Network, and other HDHL implementation mechanisms.
- Encourage integration of project results into European, national and regional agendas, particularly through structured stakeholder engagement and training activities.
- Leverage synergies with other projects (e.g. FOODPathS, CLEVERFOOD) and HE Partnerships (e.g. FutureFoodS, ERA4Health) to ensure continuity, complementarity, and scalability of outcomes.

Exploitation-focused activities will include the development of policy briefs, synthesis tools, education modules, and structured collaborations with key EU networks and partnerships.

3. Target Audiences

Effective communication and dissemination in HDHL F4H depend on understanding the diverse stakeholder ecosystem the project seeks to inform, engage, and influence. This chapter defines the stakeholder groups, analyses their expectations and needs, and prioritises engagement efforts based on the relevance of each group to the project's objectives and outcomes.

The identification of target audiences draws on lessons learned from previous CSAs (e.g. FOODPathS, CLEVERFOOD), HDHL's stakeholder networks, and the strategic focus on bridging the food, health, and environmental research sectors.

3.1 Stakeholder Groups

HDHL F4H's stakeholders are grouped based on their role in the R&I ecosystem, their capacity to influence policy or practice, and their position within the project's knowledge uptake pathways.

Table 3: Stakeholder Groups

Stakeholder Group	Examples
Policy and Regulatory Actors	EU institutions (EC, DG RTD, DG SANTE), national ministries, Standing Committee on Agricultural Research – Food Systems Strategic Working Group (SCAR FS SWG)
Research Funders and Programme Owners	National and regional funding bodies, HDHL members, ERA4Health and FutureFoodS stakeholders
Academic and Research Institutions	Universities, RPOs, nutrition and health researchers, Early Career Scientists
Health and Nutrition Professionals	EFAD members, dietitians, public health professionals, and healthcare educators
Civil Society and Consumer Organisations	NGOs, patient groups, advocacy networks, citizen associations
Agri-Food and Innovation Sector	SMEs, food industry representatives, EIT Food, start-ups, tech providers
Media and Multipliers	Journalists, science communicators, EU project platforms (Cordis, Zenodo, SFSN)
Other EU Projects and Partnerships	FOODPathS, CLEVERFOOD, other HE and FOOD 2030 actors

3.2 Audience Needs and Expectations

Each stakeholder group has distinct expectations regarding how, when, and why they engage with HDHL F4H outputs. Addressing these needs ensures relevance, uptake, and long-term impact.

Table 4: Audience Needs and Expectations

Audience	Key Needs	Communication Implications
Polymakers	Clear, evidence-based policy recommendations, briefs, and timing with policy cycles	Policy briefs, short memos, executive summaries, direct briefings
Funders and programme owners	Insights on alignment opportunities, transnational cooperation models, identification of research gaps and needs	Reports, webinars, stakeholder roundtables, research priorities/ expert workshops
Researchers and academics, Early Career Scientists	Access to funding calls, research findings, collaboration opportunities	Website updates, scientific papers, newsletters, ECN engagement
Healthcare professionals	Practical insights, training materials, updates on diet-health research, clear science to practice translation	Webinars, factsheets, EFAD materials
Industry and innovation actors	R&I alignment, access to emerging evidence, partnership opportunities	Events, thematic webinars, one-pagers
Media and multipliers	Timely updates, compelling stories, data visualisations	Press kits, social media campaigns, expert interviews
Other EU initiatives	Coordination, lessons learned, clustering opportunities	Joint events and activities, shared dissemination, cross-promotion
Civil society and consumers	Impact on public health, transparency, participatory opportunities	Plain-language summaries, infographics, co-creation events

3.3 Engagement Priorities and Mapping

To focus resources effectively, HDHL F4H has prioritised stakeholders based on their potential influence and relevance to the project's goals. The matrix below reflects the project's stakeholder engagement prioritisation logic:

Table 5: Engagement Priorities and Mapping

Priority Level	Stakeholder Types	Engagement Approach
High Priority	Policy actors, funders, researchers and research organisations, HDHL members, SCAR FS SWG, HE Partnerships	Regular updates, co-creation workshops, tailored communication tools
Medium Priority	Health professionals (including EFAD), Early Career Scientists, civil society, EU projects	Targeted dissemination, webinars, collaborative content
Supportive	Media, general public, multipliers, platforms (e.g. Cordis, Zenodo, FOOD2030 online, HDHL communication platforms), industry where applicable	Broad communication via social media, press releases, infographics

This prioritisation enables the C&D team to allocate effort where impact will be greatest while maintaining inclusivity and transparency.

4. Key Messages and Narrative Framework

Stakeholder engagement will be monitored and adjusted throughout the project lifecycle, ensuring responsiveness to evolving needs and opportunities. The stakeholder database and mapping will be maintained and updated by Work Package (WP) 6, in coordination with WP1, and in close collaboration with WP5 and other WPs.

Clear, consistent, and purpose-driven communication is essential for engaging stakeholders and ensuring that the HDHL F4H project's vision, outcomes, and impact are understood, easy to implement and accessible across diverse audiences. This chapter defines the overarching narrative and distils it into targeted messaging tailored for specific stakeholder groups.

All communications—whether a LinkedIn message, newsletter, policy brief, or presentation—should reinforce the value of HDHL F4H in transforming research coordination, aligning agendas, and supporting healthier, more sustainable food systems in Europe.

4.1 Tailored Messages by Stakeholder Group

HDHL F4H engages a wide range of stakeholders, each with different interests, levels of influence, and preferred communication styles (see Chapter 4). To ensure messages are relevant and compelling, this section provides tailored messaging for each major audience group based on their expected role in the project's ecosystem.

Table 6: Tailored Messages by Stakeholder Group

Stakeholder Group	Key Message Focus
Policymakers (EU, national, regional)	HDHL F4H supports evidence-based policymaking by identifying research priorities and providing structured input from the nutrition, health, and food system domains
Research Funders & Programme Owners	HDHL F4H offers tools, knowledge, and platforms to support coordination between national funding schemes. It facilitates collaboration, avoids duplication, and improves research impact.
Researchers and Academics	The project highlights emerging R&I priorities, funding opportunities, and strategic research directions. It supports community building and encourages transdisciplinary and transnational collaboration.
Early Career Scientists	HDHL F4H offers opportunities to contribute to European R&I alignment efforts, develop skills in science-policy dialogue, and participate in high-level stakeholder engagement activities.
Health Professionals & Dietitians	HDHL F4H provides scientifically grounded outputs that can be translated into education, practice, and training resources, helping professionals support behaviour change and public health goals.
Agri-food and Innovation Sector	HDHL F4H helps industry stakeholders stay informed on R&I priorities and engage in discussions about innovation for healthier and more sustainable food systems.
Civil Society and Consumers	The project promotes transparent, inclusive research agendas and brings citizen perspectives into the policy and research conversation. It encourages participation in co-creation and public dialogue activities.

Each of these messages will be further adapted by channel (e.g., website, social media, policy briefs, webinars) and adjusted for tone, length, and language depending on the communication context.

4.2 HDHL Brand DNA, Values and Voice

HDHL F4H is a subbrand of HDHL that reflects its objectives and alignment with the overarching HDHL identity.

4.2.1. HDHL Brand DNA¹

HDHL brand claim: **Where Evidence Becomes Action**

HDHL signature line: **For a Healthy Diet, a Healthy Life, and a Healthy Planet for all**

¹ Small changes may occur to this section after publishing this deliverable.

Where Evidence Becomes Action

We bring together evidence, people and purpose — so that knowledge becomes action and science becomes health. From questions to insights, from research to policy, we build the momentum for real-world change.

**For a Healthy Diet, a Healthy Life,
and a Healthy Planet for all.**

HDHL speaks with clarity, calm authority and long-term focus. It's a brand built for systems, not spectacle — delivering progress through alignment, not disruption. It is serious, composed, and deliberate — bringing people together not to perform, but to construct lasting frameworks for change.

HDHL belongs to an exclusive circle of experts, funders and institutions — yet everything it does serves public health, equity and collective wellbeing.

We connect research, people and purpose — turning knowledge into policy, science into systems, and evidence into impact for healthier lives.

We connect research, people and purpose — turning knowledge into policy, science into systems, and evidence into impact for healthier lives. This transformation happens through collaboration, alignment and trust — making research not just visible, but vital to improving public health.

HDHL brand mission: We address societal challenges at the intersection of food, nutrition and health, working in partnership to generate new evidence and foster knowledge mobilisation, enabling healthy and sustainable diets and lifestyles for all.

HDHL brand promise: We bring together evidence, people and purpose — so that knowledge becomes action and science becomes health. From questions to insights, from research to policy, we build the momentum for real-world change.

4.2.2. HDHL brand values

Curiosity

We are driven by a desire to understand what shapes health, food and life. We honour the scientific mindset: asking the right questions, seeking better answers, and exploring complexity with clarity and purpose. We see research not as a product, but as a process of exploration— an evolving dialogue with the unknown. Curiosity empowers us to uncover the root causes of dietary and health challenges and to imagine more sustainable, inclusive ways of improving wellbeing. It's how we unlock new ways to improve health through better understanding.

Connection

We make it possible for disciplines, countries and people to meet with trust. We build links that allow knowledge to circulate, ambitions to align, and health-focused impact to be shared — because no one solves systemic challenges alone. Connection is essential for transforming scattered efforts into coordinated action — across the full spectrum of food, nutrition and public health. It is through collaboration that science becomes policy, and

innovation becomes better outcomes for people and the planet. It's through connection that science gains reach – and health gains meaning.

Guidance

We lead with intention – offering direction where complexity meets ambition. Our role is not to control outcomes, but to shape frameworks that turn ideas into shared progress toward healthier societies. We provide the clarity, stability and trust that others need to act decisively in a rapidly evolving health and nutrition landscape. Guidance allows ambition to become impact – through alignment, structure and long-term thinking that improves lives across generations. Our direction ensures that knowledge flows toward measurable health outcomes – extending healthy years, reducing preventable disease, and protecting the well-being of future generations.

4.2.3. Brand Voice

The brand voice must reflect the alliance's authority while remaining inspiring, approachable, and forward-thinking. It should be professional yet friendly, balancing credibility with energy to engage universities, students, and regional stakeholders effectively.

HDHL speaks with clarity, calm authority and long-term focus. It's a brand built for systems, not spectacle – delivering progress through alignment, not disruption. It is serious, composed, and deliberate – bringing people together not to perform, but to construct lasting frameworks for change. HDHL belongs to an exclusive circle of experts, funders and institutions – yet everything it does serves public health, equity and collective well-being. Its character is guided by purpose, not popularity; by knowledge, not noise.

Table 7: Brand Voice Chart

Language characteristics	Description	How should we shape the messages?	What should we avoid?
Evidence-based & Insightful	HDHL communicates from a foundation of science and knowledge. The voice reflects credibility, clarity and thoughtful depth.	Use precise, referenced language that builds trust. Focus on explaining mechanisms, connections and real-world relevance.	Avoid vague claims, dramatic phrasing or overgeneralisation. Never simplify at the cost of accuracy.
Inclusive & System-oriented	The tone embraces complexity and multiple perspectives, making room for diverse actors in health, food and research ecosystems.	Acknowledge interdependence, align with stakeholders, and reflect the collective nature of impact. Use	Avoid siloed, nationalistic, or overly individualistic expressions. Don't frame HDHL as a solo hero.

		language of collaboration, not hierarchy.	
Purposeful & Composed	HDHL speaks with confidence and calm strategic focus. Its tone reflects maturity, long-term vision and responsibility.	Stay steady, deliberate and grounded. Prioritise structure and impact over emotion. Let language reflect leadership through clarity.	Avoid hype, reactive slogans, or excessive urgency. Never sound impulsive or overly emotional.
Open & Empowering	The brand voice invites participation while positioning HDHL as a trusted enabler. It encourages action without pressure.	Use active but respectful tone. Invite questions, ideas and involvement. Emphasise 'we' more than 'you'.	Avoid top-down or overly didactic language. Don't sound condescending, dogmatic or exclusive.

5. Communication and Dissemination Tools and Channels

To reach and effectively engage HDHL F4H's diverse stakeholder base, a coordinated set of communication and dissemination tools will be deployed across digital, print, and in-person formats. These tools are selected and tailored to align with audience preferences, maximise visibility, ensure accessibility, and support the strategic objectives outlined in Chapter 3.

5.1. Visual Identity

A clear and consistent visual identity is essential for increasing the visibility and recognition of HDHL F4H. All communication and dissemination materials produced under the project will adhere to a unified branding approach to ensure coherence, professionalism, and alignment with the HDHL network. The visual identity encompasses the logo, colour palette, typography, templates, and the inclusion of necessary acknowledgements and disclaimers.

5.1.1. Logo and Branding Book

The HDHL F4H project will adopt a dedicated HDHL subbrand logo that reflects its objectives and visual alignment with the overarching HDHL identity. This logo will be featured on all materials—digital and print—and co-branded with partner logos where appropriate. A Branding Book will be developed and shared with all partners. It will define the use of visual elements such as:

- Colour palette
- Font types and sizes
- Logo use (including size, positioning, and safe space)
- Image styles and graphic elements
- Guidance for social media
- Guidance for presentation, report, and promotion materials

This ensures visual consistency across all channels and formats used throughout the project. The logo and branded materials will be available to all partners via SharePoint.

5.1.2. European Flag and Funding Statement

As stated on the Article 17.2 of the Grant Agreement 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 EU support and display the European flag (emblem) and funding statement (translated into local languages, where appropriate):



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.

Project Partners 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.

- EU-emblem rules can be found here:

[THE USE OF THE EU EMBLEM IN THE CONTEXT OF EU PROGRAMMES 2021-2027](#)

- The different emblems in English and other languages can be found here:

[Inforegio - Download centre for visual elements](#)

Article 17.3 of the Grant Agreement states that 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 the granting authority. Neither the European Union nor the granting authority can be held responsible for them."

This statement ensures compliance with funding obligations and transparency of public support.

5.1.3 Templates

To streamline production and maintain quality across communications, a suite of templates will be made available to all project partners. These include:

- PowerPoint presentation template
- Word document template (for deliverables and policy briefs)
- Poster and flyer templates
- Social media visual templates

All templates will incorporate the project's logo, required acknowledgements, and in line with the visual identity guidelines, and will be accessible to all partners via a SharePoint.

5.2 Website and Digital Infrastructure

The central online hub for the project is the HDHL website (<https://www.healthydietforhealthylife.eu>), which includes a dedicated **HDHL Food4Health** section with regularly updated content:

- Project overview, news, events, partner profiles, and resources.
- Open access to public deliverables, policy briefs, training materials, and tools.

A **password-protected partner area** (SharePoint) is established to support internal coordination and content sharing.

5.3 Dissemination Platforms

Social media will be a key tool for real-time updates, community building, and engagement:

- EC supported platforms: Cordis, Zenodo
- Social Media Platforms: LinkedIn, Bluesky, with potential use of YouTube for video dissemination.

- Activities: Monthly thematic posts, infographics, research highlights, live coverage from events, and partner contributions.
- Hashtags: #Food4Health, #HDHLF4H

5.4 Newsletters and Email Campaigns

A **quarterly e-newsletter** will inform subscribed stakeholders and partner networks of project milestones and outcomes, calls to action, resources, and upcoming events. A dedicated section for HDHL F4H updates will appear in the general HDHL newsletter.

5.5 Press and Media Engagement

To broaden reach:

- Press releases at key milestones (project launch, call openings, final event).
- Media outreach to specialised outlets in food, health, research, and innovation.
- Partner-supported media dissemination, leveraging national channels and institutional PR offices.

5.6 Scientific Publications and Policy Briefs

- Peer-reviewed articles in high-impact journals on topics such as nutrition-health-environment nexus and research alignment strategies.
- Two policy briefs (Months 24 and 48) summarising actionable recommendations for decision-makers.

5.7 Events, Webinars, and Conferences

- Annual and ad hoc **webinars** targeting researchers, policymakers, and practitioners.
- Contributions to high-impact **events** (e.g., EFAD Congress, IUNS-ICN, FENS, HDHL Congress).
- Hosting of **workshops, roundtables, and training sessions** focused on stakeholder engagement, funding alignment, and policy integration.

5.8 Educational and Training Resources

The HDHL F4H will develop different education and training materials:

- training materials for researchers, educators, and policy stakeholders on impact pathways, funding coordination, and research translation
- EFAD, in collaboration with all other partners, will develop the education module on Evidence-Based Practice as part of Deliverable D6.2. The training materials will target healthcare practitioners (dietitians), supporting their ability to create impact and

engage stakeholders effectively. The module for dietitians will help build skills in interpreting, analysing, and applying scientific evidence in practice. Additionally, EFAD will lead supporting activities to encourage the integration of science into everyday clinical and public health work.

These efforts aim to ensure the long-term integration of HDHL Food4Health outcomes into education and professional practice.

6. Implementation Plan and Timeline

The success of the HDHL F4H Communication and Dissemination Strategy depends on timely, coordinated, and strategically sequenced actions across the project's 48-month lifecycle. This chapter outlines the phased implementation of C&D activities, provides an overview of the content calendar, and defines roles and responsibilities for partners involved in WP6 and related work packages.

6.1 Activities per Project Phase

C&D activities are structured into four main phases aligned with the project's progress—from awareness-raising and positioning to engagement and impact delivery.

Table 8: Activities per Project Phase

Phase	Timeline	Key Activities
1. Set-up and Visibility	M1-M6 (Jan-Jun 2025)	- Launch the communication toolkit and project identity - Website live - Social media launch - D6.1: C&D Strategy published
2. Stakeholder Engagement	M7-M18 (Jul 2025-Jun 2026)	- Co-creation events and workshops - Stakeholder mapping - Exchange forum (WP5) - Launch first webinar - Initial policy brief (prep for M24) - Expand media presence and newsletter circulation
3. Results Dissemination	M19-36 (Jul 2026-Dec 2027)	- Publication of joint funding interim results - Training materials dissemination - Scientific publications and events - D6.4: Policy Brief 1
4. Consolidation and Impact	M37-48 (Jan-Dec 2028)	- Final promotional push - D6.5: Policy Brief 2 - D6.3: Evaluation of C&D Activities - Post-project sustainability and exploitation messaging

6.2 Content Calendar Overview

A shared editorial and content calendar will ensure that all partners are aligned on upcoming communications, key messages, and deadlines. The calendar will be reviewed and updated quarterly and coordinated by WP6.

Table 9: Content Calendar Overview

Channel	Frequency	Examples of Content
Website Updates	Monthly	News articles, event recaps, open calls, and new resources
Social Media Posts	2-4 posts/month	Research highlights, partner stories, and event promotion
Newsletters	3-4/year	Milestone updates, interviews, policy links, and upcoming events
Webinars	1+/year	Thematic webinars targeting key audiences
Press Releases	As needed	Project launch, policy briefs, key deliverables
Scientific Outputs	Continuous, as ready	Articles, abstracts, conference presentations
Annual Highlights	1/year	Year-in-review, Events, Milestones, C&D progress update

7. Monitoring and Reporting

HDHL F4H uses a structured approach to monitor and evaluate its communication and dissemination activities. This ensures they remain effective, visible, and aligned with project goals and EU priorities. The chapter introduces a set of clear Key Performance Indicators (KPIs) and outlines how tools, feedback, and reporting will help track progress, support continuous improvement, and adapt the strategy throughout the project lifecycle

7.1. Key Performance Indicators (KPIs)

Key Performance Indicators (KPIs) are measurable and specific targets which help monitor and assess the project's progress and success. Dissemination and communication KPIs have already been touched upon in earlier sections, but a complete set of them has been identified in the proposal stage and divided into dissemination and communication KPIs as listed in the tables below.

Table 10: HDHL F4H Communication KPIs

Project Website	Project subpage	Dedicated subpage on the HDHL website for Food4Health. Tracks presence and updates related to project activities, objectives, and outcomes
	Pageviews	Number of views of the HDHL Food4Health subpage. An indicator of online visibility and stakeholder interest.
	Articles on the HDHL website (Blogs, news, infographics, interviews with consortium and external experts, etc.)	We assigned 1 article for each deliverable (and milestone) that will be public (see spreadsheet Deliverables & Milestones): Blogs - a good suggestion here is to have someone from your team (you can check with your organisation's marketing/communications team if they have a content writer at your disposal) write some of these three types of blogs: 1. Educational blogs on topics related to your role in the project 2. Blogs about your deliverable development and updates 3. A report about an event you attended/organised. We can edit it and post it to the website along with a downloadable presentation/video from the event. 4. Interviews - WP6 leaders can also interview you: we will send you the questions, and you answer them. Then, we edit the interview and post it to the website.
Digital and physical promotional material	Brand book	Brand book with guidelines (incl. communication package - project PowerPoint template, templates for notebook, template for deliverables, flyers, folder, banners, stickers, etc.)
	Poster/infographic (digital)	Visual material summarising key messages, milestones, or impacts. Shared at events or online.
	Brochure/Project factsheet (digital)	Concise document presenting project overview, objectives, and expected impacts. Distributed digitally or at stakeholder events.
Newsletters	Quarterly newsletter included in HDHL regular newsletter	Although this KPI isn't assigned to you, we encourage you to subscribe to the HDHL newsletter or send the link to everyone who could be interested
Social media channels	Posts on LinkedIn, BlueSky	> 2 HDHL Food4Health related posts/month
	Growth in social media followers	While this KPI also isn't assigned to you, it's helpful to stay connected with HDHL social media channels and share content whenever you find it relevant and comfortable, and tag us when you write about HDHL Food4Health
Media Outreach	Press releases (e.g. call launch, policy briefs or other deliverables)	Dissemination and Communication leaders write press releases and then send them to you, so you can distribute them in your network.

		ADVICE FOR EFFECTIVE DISTRIBUTION OF PRESS RELEASES: You are free to edit the press release as needed. Here are a few recommendations: a) Mention your organisation in the headline to highlight its relevance to your country or region, increasing the chances of publication. b) Add a quote from your team about your role in the project wherever it fits best. c) Publish the press release on your organisation's website. d) Share it with media outlets/journalists you have contacts with. e) Forward it to your in-house marketing/communications department for further distribution (if applicable). f) Translate the press release into your native language if needed and include other visuals that better illustrate your role in the project, should you have them.
	Statements/interviews (TV, radio, podcasts); Featured articles/interviews in magazines and online portals relevant to the topic	TV & RADIO STATEMENTS: Short statements are given to TV and radio stations. The best way to fulfil this KPI is to invite media and journalists when you: 1. Organise an event where you also present the project, such as an insight into the Living Labs 2. Attend an event or interview on TV or radio where you represent or mention HDHL F4H PODCASTS: You can also be interviewed on podcasts. If you already have connections with some podcasts, feel free to reach out to them, and let us know. FEATURED ARTICLES: 1. Distribution of press releases to online and print media outlets 2. If you are giving an interview to an online or print media outlet, make sure they mention HDHL F4H.
Video materials	Videos (e.g. webinar recordings) on YouTube	Training recordings and webinar recordings will be uploaded on the HDHL YouTube channel and disseminated via the HDHL F4H website and social media channels

Table 11: HDHL F4H Dissemination KPIs

Policy briefs	Policy briefs	The policy brief aims to provide a detailed summary of the strategic outcomes derived from the project, tailored for governments, industry stakeholders, and researchers. It will highlight actionable insights and recommendations that can inform policy development, enhance industry practices, and guide future research initiatives. In short, it will suggest concrete steps which should be taken based on the findings of the project
Scientific publications/ practice abstracts/ technical briefs	Peer-reviewed papers (e.g. coming out of joint funded projects, practice abstracts)	Partners are required to publish publications that touch upon or directly relate to several topics closely related to HDHL F4H goals. Publish them in highly-rated journals and within respected conferences, while paying attention to EU's open access requirements. In particular: at the latest at the time of publication, a machine-readable electronic copy of the published version or the final peer-reviewed manuscript accepted for publication, is deposited in a trusted repository for scientific publications; immediate open access is provided to the deposited publication via the repository, under the latest available version of the Creative Commons Attribution International Public Licence (CC BY) or a licence with equivalent rights; for monographs and other long-text formats, the licence may exclude commercial uses and derivative works (e.g. CC BY-NC, CC BY-ND) and information is given via the repository about any research output or any other tools and instruments needed to validate the conclusions of the scientific publication.
Deliverables/ Results/Reports	Deliverables & Milestones published in Zenodo	All project deliverables and milestones are published in Zenodo within the defined timeline. This KPI tracks the timely publication of project deliverables and milestones to Zenodo, ensuring open access, transparency, and compliance with FAIR data principles. The deliverables must be uploaded with appropriate metadata, licensing, and version control, and should be accessible through a persistent DOI.
Events	Events attended (e.g. IUNS-ICN, EFAD Congress, FENS, HDHL Congress, local, national nutrition and dietetic conferences)	To ensure we can report and prove our event attendance to the European Commission, it's important to capture photos or videos that highlight HDHL F4H presence. You can give visibility to the project in various ways, such as: - Displaying a poster or roll-up and taking a picture with it - Giving a presentation featuring the HDHL Food4Health logo and have someone take a picture of you. And more.
	ECS workshops	As with other events, the visibility of the project and the event attendees need to be documented with photos.

		More information about where and how these workshops will be held will be given later on in the project.
	HDHL event showcasing the CSA	(One event for the general public in the form of a “village in the heart of the city” with the 23rd IUNS-ICN 2025 Paris International Congress of Nutrition)
	Webinars & trainings	HOW DO YOU PROVE THAT A WEBINAR HAPPENED: Screenshots: Multiple screenshots of the webinar should be taken.. Recording of the webinar available. In addition, share the link to the recording on the project page website and YouTube channel
Networking, synergies & liaison activities	Collaborative events	Collaborative events will be organised with reputable organisations, such as previously with FACCE-JPI and organisations of the HDHL Stakeholder Advisory Board
Evidence based practice module	EFAD Learning - Training materials	EFAD Learning - Training materials for researchers, policymakers, and stakeholders about impact creation and stakeholder engagement.
C & D Strategy	D6.1. C&D Strategy	C&D strategy, with elements of the project identity, targeted events and actions including a mapping of actors to be targeted and a set of KPIs to monitor activities.
	Updates of C&D Strategy	Regularly revised to reflect project progress, feedback, and strategic changes; tracked through internal updates and shared in consortium meetings.
	D6.3 Evaluation of C&D activities	SENSITIVE - Evaluation of C&D activities based on C&D Strategy and defined KPIs.

7.2. Tracking Tools and Reporting

To ensure consistent performance monitoring and evidence-based decision-making, HDHL F4H will employ a suite of tracking tools and structured reporting mechanisms. These tools will support the ongoing evaluation of communication and dissemination (C&D) activities and help demonstrate compliance with Horizon Europe requirements.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1			Activity - Details			Target audiences addressed (put X if addressed, leave it blank if not)											
2	Lead partner (who did the activity)	Activity typology	Activity Description	Channel	Outreach (rough estimation, if possible)	Policymakers (incl. policy supporting organisations)	EU initiatives and organisations (e.g. HE Partnerships)	Researcher s	R&I programmes	Funding agencies	Industry professionals	Citizens & Consumers	Healthcare practitioners	Early Career Scientist	Other (please specify)	Useful link	Additional notes (including further details if you selecting an item containing "others")
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Figure 1: Snippet of HDHL F4H activity reporting sheet

The activity reporting sheet will be accessible to all partners via SharePoint. Each activity will be numbered and will have its own dedicated folder on SharePoint. This folder will be used to store all materials related to the given activity, such as graphics, documents, presentations, etc. This will ensure transparency and easy access to the necessary files.

7.3 Feedback and Strategy Adaptation

To ensure relevance, effectiveness, and responsiveness, the HDHL F4H Communication and Dissemination Strategy is conceived as a **living document**—designed to evolve throughout the project lifecycle based on evidence, performance, and stakeholder input. This section outlines the feedback mechanisms and adaptation processes that will guide continuous improvement in C&D activities.

7.3.1 Feedback Sources and Collection Methods

A structured, multi-source feedback approach will be used to assess the relevance and impact of C&D efforts:

Table 12: Feedback Sources and Collection Methods

Source	Method	Frequency
Consortium partners	Surveys, WP6 coordination meetings, informal check-ins	Quarterly or as needed

Stakeholder Advisory Board	Targeted consultations, feedback sessions after deliverables or events	At least once per year
Early Career Network (ECN)	Workshops, surveys, and engagement tracking	Linked to engagement events
Event participants	Post-event surveys (quantitative and open comments)	After each webinar/event
Web and social media analytics	Insights from Piwik PRO, LinkedIn/BlueSky metrics, newsletter reports	Monthly/quarterly reviews
Targeted stakeholder interviews	Semi-structured interviews with key policy, academic, or practice actors	Mid-project and final year

7.3.2. Strategy Adaptation Process

Collected feedback will feed into a defined review and adaptation cycle, coordinated by WP6 and aligned with the consortium's annual planning process.

1. **Review:** Feedback is compiled and assessed against KPIs and qualitative performance indicators.
2. **Analysis:** Identify what is working (e.g., high-engagement content formats) and where gaps or underperformance exist (e.g., low reach to civil society groups).
3. **Adjustment:** Based on the analysis, the C&D plan may be revised in several ways:
 - Change in channel use or content formats (e.g., shift from long-form articles to video summaries)
 - Targeted campaigns for under-reached stakeholders
 - Updated key messages in response to stakeholder priorities or external policy shifts
4. **Integration:** Adjustments are incorporated into the content calendar and activity plans. A summary of changes is documented in WP6 internal reports and reviewed with WP1 coordination.
5. **Communication:** Partners are informed of updates via coordination meetings and the shared workspace. Revised materials/templates are distributed if applicable.

7.3.3. Document Updates and Final Evaluation

- **Interim refinements** to the strategy will occur informally based on partner and stakeholder input and will be monitored quarterly.
- **Formal reviews** will be conducted during annual consortium meetings, leading to documented changes if needed.
- A **comprehensive evaluation** of the C&D Strategy's performance and adaptability will be included in Deliverable D6.3 – Evaluation of C&D Activities (Month 48).

By embedding adaptability into its communication framework, HDHL F4H ensures that its outreach remains agile, audience-focused, and impact-driven throughout the duration of the project.

8. Sustainability, Exploitation and Impact Pathways

Although HDHL F4H is a Coordination and Support Action (CSA) and not a research-performing project, it plays a key role in generating and mobilising strategic knowledge that should have **long-term value beyond the project's lifecycle**. This chapter outlines how the results of the project will be positioned for uptake, reuse, and policy integration, as well as how HDHL F4H will contribute to broader systemic impacts aligned with FOOD 2030, the European Research Area (ERA), and the HDHL Strategic Action Plan.

8.1 Integration into Policy and Practice

HDHL F4H aims to support and influence the alignment of national and regional R&I strategies in the nutrition-health-food-environment nexus. This is achieved through:

- **Policy briefs** (D6.4 and D6.5) containing clear, actionable recommendations on how to better coordinate research and funding agendas across Europe.
- **Workshops and stakeholder events** involving policymakers, funders, and practitioners to ensure direct dialogue on outputs and needs.
- **Participation** in SCAR Food Systems Strategic Working Group and HE Partnerships (such as ERA4Health and FutureFoodS) mechanisms, ensuring outputs feed into long-term policymaking at EU and national levels.

To facilitate policy integration, HDHL F4H communication materials are tailored in language, format, and delivery method to decision-makers' expectations and timelines.

8.2 Long-Term Accessibility and Use of Results

All non-confidential project results will be made publicly available in accessible formats, including:

- Open-access publications and deliverables published on the HDHL website and institutional repositories.
- Downloadable training and education materials hosted on the HDHL website and EFAD Learning Library.
- Communication materials, factsheets, and policy outputs indexed on EU platforms (e.g., Cordis, Zenodo, ERA-LEARN, FOOD 2030 Portal).

In addition, the HDHL website (www.healthydietforhealthylife.eu) will maintain a dedicated HDHL F4H section with legacy content beyond the project's end in December 2028.

8.3 Synergies with HDHL and External Initiatives

To strengthen exploitation and sustainability, HDHL F4H will:

- Contribute to FOOD 2030 networks and collaborations, such as the FOODPathS Partnership prototype and CLEVERFOOD's Connected Lab Network.
- Explore clustering and alignment opportunities with projects funded under ERA4Health, FutureFoodS, and relevant Mission activities (e.g., Mission: Cancer, Mission: Soil).
- Build on existing collaboration with EFAD, WHO, EIT Food, and Stakeholders in the Advisory Board of HDHL to promote results through their events, platforms, and professional communities.

These networks provide established pathways to ensure the continuity of the project's value, especially in areas such as research programming, early-career training, and nutrition policy.

The sustainability and exploitation strategy of HDHL F4H does not focus on monetisation, but on policy uptake, stakeholder empowerment, and strategic continuity. By investing in knowledge mobilisation, open access, stakeholder engagement, and alignment with influential EU frameworks, the project creates lasting value that extends well beyond its four-year duration.

A full synthesis of the strategy's effectiveness and sustainability will be delivered in D6.3: Evaluation of Communication and Dissemination Activities (Month 48), providing final insights and recommendations for future CSA actions in this space.

9. Operational Structure and Governance

Effective implementation of the HDHL F4H Communication and Dissemination Strategy relies on clear roles, structured collaboration, and coordinated workflows across the consortium. This chapter outlines the operational setup, internal communication processes, and risk mitigation measures to ensure the strategy is delivered efficiently and adapts to emerging needs.

9.1 WP6 Leadership and Roles

WP6 – Communication and Dissemination is led by the European Federation of the Associations of Dietitians (EFAD), with contributions from a range of partners across all tasks.

Table 13: WP6 Leadership and Roles

Organisation	Role
EFAD	WP6 Lead: Responsible for overall coordination of the C&D Strategy, development and dissemination of communication materials, planning of outreach campaigns, and delivery of key outputs (D6.1, D6.3, D6.4, D6.5).
ZON	Leader for Task 6.1, supporting alignment with the HDHL brand and strategic priorities, and contributing to stakeholder mapping and message development.
IBA	Leader for Task 6.2, developing an Impact Framework to guide and measure both pre-project planning and post-project impact. It will apply to short- and long-term evaluations across seven key areas: scientific, technological, economic, human resources, social, political, and environmental.
all other partners	Contributors to content, event participation, social media amplification, national dissemination, and provision of feedback and visibility through their networks. Report C&D activities.

9.2 Internal Communication and Workflow

Strong coordination is ensured through the following mechanisms:

- **Regular WP6 Meetings:** EFAD will organise coordination meetings (monthly or bi-monthly) to monitor progress, assign tasks, and share updates on key activities and KPIs.
- **Shared Communication Tools:** A centralised workspace (e.g. SharePoint) will host templates, content plans, KPIs, reports, and stakeholder lists.
- **Editorial and Content Calendar:** The tool will be confirmed and shared with partners through the SharePoint
- **Cross-WP Integration** WP6 works closely with:
 - WP1 (Coordination): to align on timelines, meetings, and EC reporting.
 - WP5 (Stakeholder Engagement): to synchronise communication with stakeholder dialogue and training.
 - WP2-WP4: to disseminate results from funding alignment, research priorities, and joint actions.

9.3 Risk Mitigation and Contingency Measures

The following measures are in place to anticipate and respond to potential challenges:

Table 14: Risk Mitigation and Contingency Measures

Risk	Mitigation Strategy
Inconsistent messaging	Use of shared templates, brand guidelines, and central content review by EFAD
Delays in partner inputs	Early planning, editorial calendar reminders, and clearly assigned deadlines
Low stakeholder engagement	Use of targeted channels, co-hosted events with trusted actors (e.g. EFAD Congress, FENS congress), feedback loops
Underperformance on KPIs	Quarterly monitoring, strategy review, and adjustments to tactics or content types
Overlap or fragmentation	Integration with HDHL coordination and HE Partnership or project activities to avoid duplication

EFAD, in consultation with WP1, will address and report any persistent risks and propose adaptive measures as part of Deliverable D6.3 (Evaluation of C&D Activities).

The C&D strategy benefits from a well-structured governance model led by EFAD, with collaborative input from all consortium members. The integration of communication into stakeholder engagement and scientific work packages ensures consistent visibility, strategic coherence, and high potential for policy and practice impact.

10. Annexes

The following annexes provide practical tools, templates, and reference materials to support the implementation of the Communication and Dissemination (C&D) Strategy for HDHL F4H. These resources will help ensure coherence across the consortium, simplify partner contributions, and support continuous monitoring and reporting.

Each **annex is maintained as a live resource** on the internal SharePoint and will be periodically updated by WP6 to reflect progress, feedback, and evolving project needs.

10.1. Annex 1 Targets for C & D KPIs

Dissemination (D) & Communication (C) KPIs		TARGET
1. Communication activities		
Project website	Project subpage	1
	Pageviews	5000+
	Articles on the Newsroom (Blogs, news, infographics, interviews with consortium and external experts, etc)	32
Digital and physical promotional material	Brand book	1
	Poster - one pager/roll-up	1
	Brochure/Project factsheet (digital)	1
Newsletters	quarterly newsletter included in HDHL regular newsletter	12
Social media channels	posts on LinkedIn, BlueSky	>96
	Growth in social media followers	> 1500 followers each
Media outreach	Press releases (e.g. call launch, policy briefs or other deliverables)	6
	Statements/interviews (TV, radio, podcasts); Featured articles/interviews in magazines and online portals relevant to the topic	4
Video materials	Videos (e.g. webinars recordings) on YouTube	>4
2. Dissemination activities		
Policy briefs	Policy briefs	2
Scientific publications/practice abstracts/technical briefs	Peer-reviewed papers (e.g. coming out of joint funded projects, practice abstracts)	2
Deliverables/Results/Reports	Deliverables & Milestones published in Zenodo	8
Events: sci. conferences, techn./industrial fairs, workshops & other relevant events	Events attended (e.g. IUNS-ICN, EFAD Congress,FENS, local, national nutrition and dietetic conferences, HDHL Conference)	6
	ECN physical events (MS 3, MS 6)	2
	HDHL events showcasing the CSA	2
	Webinars & online trainings	>4
	Collaborative events (e.g. events with other initiatives, stakeholders)	2
Evidence based practice module	EFAD Learning - Training materials	1
3. Communication & Dissemination Strategy Implementation		
C & D Strategy	D6.1. C&D Strategy	1
	Updates of C&D Strategy	1
	D6.3 Evaluation of C&D activities	1

HDHL F4H Communication and Dissemination KPIs targets, divided by project periods and by partners, are available to all Partners via SharePoint