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cities2030

# D7.1 Dissemination, exploitation, communication and synergies strategy



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## Legislation

Legislation H2020 Framework Programme – Regulation (EU) No 1291/2013 of the European Parliament and of the Council of 11 December 2013 establishing Horizon 2020 - The Framework Programme for Research and Innovation (2014-2020) (OJ 347, 20.12.2013, p. 104).

Euratom Research and Training Programme (2014-2018) – Council Regulation (Euratom) No 1314/2013 of 16 December 2013 on the Research and Training Programme of the European Atomic Energy Community (2014-2018) complementing the Horizon 2020 – The Framework Programme for Research and Innovation (OJ L 347, 20.12.2013, p. 948).

H2020 Specific Programme – Council Decision 2013/743/EU of 3 December 2013 establishing the Specific Programme Implementing Horizon 2020 - The Framework Programme for Research and Innovation (2014-2020) (OJ L 347, 20.12.2013, p. 965).

Rules for Participation (RfP) – Regulation (EU) No 1290/2013 of the European Parliament and of the Council of 11 of December 2013 laying down the rules for the participation and dissemination in Horizon 2020 – the Framework Programme for Research and Innovation (2014-2020) (OJ L 347, 20.12.2013, p.81).

Financial Regulation (FR) – Regulation (EC, Euratom) No 966/2012 of the European Parliament and of the Council of 25 October 2012 on the financial rules applicable to the general budget of the European Union (OJ L 298, 26.10.2012, p.1).

Rules of Application (RAP) – Commission Regulation (EC, Euratom) No 1268/2012 of 29 October 2012 on the rules of application of I Regulation (EC, Euratom) No 966/2012 of the European Parliament and of the Council on the financial rules applicable to the general budget of the Union (OJ L 298, 26.10.2012, p.1).



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## Abbreviations

Abbreviation	Description
CIAB	Cities2030 Advisory Board
CFRS	Cities Regions Food Systems
CODES	Communication Dissemination Exploitation of results Strategy
CSO	Civil Society Organisation
HSNC	Healthy Sustainable Nutritious and Culturally appropriate
EC	European Commission
EU	European Union
ExeCom	Executive Committee, composed by all WP leaders and co-leaders
EU-U11NUA	FOOD2030, SDG11, UN New Urban Agenda
PMO	Project Management office
UN	United Nations
SSH	Social Sciences and Humanities
SYAB	Synergies Action Advisory Board
WP	Work package



## Executive summary

This document is the updated communication, dissemination, exploitation of results strategy (CODES) also mentioned as communication and dissemination plan (CDP) at the proposal stage of the project Cities2030 with the grant agreement number 101000640.

This deliverables are all gathered and renamed CODES to facilitate understanding and clarity, an corresponds to deliverable D.7.1.

This document provides a detailed description on the CODES efforts to be provided by the consortium (started October 1<sup>st</sup>, 2020), during the 48 months duration of the project and beyond (expected 2030).

It should be noted that most communication and dissemination activities initiated October 1st, 2020 were triggered and supported by a preliminary action plan described in the file "D-7-1\_QuickStart\_Rev\_1-1.docx" (see annex 1).

Cities2030 engages all actors of CRFS and, concretely, also considering the scope of the call, it means globally everyone, and, summarising, citizens at large, being all "end-users" of the CRFS. Therefore, structure and fine-grain scopes are defined to ensure the optimum impact on the targeted audiences.

This is done by structuring the specific objective of the CODES action, though some audiences are actually to be engage for more than one objective.

Table i (below) summarises the structure of targeted audiences per specific objectives. Audiences are listed per decreasing order of focus in proportion, yet all referred audiences are vital in terms of participation.

*Table i – Objectives and project’s targeted audiences*

Objectives	Audiences
Awareness-raising globally	All audiences, the public
Engagement in WP1 activities	Professionals from the CRFS and impact
Engagement in WP2 activities	Professionals from the CRFS and SSH
Engagement in WP3 activities	All audiences, the public
Engagement in WP4 activities	Professionals from the CRFS, cities, CSO, businesses, academia
Engagement in WP5 activities	Professionals from the CRFS, businesses, CSO, cities, academia
Engagement in WP6 activities	Professionals from the ICT sphere, of the CRFS, businesses, CSO, cities, academia
Engagement in WP7 activities	Professionals from the CODES sphere, of the CRFS, all other audiences
Engagement in WP8 activities	Professionals from the project management sphere, of the CRFS, businesses, CSO, cities, academia

Table ii (below) summarises the overall scope of the WP considering calendar, activities and targeted audiences. Activities are listed per decreasing order of focus in proportion, yet all referred activities are vital in terms of realisation.

*Table ii – WP interlinks with activities and calendar*

WP	Audiences	Activities	Calendar
1	See Figure 1i	Short webinars, large scale webinar, virtual workshops, digital publications, field activities	M6-M48
2	See Figure 1i	Short webinars, large scale webinar, virtual workshops, digital publications, field activities	M6-M48
3	See Figure 1i	Field activities, short webinars, large scale webinar, virtual workshops, digital publications	M6-M48
4	See Figure 1i	Field activities, short webinars, large scale webinar, virtual workshops, digital publications	M8-M48
5	See Figure 1i	Field activities, short webinars, large scale webinar, virtual workshops, digital publications	M8-M48
6	See Figure 1i	Field activities, short webinars, large scale webinar, virtual workshops, digital publications	M8-M48
8	See Figure 1i	Short webinars, large scale webinar, virtual workshops, digital publications, field activities	M13-M48



In the first 12 months (until September 30<sup>th</sup>, 2021, more than 10 online and offline activities and events are organised and realised by all partners in a coordinated manner, considering potential synergies and joint-actions with other partners in the country, possible adjustments regarding resources, local and regional realities and partner's specifics.

These events are organised within the thematic determined by the project' approach and based on the definition of cities and regions food systems frameworks by the FAO<sup>3</sup>.

In addition to these key focus areas, organised around specific working groups, partners and participants also debated and address key thematic areas interlinked with the work plan such as impact monitoring assessment undertaken in WP1, ethics, gender, inclusion, and more globally social sciences and humanities, Open Innovation, Citizen Science and RRI tackled via WP2, policy and innovation frameworks addressed in WP4 and WP5, and ICT-led systems applicable to sustainable CRFS upscaled in WP6.

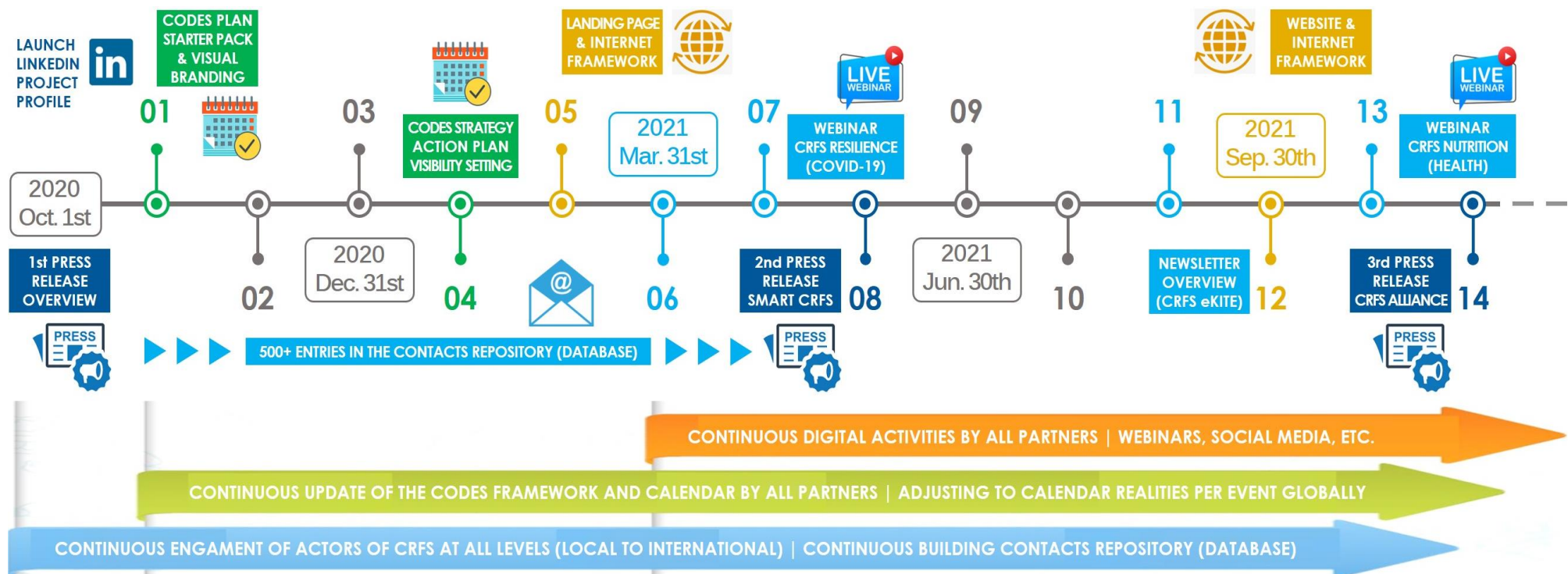
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<sup>3</sup> [Cities Regions Food Systems \(CRFS\)](#), UN's Food and Agriculture Organisation of the United Nations

## CODES in a nutshell

Figure i (below) shows key activities for CODES communication, dissemination, exploitation of results strategy (CODES) planned for the first year and essentially triggered, led and coordinated by IAAD (P5, WP leader) and CITAG (P40, WP co-leader).

*Figure i – WP7 CODES first year in a nutshell*



The numbers (01, 02, 2tc.) indicate the month of the project calendar. Key activities are anticipated from March to November 2021, corresponding to CODES organic initiatives and other WP deliverables, especially D3.2 "White paper on sustainable CRFS" coordinated by AGRIA (P13) due M13 (October 2021), and D3.5 "CRFS Policy brief" coordinated by IUAV (P38) due M14 (November 2021).

# 1. INTRODUCTION

CRFS demand immediate action. Cities2030 proposes consumers must be at the core of solutions. More than 7.7 billion consumers hold the power to shift 100-year old consumption patterns to meet the requirements for an improved future.

The challenges: population overgrowth, rapid urbanisation, vast migration phenomena, climate change and resources scarcity. 9 billion people, most living in cities, 3 billion overweight, and 2 billion without enough food.

Without action for the transition towards sustainable CRFS, the environment will persist being degraded and diminish the world's capacities to produce quality food for all, whilst decreasing capacities to provide food to all. CRFS poses a planetary challenge that Cities2030, a new initiative, addresses at local and regional levels, to generate small steps, systemic, pragmatic, actionable, transferable and sustainable solutions.

Cities2030 innovative approach have a great opportunity to attract the best researchers, entrepreneurs, civil society leaders, cities and all actors of the CRFS as well.

The main goal of Cities2030 is to create a future proof and effective CRFS via a connected structure centered in the citizen, built on trust, with partners encompassing the entire CRFS. Cities2030 commit to work towards the transformation and restructuring of the way systems produce, transport and supply, recycle and reuse food in the 21<sup>st</sup> century.

Cities2030 vision is to connect short food supply chains, gathering consumers, strategic and complement industry partners, the civil society, promising start-ups and enterprises, innovators and visionary thinkers, leading universities and research across the vast diversity of disciplines addressing CRFS, including food science, social science and big data.

The urban consumers' perception on CRFS is generally related to a philosophy that promotes tradition and specific local conditions. Under the circumstances, digital and technological development is occasionally regarded with some mistrust.

The social psychology of urban alimentation has developed certain reservations towards any kind of modernization, given the fact that, in the last century, the most important updates in food economics were related to chemical artificialization of food production and distribution. For this purpose, we are dealing with a paradox when it comes to developing food local networks with the help of breakthrough technologies.

Based on this matter, Cities2030 project, through the message delivered across community on all societal levels, ensures a significant contribution to the smart integration of the state-of-the-art digital tools within a sustainable CRFS, mainly orientated towards supporting local entrepreneurs of metropolitan areas who are actively involved in the production and distribution of healthy food that has the lowest impact upon metropolitan ecology.

Plans to disseminate and exploit the outcomes of Cities2030 are in line with the EC's Guidelines for the Exploitation and Dissemination of Results in Horizon 2020.

Within WP7, activities are undertaken to identify and engage with the full range of actors of the CRFS and citizens (see target audiences in section5).

Dissemination of policy examination and production, innovation action results and publication of data and products is overseen by WP7 and is supported by the project's Advisory Board members, incorporating respect to protection of intellectual property.

Processes, protocols and guidance to facilitate dissemination and exploitation are quantified and detailed in the dissemination, exploitation, communication and exploitation of results strategy (CODES plan, D.7.1), led by IAAD (P5).

A comprehensive provision gathered in a digital format document and incorporating an actionable set of practical information, which describes dissemination and communication activities to be undertaken within Cities2030.

The dissemination and exploitation of results package also incorporates a framework to assist identify opportunities for the exploitation of the project's policy and innovation solutions: Synergies action plan (D.7.3), the innovation and Intellectual Property management plan (D.7.4) and the Exploitation of results plan (D.7.5).

The strategy is consistent with the Grant Agreement and the Consortium Agreement, ensuring there is a clear pathway for effective deployment, knowledge transfer and exploitation of results.

The current WP is led by IAAD (P5) and co-lead by CITAG (P40). WP7 aim at securing the public disclosure of the results of the project with an impact-driven strategy, with a focus on generating momentum at specific stages via synergies with other food-related and urban-related events, initiatives and projects.

Also, WP7 ideate and implement a structured framework of strategic and targeted measures for publicizing dissemination actions to the diverse and comprehensive target audiences.

WP7 framework covers dissemination, communication exploitation of results and synergies and develops with two-way exchange mechanisms, driven by the transfer of information from Cities2030 and by the uptake from targeted audiences to integrate Cities2030.

All in all, WP7 delivers an actionable and deployable mechanism to secure the project impact.

## 2. MANDATORY NORMS

The overall and comprehensive implementation of projects funded under the Horizon 2020 Programme must abide the Grant Agreement (GA) which is the funding agreement settled between the European Commission/funding agency and the project participants. The GA itemizes the rights and obligations of the contracting parties. It encompasses essential provisions for the implementation of the project such as criteria for the eligibility of costs and provisions for handling intellectual property rights, to name but these two items.

Regarding communication, dissemination, exploitations of results and interlinked activities such as synergies, advocacy and lobbying, attention must be brought to the following specific articles:

- a) Article 28 – Exploitation of results (see page 49 of the project GA)
- b) Article 29 – Dissemination of results – Open access – Visibility of EU funding (see same page 49)
- c) Article 38 – Promoting the action – Visibility of EU funding

Especially, but not exclusively, articles 29.4 and 29.5.

### **29.4 Information on EU funding – Obligation and right to use the EU emblem**

Unless the [Commission][Agency] requests or agrees otherwise or unless it is impossible, any dissemination of results (in any form, including electronic) must:

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When displayed together with another logo, the EU emblem must have appropriate prominence.

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### **29.5 Disclaimer excluding [Commission][Agency] responsibility**

Any dissemination of results must indicate that it reflects only the author’s view and that the [Commission][Agency] is not responsible for any use that may be made of the information it contains.

**Figure 2.0a – Emblem of the Horizon 2020 Programme**



Find detailed information on the visual identity of the Horizon 2020 Programme via the following link:

<https://publications.europa.eu/code/en/en-5000100.htm>

## 3. BACKGROUND

### 3.1 Objectives

Cities2030 is a four-year project which aims to raise awareness and participation in across Europe and beyond. To that end, Cities2030 plans, organises and realises a vast number of events which calendar and typology are described in chapter 5.0. Table 3.1a (below) summarises the project's 20 specific objectives of the CODES activities and corresponding WP considering the WP objectives, tasks and deliverables as a whole.

*Table 3.1a – Project's specific objectives of the CODES activities*

Objectives	Description	Audiences	WP
CODES-Obj. 1	Raise awareness on the need for sustainable CRFS	All audiences, the public	3
CODES-Obj. 2	Support cities and regions to meet FOOD 2030	Professionals from the CRFS, cities, CSO, businesses, academia	4
CODES-Obj. 3	Support cities and regions to meet SDG 11	All audiences, the public	4
CODES-Obj. 4	Deployment of sustainable CRFS	Professionals from the CRFS, cities, CSO, businesses, academia	5
CODES-Obj. 5	Deployment of policy and living labs	All audiences, the public	4, 5
CODES-Obj. 6	Engagement of a wide diversity of cities and regions	Professionals from the CRFS, cities, CSO, businesses, academia	3
CODES-Obj. 7	Build a CRFS 'charter' (ethics, gender, RRI, etc.)	All audiences, the public	2
CODES-Obj. 8	Generate political commitment, democratisation of CRFS	All audiences, the public	4
CODES-Obj. 9	Generate additional investments (sustainability)	Professionals from the CRFS, cities, CSO, businesses, academia	5
CODES-Obj. 10	Build a strong centralized professional coordination	Professionals from the CRFS, cities, CSO, businesses, academia	3
CODES-Obj. 11	Structure synergies to align with FOOD 2030	All audiences, the public	3, 7
CODES-Obj. 12	Creation of new and sound evidence for policy makers	Professionals from the CRFS, cities, CSO, businesses, academia	3
CODES-Obj. 13	Reconnection of citizens with HSNC food and diets	All audiences, the public	3
CODES-Obj. 14	Increased food and nutrition security	Professionals from the CRFS, cities, CSO, businesses, academia	4, 5
CODES-Obj. 15	Improved social inclusion and equity	All audiences, the public	4, 5
CODES-Obj. 16	Generate opportunities ( jobs, growth, livelihoods, etc.)	All audiences, the public	4, 5
CODES-Obj. 17	Generate enhanced CRFS indicators from evidence	Professionals from the CRFS, cities, CSO, businesses, academia	3
CODES-Obj. 18	Generate continuous insight on CRFS policies (observatory)	Professionals from the CRFS, cities, CSO, businesses, academia	3
CODES-Obj. 19	Consolidate common CRFS roadmaps at EU level	Professionals from the CRFS, cities, CSO, businesses, academia	4
CODES-Obj. 20	Integrate and deploy systemic CRFS innovation action	Professionals from the CRFS, cities, CSO, businesses, academia	4, 5

### 3.2 Strategy

Cities2030 practices key measures for the project's visibility:

- a) generating a clear and comprehensive strategy supported by a plan;
- b) establishing a dedicated steering committee and task force (CODES-SC) to animate the activities;
- c) creating an attractive project identity (logo, colouring, lettering, message, etc.) with a brand-oriented approach;
- d) designing coherent and efficient stationary (letter heads, templates, etc.);
- e) producing an appealing set of tools and merchandising (for example serious games);
- f) generating organised groups of motivated promoters within actionable and deployable structures (online network platform, working groups, Multipliers) for advocacy and PR activities;
- g) developing a Trust and Transparency Ecosystem (2TE) animated by motivated practitioners;
- h) organising monthly small-scale events (charrettes, round-Figures, webinars, et.);
- i) participating in fairs, conferencing (keynote speeches and exposing (booths, billboards);

- j) fostering project spin-offs developments to consolidate the project basis and built upon its results;
- k) organizing an annual campaign that will take place in partners countries in sequences (first one in Istanbul, Turkey);
- l) implementing a monitoring and evaluation system to ensure a harmonised alignment and swift adjustments.

### 3.3 Contextualisation

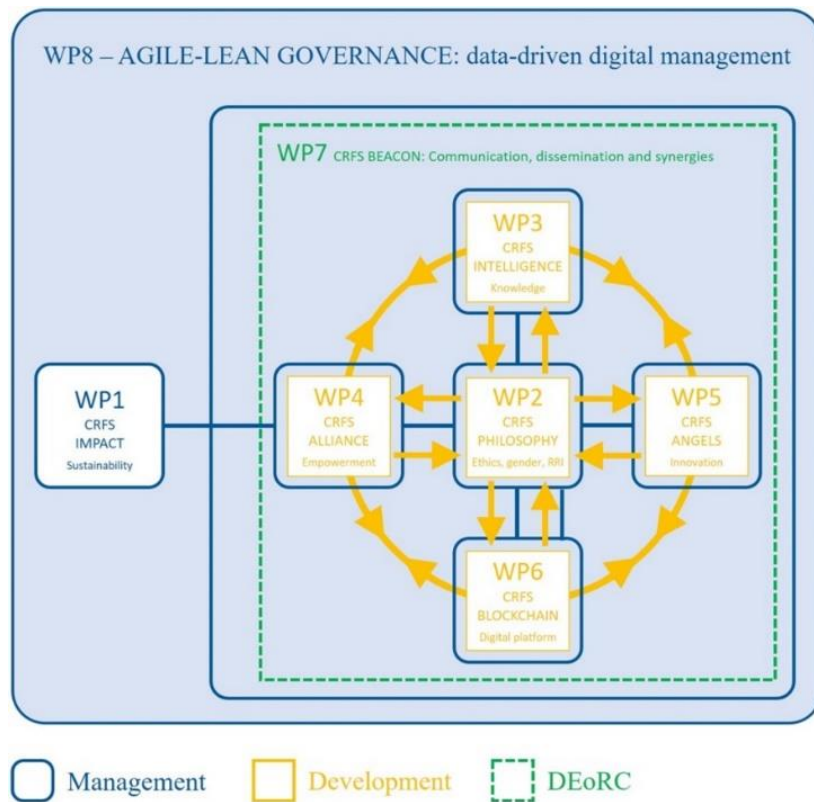
Figure 3.3a describes the overall structure of the WP considering tasks and interlinked deliverable.

*Figure 3.3a – Structure of WP7*



Cities2030 is framed in a three-stage action plan: preparation, production and deployment.

*Figure 3.3b – Project’s overall WP structure*





The starting point of the project is a community building process (WP3), to identify, engage and activate influential and expert institutions and individual of the CRFS, incorporating all the project’s audience, to create the best condition that generates collaborative partnership and co-creation within structured participatory processes.

WP1 drives the project’s implementation via monitoring and assessing the impact of the activities/tasks that enable agile teams and partners to reach their goals of monthly and iterative value delivery, aligning all activities with targeted impact KPI.

WP8 coordinates the project’s implementation as a whole via securing a result-driven assignment of resources, fine-tuning the calendar of activities per the project’s implementation realities, and reporting efficiently to all teams/partners.

WP2 is a central component of the structure and provides a comprehensive framework to secure the project development and results are aligned with the European Union idea of an inclusive, innovative and reflective society.

WP3 generates an actionable blueprint to create sustainable CRFS and to provide to all actors of the food system arena an interactive approach for food supply chain planning, production, monitoring and improvement, to meet the EU-U11NUA objectives.

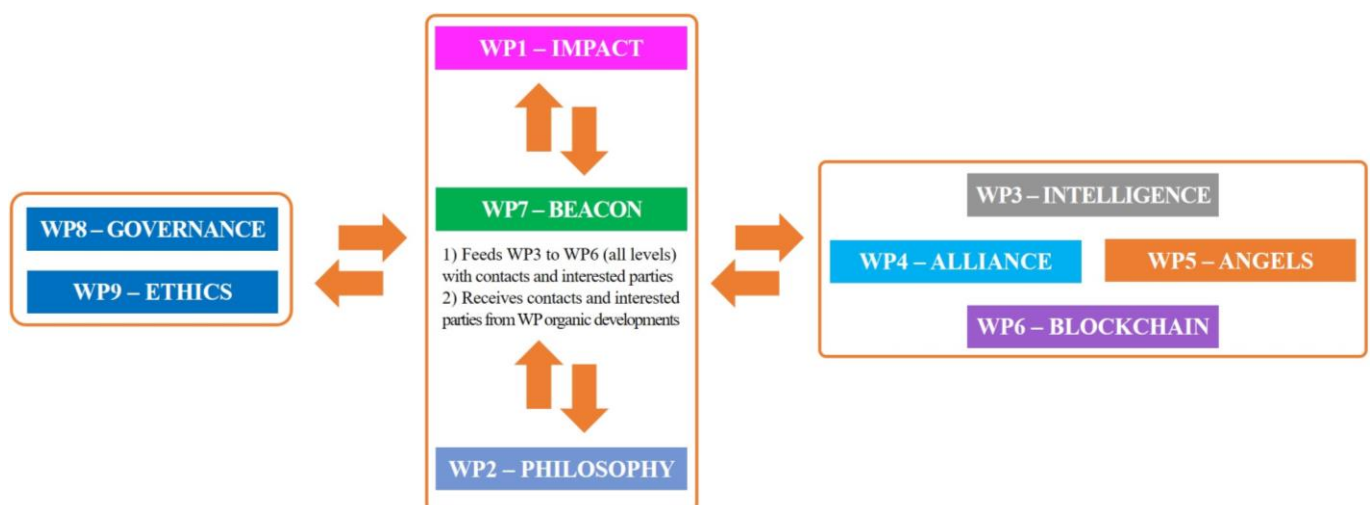
The gathered intelligence is then applied to ensures an adequate activation of all involved participants of the CRFS under WP4, building capacities to facilitate an efficient policies co-creation process.

Activities under all three WP3, WP4 and WP5 assist gather, design and develop the main components and technological tools to generate under WP6 a data-driven CRFS management platform for data collection, analysis and representation in multiple interfaces, the Single Click CRFS Platform (S2CP).

Finally, WP7 dissemination, exploitation of results and communication (CODES) secures the project’s EU level visibility and Internet presence, providing a solid basis for the project results deployment and exploitation of results.

Figure 3.3c shows the specific interlinks between WP7 and all other WP.

*Figure 3.3c – WP7 interlinks with other WP*



### 3.4 Definition of activities

The Horizon 2020 framework programme also proposes guidelines aimed at assisting organisations.<sup>4</sup> The definition below are extracted from the Horizon 2020 Programme online manual except chapter 3.4.4.<sup>5</sup>

#### 3.4.1 Communication

*Communication means taking strategic and targeted measures for promoting the action itself and its results to a multitude of audiences, including the media and the public, and possibly engaging in a two-way exchange. The aim is to reach out to society as a whole and in particular to some specific audiences while demonstrating how EU funding contributes to tackling societal challenges.*

#### 3.4.2 Dissemination

*Dissemination is the public disclosure of the results of the project in any medium. Disclosure may sound passive, like a shop opening up, but it is an activity, like a shopkeeper attracting customers. It is a process of promotion and awareness-raising right from the beginning of a project. It makes research results known to various stakeholder groups (like research peers, industry and other commercial actors, professional organisations, policymakers) in a targeted way, to enable them to use the results in their own work. This process must be planned and organised at the beginning of each project, usually in a dissemination plan.*

#### 3.4.3 Exploitation of results

*Exploitation is the use of the results during and after the project's implementation. It can be for commercial purposes but also for improving policies, and for tackling economic and societal problems.*

#### 3.4.4 Synergies

Cities2030 must develop synergies as a progression (uptakes) from other projects and mutually reinforce each other whilst working in the same thematic area for instance via joint actions (ant level applicable e.g., co-creation/production, dissemination, exploitation of results, etc.

### 3.5 Key actions and phases

Cities2030 is framed in a three-stage action plan: implementation: preparation, production and deployment, which is supported by different activities and specific targeted audiences activities (see below).

*Table 3.5a – Key actions and phases*

Phases		Actions	Calendar
Objective	Definition		
Screening	Identify and categorise, build repository	Communication	M1-M12+
Selection	Contact and invitations, networking	Dissemination	M6-M12+
Engagement	Activation in activities, assignments	Dissemination, synergies	M8-M48+
Connexion	Interlink at all levels <sup>6</sup> , cooperation mechanisms	Communication, dissemination, synergies	M8-M48+
Empowerment	Build capacities, co-creation, co-production	Communication, dissemination, synergies, exploitation of results	M13-M48+
Evaluation	Assess and validate the project's results	Communication, dissemination, exploitation of results	M13-M48+
Upscaling	Explore and set an upscaling action plan	Exploitation of results	M13-M48+
Advocacy	Promote key learnings at institutional level	Communication, dissemination, exploitation of results	M36-M48+
Lobbying	Influence decisions at institutional level	Communication, dissemination, exploitation of results	M36-M48+

<sup>4</sup> [Communicating EU research and innovation guidance for project participants](#), Version 1.0 25 September 2014

<sup>5</sup> [Horizon 2020 Programme online manual](#)

<sup>6</sup> Local, regional, national, pan-EU, world

### 3.6 Deliverables

Table 3.6a (below) shows the project's 20 specific objectives of the CODES activities and corresponding WP considering the WP objectives, tasks and deliverables as a whole.

*Table 3.6a – WP7 deliverables*

DL	Title	Month	Lead	Short description
D7.1	Dissemination, communication exploitation and synergies action plan	M3+	IAAD (P5)	A comprehensive provision gathered in a digital format document and incorporating an actionable set of practical information
D7.2	Dissemination package	M4+	IAAD (P5)	A comprehensive collection of instruments to assist generate the effective visibility and impact of the project
D7.3	Synergies action plan	M4+	IAAD (P5)	A comprehensive provision gathered in a digital format document and incorporating an actionable set of practical information
D7.4	Innovation and Intellectual Property management plan and reporting	M14+	ARFI (P29)	A comprehensive collection of instruments to assist generate the effective protection of the innovation frameworks developed by the project
D7.5	Exploitation of results plan	M28+	SLEAN (P14)	A comprehensive provision gathered in a digital format document and incorporating an actionable set of practical information
D7.6	WP7-specific IMA reports	M48	IAAD (P5)	A comprehensive digital compendium of WP-specific IMA results incorporating decision-making processes to improve and validate project's activities, providing detailed and comprehensive insight to WP1

### 3.7 Risks

Table 3.7a (below) shows the project's identified risks and the related measures for mitigation or elimination.

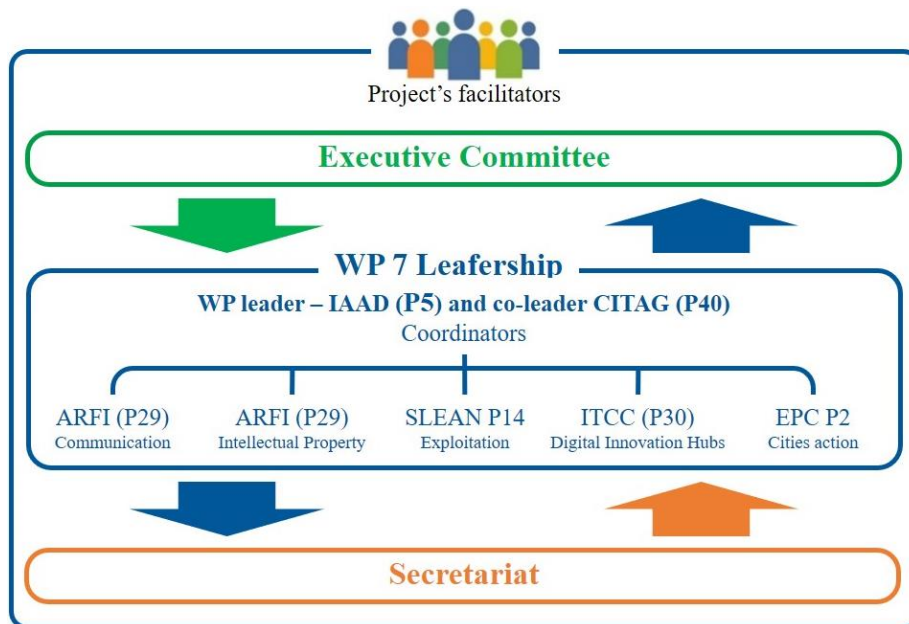
*Table 3.7a – Risks related to the implementation of WP7 work plan*

Description of risk (low/medium/high)	Proposed risk-mitigation measures
High – Uncertainties related to the current pandemic context related with the Covid-19 outbreak	
Medium – Limited responses to engagement activities (also relates with limited engagement by actors of the CRFS).	The consortiums extensive networks is actively and continuously engaged and activated to promote activities and stimulate uptake in participation.
Medium – Unexpected negative consequences of activities regarding ethics and gender approaches to CRFS.	Develop a proper training about ethics and gender to allow the identification, mitigation and transformation of related risks, improving organizational efficiency and developing organizational identity.
Medium – Miscellaneous obstacles and bottlenecks when preparing and organising events	Continuous monitoring of participants' engagement progress all along the preparatory and implementation phases. Solid inclusion of the participants in all activities and at all stages. Strong engagement of consortium members and particularly of those participating in the management bodies.
Low – Inappropriate/ inaccurate use of information from stakeholders	Ensuring careful checking of attributed material directly with participants in early drafts, and in all cases prior to release of any public domain documents by following ethics requirement for using stakeholder inputs as stated in D9.1 and D9.2. Exchange of data via Correlate to ensure traceability.
Low – Failure of project governance due to complexity and number of partners together with the number complexity and number of events	Implement a robust management structure with regular full consortium reviews. Deployment of a fulltime experience project manager and use of best practice communications and management tools.
Low – Limited quality and attractiveness of the project identity and consequent lack of visual impact	

### 3.8 Management bodies

Figure 3.8a shows the management bodies responsible for the coordination, implementation, assessment and validation of all WP activities. All partners are engaged in WP7 and the partners with key identified partners who are UNIVE (P1), EPC (P2), IAAD (P5), VEGO (P8), IAȘI (P28), ARFI (P29), ITC (P30), UNILU (P35) and CITAG (P40). WP leaders and co-leaders are WP-focused as they must ensure the accurate and efficient implementation of all anticipated activities as a whole, also interlinking with all other WP.

*Figure 3.8a – WP7 management bodies*



The project facilitators specific profile is still open at this stage, however Cities2030 envisioned this role as a key component of the overall management structure to strengthen the operation of the Secretariat and the Executive Committee. All partners agree UNIVE(P1) the coordinator is responsible for establishing the Project Management office (PMO) to support the delivery of the project, which is composed by staffs from UNIVE, EPC (P2) and IAAD (P5).

UNIVE establishes a project Secretariat who oversees the implementation of the project and provides support (as detailed in WP8) to all Cities2030 partners. By separating the key operational management (secretariat) from the project administrative management responsibilities, partners trust the overall performance and impact will be achieved more efficiently.

The secretariat is composed by staffs from EPC, IAAD, SLEAN (P14), LLF (P25) and CORR (P31), and develops with the data-driven digital project management platform “Correlate Cities2030”. The secretariat is assigned an exceptional management role regarding cities as described in task 8.1 (WP8). Cities2030 WP leaders are structured in the Executive Committee (ExeCom), and have regular informal contact by email and teleconferences with each and all WP participants, especially with the WP co-leader, who assist in the WP management.

Both leaders and co-leaders report on the progress of the WP activities to the Secretariat. WP leaders and co-leaders are encouraged to share administrative responsibility and to support the members of other WPs to participate actively in the organisation of the activities, information sharing, international exchange.

The ExeCom is responsible for timely bringing deliverables and milestones to the attention of the Secretariat and the PMO. Globally, and throughout any WP, tasks or deliverables developments, facilitators represents a non-executive yet vital component of the project management and implementation.

Their role is to “facilitate” the achievement of the project’s outcomes as a whole: tasks, outputs and deliverables (outputs are operational and vital components necessary to generate a deliverable).

Facilitators are not part of any management bodies (PMO, Secretariat, ExeCom), they may be task or deliverable leaders. Also, facilitators may be from external parties such as Advisory Board members (leads e.g., partners excluded), Alliance Partners, but not necessarily.

If facilitators are part of none of the aforementioned structures and develop as institution or individual, they are subject to the signature of a non-disclosure agreement.

The table 3.8a (below) shows a precise definition of the facilitators roles and interlinks across the project management and implementation, regardless the WP, tasks and deliverables, though a higher focus on WP7 is provided here.

*Table 3.8a – Facilitators for the implementation of WP7 work plan*

WP	Action scope	Profile of the facilitator	Role of the facilitator	Interlinked bodies
1	Impact assessment	- Expert in the field (researchers, developers, etc.) - Management experts (projects, businesses, etc.) - Think Tanks, CSO, cities and regions, etc.	- Identify and recruit cities and regions - Provides good practices (evidences overall) - Liaise with all WP together with facilitators	CIAB, SYAB
2	Cross-cutting priorities	- Expert in the field (researchers, developers, etc.) - Communities of Practice (all focus areas) - Think Tanks, CSO, cities and regions, etc.	- Identify and recruit cities and regions - Provides good practices (evidences overall) - Liaise with all WP together with facilitators	CIAB, SYAB
3	Community building	- Expert in the field (researchers, developers, etc.) - Communities of Practice (all focus areas) - Think Tanks, CSO, cities and regions, etc.	- Identify and recruit cities and regions - Provides good practices (evidences overall) - Liaise with all WP together with facilitators	CIAB, SYAB
4	Policy frameworks	- Expert in the field (researchers, developers, etc.) - Policy-making bodies (public, private) - Cities and regions, Think Tanks, CSO, etc.	- Identify and recruit cities and regions - Provides good practices (evidences overall) - Liaise with all WP together with facilitators	CIAB, SYAB, PEAB
5	Innovation frameworks	- Expert in the field (researchers, developers, etc.) - Business/industries bodies (public, private) - Think Tanks, CSO, cities and regions, etc.	- Identify and recruit cities and regions - Provides good practices (evidences overall) - Liaise with all WP together with facilitators	CIAB, SYAB, IAAB
6	ICT, AI, ML, IoT	- Expert in the field (researchers, developers, etc.) - Business/industries bodies (public, private) - Think Tanks, CSO, cities and regions, etc.	- Identify and recruit cities and regions - Provides good practices (evidences overall) - Liaise with all WP together with facilitators	CIAB, SYAB, PEAB, IAAB
7	CODES	- Expert in the field (researchers, developers, etc.) - Businesses (marketeers, brand developers, etc.) - Think Tanks, CSO, cities and regions, etc.	- Identify and recruit cities and regions - Provides good practices (evidences overall) - Liaise with all WP together with facilitators	CIAB
8	PMI	- Expert in the field (researchers, developers, etc.) - EU projects (consultants, managers, etc.) - Think Tanks, CSO, cities and regions, etc.	- Identify and recruit cities and regions - Provides good practices (evidences overall) - Liaise with all WP together with facilitators	CIAB
9	Ethics per H2020	- Expert in the field (researchers, developers, etc.) - EU projects (consultants, managers, etc.) - Think Tanks, CSO, cities and regions, etc.	- Identify and recruit cities and regions - Provides good practices (evidences overall) - Liaise with all WP together with facilitators	CIAB, SYAB, PEAB, IAAB

## 4 VISUAL IDENTITY

### 4.1 Project title

Extended: 'Co-creating resilient and sustainable food systems towards FOOD2030'

Acronym: Cities2030

Key pillars: cities and regions, co-creation process, resilience, sustainability and the 'FOOD2030' EU policy

### 4.2 Logo, graphics and colours

A professional graphic colour chart is delivered separately with Pantone, RGB and Hex codes.

All supporting material is delivered in graphic design format when a printed production is anticipated.

The colour blue evokes the sky and the sea/ocean and therefore symbolises the project's effort toward climate action. The colour blue is often associated with depth and stability, symbolizing trust, wisdom, confidence, intelligence and truth.

The ocean plays a fundamental role in mitigating climate change by serving as a major heat and carbon sink. The ocean also bears the brunt of climate change, as evidenced by changes in temperature, currents and sea level rise, all of which affect the health of marine species (biodiversity and ecosystems), nearshore and deep ocean ecosystems.<sup>7</sup> The oceans and seas are key sources of food for human consumption and therefore constitute a key pillar in the project in terms of sources of food for human consumption, especially from aquaculture.

Cities2030 delivers sustainable CRFS incorporating substantial efforts to decrease carbon dioxide (CO<sub>2</sub>) and other greenhouse gas (GHG) emissions.

*Figure 4.2a – Project's logo*



The colour green evokes the land and more especially sustainable agriculture and farming, and therefore symbolises the project's effort toward sustainable CRFS. The colour green is often associated with nature, growth, harmony and safety.

Together with seas and oceans, land is strongly connected to climate change via human activities, and the link between land use and the climate is complex and impact a vast series of components from soils to natural resources use such as water, incorporating fertilisers and pollinators (biodiversity and ecosystems).<sup>8</sup>

<sup>7</sup> [Ocean and Climate Change](#), the Ocean Foundation

<sup>8</sup> [Sustainable land management](#), ScienceDaily, Wikipedia

Sustainable land management is a knowledge-based procedure that aims at integrating the management of land, water, biodiversity, and other environmental resources to meet human needs while sustaining ecosystem services and livelihoods. These thematic are at the heart of project Cities2030.

Cities2030 delivers sustainable CRFS incorporating substantial efforts to secure healthy and sustainable food (Objective 1 – Obj. 1), contribute to stop food poverty and insecurity (Obj.2), protect and preserve natural resources (Obj.3), deliver actionable, deployable and transferable pathways to enhance CRFS circularity with local food belts (Obj. 4), develop a pan-European driven food culture and skills (Obj.5).

The colour orange evokes the beacons of lighthouses (dots above the capital letters i) recalling the EU Programme's Horizon2020 "Smart Cities and Communities lighthouse projects" where "Lighthouse cities" develop and test integrated innovative solutions at district scale.<sup>9</sup>

These beacons symbolize the project's aim to call on the attention, activate and engage other cities in the project's CRFS transformation implementation process. They also symbolise 2 of the key pillars of the project: resilience and sustainability.

### 4.3 Stationery

Table 4.3a (below) shows the project's stationary definition and settings.

*Table 4.3a – Project's stationary*

Supporting material, element	Definition
Logo	Graphic mark (emblem) to ensure identification, attractiveness and brand ownership
Project identity	Definition of the project image characteristics
Templates (miscellaneous)	MS PPT, letterhead, reports, etc.
Website, blog	Project Internet presence with content calendar of publications
Social media pages	Project Internet presence with content calendar of publications
Leaflets (and similar)	Digital and printed material with short messages focused on visuals
Newsletter	Digital support content in journalistic format periodically circulated among a variety of audiences
Posters	Printed document for information (communication, dissemination) in different formats (A0, A2, etc.)
Roll-ups	Stand-alone printed banner (roll up banner stands, roller banners or pull up banners)
Infographics	Digital and printed material with short messages focused on visuals
Press releases	Digital support content periodically sent to the Media and targeting a variety of audiences
Audio-video (capsules, etc.)	Audio-video recordings material with short messages (3 minutes) focused key focus areas
Open access scientific articles	Articles in printed/digital scientific/tech. journals with worldwide recognition
High-impact publications	Publications (globally) in printed/digital magazines with vast numbers of subscribers
White papers	Report, guidelines to inform readers concisely on a topic and present concepts and notions
Webinar	Digital events organised as a conference to disseminate a specific set of information
Other digital events	Digital events organised in a vast variety of forms (brokerage, workshop, hackathon, etc.)
High-level events (senior audiences)	Digital or onsite events gathering high-level audiences (international experts, governments, etc.)

<sup>9</sup> [Smart Cities and Communities lighthouse projects](#), Horizon2020 Programme, the European Commission, 2017



## 4.4 Miscellaneous

**Lettering:** Calibri font, size 12 (to be confirmed); also see specific templates

**Hashtags:**

#Cities2030	#foodsystems	#urbanfood	#worldfoodday
#globalfoodalliance	#H2020	#horizon2020	#horizoneu
#food2030	#farm2fork (farmtofork)	#futureoffood	#eufoodcities
#agrifood	#sustainablefoodsystems	#nativefood	#foodpolicy
#foodsmartcities	#foodtech	#resilientcities	#foodsmartcity
#shortfoodsupplychains	#upcycledfood	#foodindustry	#circularfoodtechnology
#foodtrends	#foodsecurity	#foodinsecurity	#scaleupfood
#agrifoodvaluechains	#foodwaste	#foodinnovation	#longfoodmovement

## 5 AUDIENCES

The call 'FOOD 2030 - Empowering cities as actors of food system transformation' (topic ID: CE-FNR-07-2020) states *"In line with the principles of Responsible Research and Innovation (RRI), proposals shall support urban participatory policy processes that convene a wide variety of public and private stakeholders throughout the whole food system from farm to fork to gut and back. These shall include, for instance: food producers, processors, retailers, procurers, food service industry, nutritionists, universities, SMEs and local/regional business, educators, behavioural and social scientists, museums/science centres, professional associations, innovative ICT companies, banks, venture capitalists and other sources of investment, NGOs, media and citizens and taken into account gender aspects."*

The communication and dissemination activities impacts upon all CRFS dimensions considering the key roles (functions) identified in figure 5.1a, which also considered to structure the project's working groups.




*[Figure 5a – Cities2030 key actors of change](#)*





### Working groups\* WP3, 4 and 5

-  production
-  processing
-  distribution
-  markets
-  consumption
-  waste
-  security
-  ecosystem services
-  livelihood, growth
-  inclusion, equity

-  CRFS societal challenges
-  CRFS value chain
-  Project's Labs

\*Participants distributed in 10 working groups

## 5.1 Definitions

Figure 5.1a shows the project's key identified audiences.

*Figure 5.1a – Cities2030 key identified audiences*

<b>Cities and regions</b> Policy-makers who are key actors of the policy arena	<b>Businesses</b> Industry, SMI, SME, smallholders, microenterprises	<b>Civil society</b> CSO, CBO who are key influencers and field actors	<b>General public</b> Citizens (consumers) who are direct beneficiaries of HSNC
<b>Policy structures</b> Statutory bodies, political parties, Think Tank, etc.	<b>Business structures</b> Associations, federation, chambers, syndicates, etc.	<b>Scientific bodies</b> Universities, research bodies, local networks and platforms	<b>Media</b> Specialised Media, Social Media, digital and printed press
<b>Law practitioners</b> Experts regulatory frameworks and compliance regimes	<b>Financial and markets</b> Financial intermediaries and markets, banks, equity, etc.	<b>Expert bodies</b> Pan-EU and international bodies (IPES Food, ICLEI, etc.)	<b>The EC and the UN</b> EC and UN services, local and regional statutory bodies

Cities and regions, policy structures, and law practitioners – They are to be understood as regulating and facilitating bodies of the food systems, e.g., governments bodies (sometimes they even participate in food production, processing, trade and retail). However, they are mainly regulatory bodies who exercise a structured influence on food systems, via financial instruments, legislation and regulations, but also education; and support for innovation.

Partners present in the consortium are representative of these bodies, for example VEJLE P10, INTO P12, P24, etc.

Businesses, business structures, financial and markets bodies – They are representative of the production sector<sup>10</sup>, for example farmers from the agriculture, horticulture and aquaculture areas (animals, crops), fisheries, etc., food processing and manufacturing, such as food and drinks, distribution and markets (wholesale and suppliers) such as packaging structures, retail and services, supermarkets, shops, etc., consumption such as businesses (restaurants, etc.), canteens in businesses, also general stores, malls and schools, waste (public and private businesses), food security, ecosystem services, livelihood (growth, economics), inclusion and equity. Businesses also encompasses all actors of the product and services other than food as such e.g., equipment and machinery, fertilisers, miscellaneous services related to the production, transport, management, etc. of food. Business structures are understood as social partners, chambers and similar. Markets bodies are understood as providers of miscellaneous services such as businesses and market intelligence reports (PwC, Accenture, Deloitte, etc.). This list may be updated and enhanced.

Partners present in the consortium are representative of these bodies, for example INVE P9, BIOZ P17 etc.

Civil society – They are representative of the structured not for profit dimension of citizens, private or public bodies e.g., public or private foundations, associations, social enterprises, cooperatives, and may sometimes also correspond with other audiences referred in different sections.

Partners present in the consortium are representative of these bodies, for example IAAD P5, LLF P25, etc.

Scientific bodies – They are representative of the research and innovation action areas, from food design to analytical, social science and humanities, education and training, and Media as well (journals, etc.).

Partners present in the consortium are representative of these bodies, for example TTZ P16, MATÍS P22, etc.

<sup>10</sup> [Actors of the food chain](#), European Environment Agency, INF-81-en Published 18 Oct 2017

Expert bodies – They are globally represented by structures active in the CRFS arena, and more globally, food systems, e.g., (non-exhaustive) the International Panel of Experts on Sustainable Food Systems (IPES-Food), an independent panel of experts, the Local Governments for Sustainability (ICLEI) an international organization of governments (local, regional, national), the Economist Intelligence Unit (EIU) with the Barilla Center for Food and Nutrition, an initiative from the private sector, Eurocities and, also, Eurocities, C40 Cities, the Nordic Food Policy Lab, IFOAM, the Soil Association, EPI-Agri, RUAf, Slow Food Europe, Sustainable Food Cities, etc.

Partners present in the consortium are representative of these bodies, for example FFI P23.

General public – They are representative of the non-structured public and may be approached by a variety of media including the printed and digital press, non-structured public forums and platforms and groups, specially via Social Media such as Facebook, Instagram or YouTube.

Media (printed and digital press) – They are representative of non-structured public e.g., general public press (newspapers, magazines), and of specific public audiences as well, e.g., parents, food and beverage, culinology, healthcare, nutrition, etc. Also, scientific community (journals, specialised magazines, etc.) or any other type of specific community of practice from CRFS related sectors such as agriculture, horticulture, fisheries, related trades, etc.

EC and UN services – They are representative of EC and UN agencies such as EFSA, FAO, the WHO, EU-funded structures such as EIT Climate KIC and EIT Food, etc.

Partners present in the consortium are representative of these bodies, for example MATÍS P22 and RTU P39.

## 5.2 Gender considerations

Cities2030 is a gender-neutral initiative and practice systemic gendered activities<sup>11</sup>. This project, through the activities run, will bring contributions to the gender discrimination reduction both in the rural and urban environments.

Although the urban environment has come up with solutions for gender discrimination and it is on a solving trend, the rural women are not fully recognized for the significant part played as creators of agri-food knowledge, food production, food security and food distribution. The project activities will permanently support the women's assertion and their role played in the urban food supply chains.

Therefore, a constant communication on the matter among the project participants is necessary to enable sharing socio-cultural experiences of their own realities countries.

This provides a solid gender-led framework to the project and allow formulating models of good practices and possible directions for implementing key gender principles throughout the project development and beyond.

## 5.3 Working groups

To secure the roadmap implementation Cities2030 develops with ten working groups built around four key actors of the CRFS arena with the city/region acting as driver, incorporating one research body, a business and a civil society organisation, as shown in Figure 5.1a (section 5.1). Working group are commissioned to generate the larger group of organisations representing a comprehensive CRFS sphere to engage in the project activities.

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<sup>11</sup> <http://genderedinnovations.stanford.edu/methods-sex-and-gender-analysis.html>

However, Cities2030 effectively engages, connects and empowers a wide variety of public and private actors of CRFS throughout the whole food system as referred by the call (see figure below).

The CODES is rooted in a solid stakeholder analysis developed at proposal level and updated in the first three months of the project. Participants are defined as anyone who has a vested interest in the project's ambition or will be affected by its outcomes.

An understanding of participants' interests, drivers and impediments is essential for effective communication and the prioritisation of tools for communication.

Understanding participants motivations enable the consortium to effectively engage, communicate with, and promote current and future dialogue between different interested parties.

Communication activities are tailored for different participants groups yet the core message content remains consistent – the key findings of the project are not played down if they reveal opposite to the interests of a certain group of participants.

One of the main objectives of the project CODES is to facilitate dialogue and exchange with experts outside the consortium. Such engagement is critical as it allows the consortium members to be exposed to different perspectives and approaches. It also allows members to collect feedback and suggestions from a variety of individuals who have complementary competences and backgrounds, but who may have different expectations from the project's results.

The involvement of interested parties besides the consortium as a whole, such as Advisory Board members, Alliance Partners, and Facilitators (see chapter 3.0.6), but not strictly, is paramount to ensure alternative perspectives are considered, stimulating the consortium members to shift their focus from the project activities to the intended outcomes, and to clearly communicate the main project concepts and frameworks in terms of outputs, milestones and objectives.

## 5.2 Advisory Boards

Cities2030 develops with four Advisory Boards (AB) as shown in table 5.0.1a (below).

*Table 5.2 – Cities2030 Advisory Boards*

WP	Advisory Board (AB)	Acronym	Lead	Role and activities	
				Lead	Members
8	Project as a whole	CIAB	TBC	- Coordinates the AB - Cooperate with the ExeCom	- Provides guidance to the ExeCom - Steers the project development as a whole - Oversees the cross-cutting priorities
7	Synergies Action	SYAB	ARFI (P29)	- Coordinates the AB - Cooperate with the ExeCom	- Provides guidance on synergies action - Steer the synergy action plan across all WP - Facilitates synergies with pertinent spheres
4	Policy Enactment	PEAB	VEJLE (P10)	- Coordinates the AB - Cooperate with the ExeCom	- Provide guidance on policy frameworks - Steer the development of WP4 (links WP5, WP6) - Facilitates synergies with pertinent spheres
5	Innovation action	IAAB	ICTM (P30)	- Coordinates the AB - Cooperate with the ExeCom	- Provide guidance on innovation actions - Steer the project development as a whole - Oversees the cross-cutting priorities

Dissemination of policy examination and production, innovation action results and publication of data and products is overseen by WP7 and is supported by the project's Advisory Board members, e.g., 'Cities2030 Advisory Board' (CIAB), incorporating respect to protection of intellectual property.

Responsibility for knowledge management and protection shall sit with 'Cities2030 Innovation Action Advisory Board' (IAAB). Effective monitoring and recording of all publications ensuring compliance with the terms of the CIAB and the IAAB, and ensure appropriate measures are implemented for the protection of IP.

The CIAB is a non-executive body part of WP8 yet critical to secure the optimum accuracy of the project development with the CRFS realities. It is anticipated to incorporate a total of fifty experts and actors of the CRFS by 16.10.2022.

Their role centralizes on providing guidance to the ExeCom, steer the project development and contribute to the project's activities per the pertinence of members' fields of proficiency.

Cities2030 advisory boards are the Policy Enactment Advisory Board (PEAB) led by VEJLE (P10), Innovation Action Advisory Board (IAAB) led by ICTM (P30), Synergies Action Advisory Board (SYAB) led by ARFI (P29).

The CIAB is overseen by four external Alliance Partners anticipated to be the Global Resilient Cities Network (GRCN) located in the city of London (UK) representing the urbanism and cities spheres, the Resilient Regions Association (RRA) located in Malmö (Sweden) representing the climate action thematic, DUNAVNET located in the city of Novi Sad (Serbia) representing the ITC sphere, and NAHhaft located in the city of Dresden (Germany) representing the civil society arena.

### 5.3 Alliance partners

Alliance Partners are legal entities or individuals motivated by the overall project framework, e.g., CRFS or food systems as a whole, and, or specific frameworks embedded in the project structure, such as for example food security, food distribution, food-related inequalities and so forth.

Alliance Partners are motivated to engage and participate either continuously or punctually in the project activities, yet goes beyond participation by providing a specific support to the consortium that can be of a vast series of forms from providing facilities for events to a facilitation to engage and recruit a city, whereas other interested parties who do not aim at being Alliance Partner would only contribute to the project with their competences and knowledge on specific matters.

Any pertinent legal entities or individuals is eligible and abides a specific registration process comprising a non-disclosure agreement. The registration process for Alliance Partners may include a letter of intent only (also called letters of support), and, or the signature of the Memorandum of understanding to establish the 'CRFS Alliance' (WP3, T3.1, D3.1).

The leads of the CIAB are necessarily Alliance Partners, and they are mentioned in chapter 5.0.1.

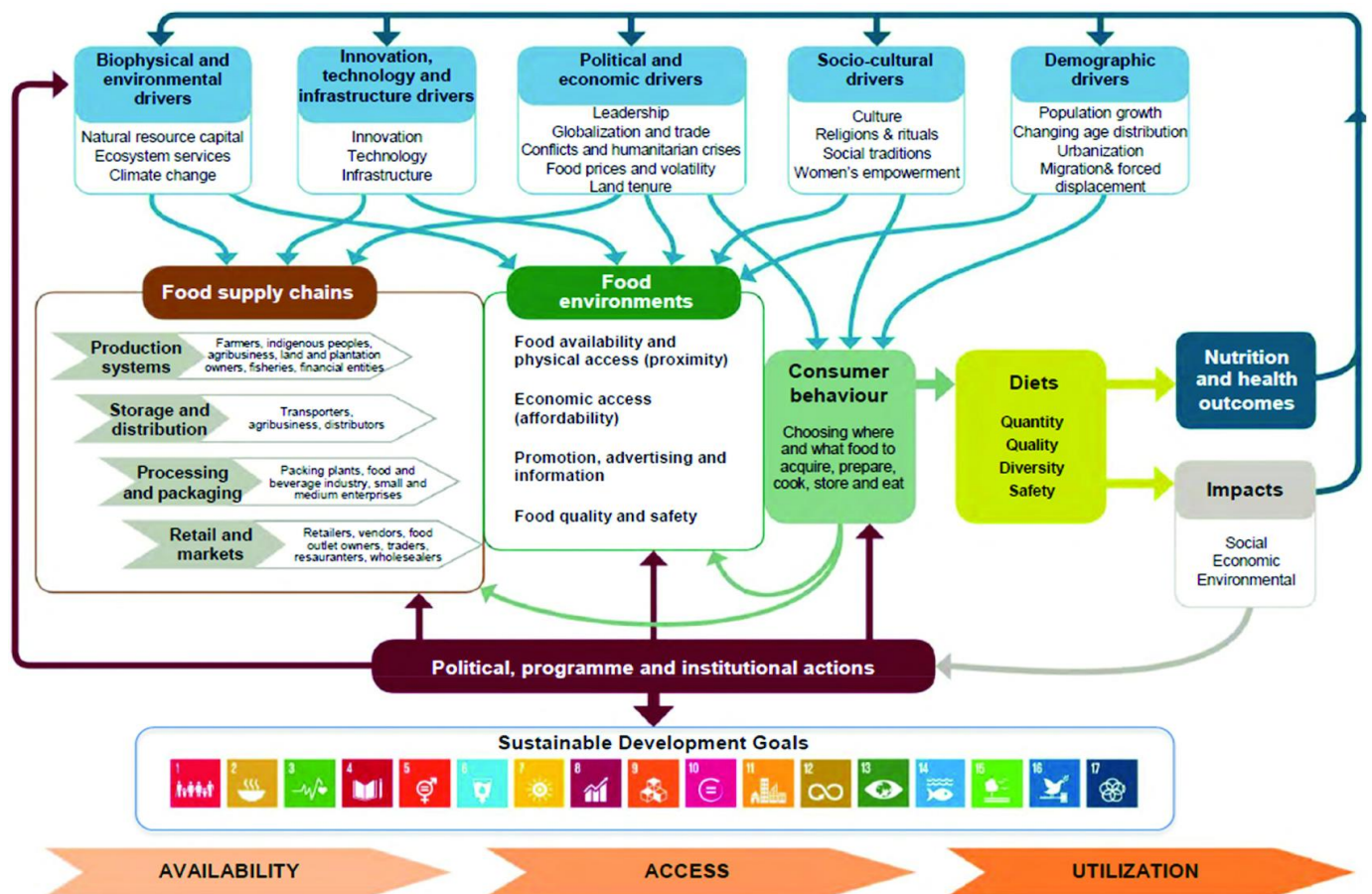
Alliance Partners may have a vast series of roles across the project within the project's operational structures, spanning from the Advisory Boards to the Working Groups or facilitators.

They are all part of the 500+ active participants anticipated to be gathered during the project scope and may as well be among the anticipated 50+ cities and regions anticipated to engage in the project by September 30<sup>th</sup>, 2024.

## 5.4 Audiences interlinks

The figure 5.0.3a illustrates the conceptual framework of food systems taken from the UN's FAO, High Level Panel of Experts on Food Security and Nutrition (HLPE)<sup>12</sup>, upon which Cities2030's scope build upon to identify and recruit the project's audiences from a focus area co-creative perspective, where drivers, environments, functions and operations, value chains and outcomes, and impact areas are representative of organisations and expertise in the identified field.

Figure 5.4a – Cities2030 audiences interlinks considering the overall food system environment



<sup>12</sup> [Food security and nutrition building a global narrative towards 2030](#), UN's FAO, High Level Panel of Experts on Food Security and Nutrition (HLPE), 2020

## 6 FRAMEWORKS AND ACTION PLANS

### 6.1 Internal communication

The table 6.1a (below) shows the internal communication framework of the project. The official communication language of the project is English.

*Table 6.1a – Cities2030 internal communication framework*

Main aim	Objectives	Audience	Instruments, supports	Channel	Duration	Reporting
Circulate non-critical global information	Initiate or update a specific activity, etc.	Consortium	Correlate platform message, email, miscellaneous documents	Digital	M1 – M48	Not specifically
Circulate non-critical specific information	Reviews and decision-making processes, etc.	Management bodies or specific partner	Correlate platform message, email, miscellaneous documents	Digital	M1 – M48	Not specifically
Circulate critical global information	Initiate or update a specific activity, address an urgent matter	Consortium	Correlate platform message, email, online meeting, miscellaneous documents	Digital	M1 – M48	Yes
Circulate critical specific information	Reviews and decision-making processes, etc.	Management bodies or specific partner	Correlate platform message, email, telephone, online meeting, miscellaneous documents	Digital	M1 – M48	Yes

### 6.2 External Communication

Centralised communications actions led by IAAD (P5) and CITAG (P40) will systematically be realised in English, especially in the project Internet international environment (website, Social Media, etc.).

Decentralised communication actions led by any partners may be realised in any language partners see fit, including the project Social Media profiles. This will offer partners the opportunity to publish pertinent information for all, when translation tools are available, or for specific country's audiences otherwise.

Partners and participants active in the CODES activities develop together outreach-oriented activities to ensure the targeted audience is reached:

- fine-tuning and profiling accurately the target audiences identified during the project preparation (primary and secondary target audiences, power of influence, seniority, gender, cultural background, focus area, etc.), thus knowing the audience;
- setting feasible and measurable communication goals;
- ensuring alignment per the project's development phase (inception, maturity and closure);
- continuously assessing the development and adjusting systematically per identified performance indicators;
- linking and leveraging systematically with existing networks (within the consortium) and related events, projects and initiatives;
- creating, activating and animating focus groups per specific sub-objectives or thematic area (communication, channels, approaches, messages, with students differs from researchers, etc.);
- organising accurately the dissemination setting (staff, channel, tools, supporting material, etc.);
- creating efficient story-telling and narrative to facilitate swift and driven response from the audience;

i) creating attractive environments around the message (image, supports, influencers, etc.).

The table 6.2a (below) shows the external communication framework of the project all audiences as a whole.

*Table 6.2a – Communication and dissemination action framework to all audiences as a whole*

Frequency	Context / Aim	Audience	Message	Media / Language	Material	Follow up	Impact levels
Weekly	Information on the project's framework very largely to bring attention on the project globally	All	Communicate the context, objectives, methodologies, and results of the project	Project Social Media pages, English language is the priority and systemic, yet other languages may be applicable	None especially, but this may vary per the nature of the publication	Pending feedback engage and invite to participate in the project	All levels are applicable, from local to international
Weekly	Awareness raising on a vast number of CRFS thematic, linking with the project's framework, to bring attention on the project globally	All	Communicate how the project answers to identified needs per realities, via sharing the project context, including methodologies and outcomes	Same than above,	None especially, but this may vary per the nature of the publication	Pending feedback engage and invite to participate in the project	All levels are applicable, from local to international
Mixed	Announcements of events, results, etc., and possible dissemination of results as such	All	Topic-centered message pending the nature of the events, results, etc.	Social Media pages, website, other platforms of the Internet, email, English language is the priority and systemic, yet other languages may be applicable	Topic-centered material such as agenda, event background, results as such, etc.	Pending feedback engage and invite to participate in the project, also advance project developments related to the topic, etc.	All levels are applicable, from local to international
Mixed	Events, vast variety, such as conferences, seminars, study-visits, brokerage, hackathon, webinars, other digitals events, etc.), to deliver information, and possibly, also disseminate results	All	Topic-centered message pending the nature of the events, results, etc.	Social Media pages, website, other platforms of the Internet, or physical venues pending the nature of the event, English language is the priority and systemic, yet other languages may be applicable	When in venues, any applicable printed material such as the project leaflet, posters, rolls-up, etc. When digital, any applicable digital material such as the project leaflet, website, etc.	Pending feedback engage and invite to participate in the project, also advance project developments related to the topic, etc.	All levels are applicable, from local to international



The table 6.2b (below) shows the external communication framework of the project all specific audiences.

*Table 6.2b – Communication and dissemination action framework to specific audiences*

Frequency	Context / Aim	Audience	Message	Media	Material	Follow up	Impact levels
Mixed	Information on the project's framework as a whole, also on specific topics specifically adjusted to the targeted audience, to engage these actors in the project activities, especially to co-create and disseminate deliverables; communication and dissemination actions are realised in countries' languages	Cities and regions, policy structures, and law practitioners (CRPL)	Inform on the project context, objectives, methods, and results with a focus on policy innovation action, considering the project framework, e.g., policy life cycle assessment, system thinking activities, policy labs, etc.	Emails, telephone, one to one or group meetings; meetings may occur during events specially attended by partners for the project purpose, or in events specially planned by partners, partners' online platforms such as websites and Social Media, also blogs and networks, also pertinent digital platforms	Any applicable digital or printed material covering the project global definition and information, more specially, policy-related materials from WP3 (D3.2, D3.4, D3.5, D3.6) and WP4 (all applicable deliverables), also WP2 and WP6 (all applicable deliverables) with adjustments when necessary	Pending feedback engage and invite to participate in the project, also advance project developments related to the topic subject of the information, also strengthen co-operation mechanisms structured around the specific role and profile of the targeted audience in CRFS, etc.	Focus on local and regional bodies, yet national level may be applicable as well pending the realities of each partner
Mixed	Same than for CRPL,	Businesses, business structures, financial and market bodies	Same than for CRPL, but here focus on technology and business-related innovation action, considering the project framework, e.g., innovation action pathways, system thinking activities, living labs, etc.	Same than for CRPL,	Any applicable digital or printed material covering the project global definition and information, more specially, innovation and business-related materials from WP3 (D3.2, D3.7, D3.8) and WP5 (all applicable), also WP2 and WP6 (all applicable deliverables) with adjustments when necessary	Same than for CRPL,	Same than for CRPL,
Mixed	Same than for CRPL,	Civil society organisations (CSO)	Same than for CRPL, but here focus on the specific role CSO should play in the enhancement of CRFS as a whole, and especially awareness raising, education and training, participative mechanisms for decision-making processes, RRI, gender, inclusion, Citizen Science, etc.	Same than for CRPL,	Any applicable digital or printed material covering the project global definition and information, including any applicable (focus) deliverables, specially from WP2, WP3, WP4, WP5 and WP6, with adjustments when necessary, any pertinent (focus) stationery and merchandising	Same than for CRPL,	Same than for CRPL,

Frequency	Context / Aim	Audience	Message	Media	Material	Follow up	Impact levels
Mixed	Same than for CRPL,	The civil society specially Youth work and Youth structures	Same than for CSO, but here with a specific focus on the Youth Work arena, also liaising with the upper secondary school sphere and also universities (Youth structures)	Same than for CRPL,	Same than for CSO,	Same than for CRPL,	Same than for CRPL,
Mixed	Same than for CRPL,	Scientific bodies	Same than for CSO, and especially their contribution in addressing gaps in innovation action based on evidenced TRL5+ pathways, education and training, RRI, gender, inclusion, Citizen Science, etc.	Same than for CRPL,	Same than for CSO,	Same than for CRPL,	Same than for CRPL,
Mixed	Same than for CRPL,	Expert bodies	Same than for CSO and scientific bodies	Same than for CRPL,	Same than for CSO,	Same than for CRPL,	Same than for CRPL,
Mixed	Same than for CRPL,	General public, no specific audience (GP)	Same than for CSO, here focus on the specific role GP could play in the enhancement of CRFS as a whole, and especially awareness raising; here use of non-expert vocabulary, and tackle consumption behaviours	Same than for CRPL,	Same than for CSO,	Same than for CRPL,	Same than for CRPL,
Mixed	Same than for CRPL,	General public, especially kids and Youth via the schooling sphere	Same than for GP, but here use of a vocabulary specially set for teens in upper secondary schools, and tackle consumption behaviours	Same than for CRPL,	Same than for CSO,	Same than for CRPL,	Same than for CRPL,
Mixed	Information on the project's framework as a whole	Non-specialised Media (general public)	Same than for GP, but here use of non-expert vocabulary, and tackle consumption behaviours	Same than for CRPL,	Same than for CSO,	Same than for CRPL,	Same than for CRPL,
Mixed	Possible papers and articles specially issued by WP4, WP5 and WP6	Specialised Media (communities of practices)	Inform on the papers and articles abiding applicable protocols	Same than for CRPL,	Same than for CSO,	To be adjusted pending feedback and possible publication,	National, EU and international

Frequency	Context / Aim	Audience	Message	Media	Material	Follow up	Impact levels
Mixed	Same than for CRPL,	EC and UN services	Inform on the project context, objectives, methods, and results with a focus on the synergies specially created by the project with other EU-funded initiatives characterised by joint-activities	Same than for CRPL,	Same than for CSO,	Pending feedback engage and invite to participate in the project, especially in high-level events for possible key-note speeches	Local and regional agencies, national and EU bodies, and international structures

### 6.3 Dissemination framework

The logo is the leading graphic identity element of the project and the key to build a successful graphic identity as well as an effective logotype. The logo is used in all dissemination material and documents related to the project. The suggested logo delivers a clear message and captures the attention of the public to effectively communicate the main concepts of the project. Different variations are developed: the central version displays the project's acronym in a single font, in conjunction with three vivid colours and an alpha numerical setting and positioning which capture the attention of targeted audiences, whilst indicating the specific objectives that will be achieved through the project development.

Other variations are linear and illustrated with the project's extended title in different font sizes. The central version is used mainly for all internal communication, especially the project's deliverables, whereas other variations may be used for external communication and dissemination activities.

The establishment and management of a Community of Practice (CoP) is a continuing and paramount activity during the entire project duration and beyond until 2030. This activity is organised around WP3, WP4 and WP5. The aim of the establishment of CoP is to generate a platform to develop as main dissemination drive for the engagement of all anticipated audiences.

The CoP includes all actors of food value chains as described in chapter 5.0. A project contact repository comprising contact information of all potential members of the CoP is prepared during the first six months of the project. These individuals are anticipated to contribute actively to the project developments and, therefore, the consortium maintain all updated on the project developments at all time, and also encourage them to identify and recruit participants from their professional network.

Together with the consortium, the CoP generates Cities2030 'CRFS Alliance' (D3.1), which will provide the essential actionable knowledge to the project partners for the production of all deliverables. The Alliance also provides an excellent platform to disseminate the project as a whole at local, regional, national, European and international levels.

Cities2030 practices a multi-actors approach and dynamic engagement framework to shape and conduct the active involvement and participation of the entire CRFS value chains in the implementation of the project, at all levels and especially in the very conception of the activities.

In this regard and depending on activities' features, objectives and expected outcomes, and considering alignments with the CRFS actor characteristics, a vast series of engagement approaches are identified, spanning from the provision of information only, to an inclusive cooperation and proactive involvement in the production of deliverables, and also in decision-making processes.



Cities2030 stems from the acknowledgement that CRFS actors engagement in food policies and innovation frameworks is being increasingly promoted by citizens (Citizen Science, grassroots initiatives, community-based organisations, etc.), and also by a vast series of civil society organisations.

Considering this, Cities2030's comprehensive work plan for CODES is built to prompt and stimulates interactions with external actors and cross-fertilizations with other initiatives (synergies), thus posing the need for an ambitious actors' engagement strategy, planning and assessment.

The table 6.3a (below) shows Cities2020's anticipated external CODES framework until November 30<sup>th</sup>, 2021.

*Table 6.3b – Cities2030 dissemination calendar of activities and resources*

Activity	Frequency	Impact	Lead (trigger)	Participants	2020			2021											
					Month (calendar)	10	11	12	1	2	3	4	5	6	7	8	9	10	11
					Month (project)	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Social Media pages publications	Maximum	All	Any participant	Any participant	10	10	10	10	20	30	30	30	30	30	30	30	30	30	
Website (landing page) publications	Maximum	All	P5, P40	Any participant						1	1	1	1	1	1	1	1	1	
Leaflet (digital version) distribution	1	All	P5, P40	Any participant						1			1				1		
Press-releases	2+	L, R, N, pEU	P5, P40	Any participant	1							1						1	
Small-scale webinars (WFD <sup>13</sup> , etc.)	Maximum	L, R, N	Any participant	Any participant						1	1		1	1	1	1	1	1	
Large-scale webinars	2	L, R, N, pEU	P5, P40	Any participant								1						1	
Other digital events (pending feedback)	Maximum	L, R, N, pEU	P5, P40, others	Any participant															
Newsletter	1	L, R, N, pEU	P5, P40	Any participant														1	
Audio-video (capsules, etc.)	Maximum	All	P5, P40, others	Any participant									1					1	
World Food Day (October 16 <sup>th</sup> 2021)	1	All	P5, P40	Any participant														1	
Other events external to Cities2030 <sup>14</sup>	Maximum	All	P5, P40, others	Any participant															
High-level events	1	L, R, N, pEU	P5, P40, others	Any participant														1	
White papers (D3.2)	1	L, R, N, pEU	P13	Any participant														1	
Policy-brief (D3.5)	1	L, R, N, pEU	P38	Any participant															
Open access scientific articles	1	All	Any partner	Any participant															
High-impact publications	1	All	Any partner	Any participant															

**Activity:** events globally during which a vast number of supporting documents maybe used e.g., posters, roll-ups, website, social media pages, infographics, etc.

**Impact:** geographical levels of influence, L for local, R for regional, N for national, pEU for pan-European, I for international

**Frequency:** number of activities, e.g., repetition with different environments globally e.g., thematic, audiences, objectives, etc.

**Lead:** partners and, or participants who trigger, lead, implement and supervise the activity; any participant, partner or not, may trigger the event when mentioned

**Partner:** consortium partner or linked third parties

**Participants:** partners and, or participants who implement the activity, pending national coordinating framework. **All partners are highly recommended to attend with at least one referent**

<sup>13</sup> [World Food Day \(WFD\) October 16th, 2021 \(tentative\)](#), UN's Food and Agriculture Organisation of the United Nations

<sup>14</sup> [Food System Change Online Congress](#), NAHhaft, Germany



## 7. WEBSITE

Website address: .....cities2030.eu

Domain availability : ....4 years, automatically renewed via Domain.com

Duration:.....from September 20<sup>th</sup>, 2020 until September 20<sup>th</sup>, 2024 (automatic renewal)

### 7.1 Conceptual approach

The project website is designed with latest trend in website design with a focus on promoting the results actively on the home page with banners, and also providing great visibility to the impact achievements generated by the project activities.

- a) content fully design in HTML to allow easy translation in almost limitless languages;
- b) backbone architecture built with the latest Search Engine Optimization (SEO) system to outpace the “search competition”;
- c) web analytics tool to allow tracking and traffic reports.

Users are able to access information under an open license, with no-fee access, use, reworking and redeployment by third parties without limited restrictions.

### 7.2 Dynamics

- a) Attractive headlines to easily identify what the website is about;
- b) Engaging “pop-ups” to suggest where to take the next step such as subscribing to notifications;
- c) Highly attractive layout yet with four areas only, “Project”, “Challenges”, “Resources” and “Media”;
- d) Social media-oriented design (pictures, headlines, fonts, colours, layout), live feeds;
- e) Integrated search tool with automatic key words and tags to allow quick access to targeted thematic;
- f) Testimonials;
- g) Frequently renewed content offer.

## 8. SOCIAL MEDIA STRATEGY

Cities2030 develops officially on LinkedIn and Twitter, together with YouTube. However, other Social media channels may be explored considering possible adjustments regarding resources, local and regional realities and partner’s specifics.

The list below indicates the project’s framework on the matter:

- a) Dedicated development team selected among Social Media bachelors and masters students.
- b) Supporting team of social media experts, social listening tools and analytics screening.
- c) Use of dynamic video advertising, turn project’s participants into “brand (project) ambassadors”.
- d) Create audience personas (trend and influencing groups) and personalize messages and contents.
- e) Optimize partners’ social media presence and networks, Set up content schedules.
- f) Develop Q&A and pools, gamify contents, live streaming of events, Develop online reviews.

## 9. SUSTAINABILITY

The consortium ambitions to ensure the expected project legacy beyond the project primary targeted audiences and to this end a series of accompanying measures have been projected and are key elements of the CODES strategy.

The plan details post-project developments and is supported by the same resources planned for dissemination, developing complementary activities.

The key drivers of the CODES sustainability strategy is centered in motivated and committed partners who are assigned to lead specific post-project developments, a clear and shared vision (plan), materialised by an agreement between partners (2024-2030). The CODES steering Committee is set to develop beyond 2024 with the adequate resources.

Partners' resources are identified and assigned to the tasks with cost advantages (economies of scale) that they obtain through synergies with on-going projects and activities.

The Internet-based platforms reaches a users' critical mass generated by all the activities during the project duration that will afford self-sustainability beyond the project lifetime.

Members of the CODES working group develop together multiplication-oriented activities to ensure the targeted audience is encouraged to use the project result:

- a) mainstreaming via dynamic digital communication (website, social media pages, email subscriptions, etc.);
- b) presenting and pilot testing successful case-studies in realistic and practical environment in partners' events (open days, conferences, charrettes, exploitation workshops, etc.);
- c) gamifying storytelling and narratives with attractive digital tools in events;
- d) linking and leveraging systematically with existing and related projects in which project ArgumentSecure results meet the project's needs;
- e) triggering collaborative work projects in which the project's results are used (research, pilots, training, learning mobilities, etc.).

Sustainability mechanisms between the consortium's partners:

- a) bilateral or multilateral transnational meetings triggered by other activities and projects;
- b) four bilateral or multilateral teleconferences;
- c) trimestral checkpoints (state of the affairs) and reporting;
- d) continuous updating of all Internet-based tools;
- e) continuous dynamic activity of all results listed hereafter.

## 10. EXPLOITATION

The main aim of exploitation in Cities2030 is to ensure the sustainability of the project's results beyond the project end and to demonstrate how the project has influenced the EU CRFS landscape.

Exploitation includes multiple forms:

- a) financial exploitation, building products, projects, or services based on the project results;
- b) research and innovation actions developments, by engaging new projects (EU-funded or sponsored by other sources), based on the experiences gained in the project;
- c) education, e.g., courses, at the university level or in continuing education, etc.;
- d) Community-building around the topics of the project, raising awareness for the addressed problems and the proposed solutions;
- e) knowledge transfer, from academia to industry, by collaboration or via employees;
- f) contributions to open-source projects and standardisation, providing access to the framework and encouraging its broad adoption in commercial and public systems for interested parties.

The consortium have identified a series of general exploitation points as a prelude to each individual partner's exploitation strategy.

Cities2030 categorise these points in two different approaches, oriented towards the industrial partners, addressing the academic partners, other the cities and finally other the civil society organisations.

The cities exploitation plan is developed in the very first months of the project to align with the realities.

### 10.1 Academia

This characteristically includes the offering of courses and seminars with topics related to the project. Through that, the project can attract researchers and new students to work on and improve the ideas of the project.

Another area of focus for the academic partners within Cities2030 is the exploitation of their work and project results through contributions to open-source software, particularly the Single Click CRFS Platform (S2CP), as a major outcome of the project.

Its maintenance presents an equally important objective to ensure that the results of Cities2030 remain available and relevant long after the project terminates.

This can be supported by building and engaging a developer community around Cities2030. S2CP software and the community that the project anticipate building around the framework to form a foundation for further research and development in the area of food supply chain IT services (incorporating cybersecurity).

The availability of the Cities2030 framework is expected to be a valuable asset for all academic partners in terms of building new partnerships, engaging in future projects and acquiring further funding at the national and EU level, e.g., UNIVE (P1), VIVES (P4), UNRF (P7), UPM (P20), WIT (P21), MATIS (P22), ARFI (P29), IVM (P33), UNIL (P35), IUAV (P38), RTU (P39).



## 10.2 Citizen sphere

Acceleration through public sector and not-for-profit partnerships: partners IAAD (P5), AGRIA (P13), SINNO (P19), FFI (P23), LLF (P25), GGP (P26) and CITAG (P40) contribute to exploitation of Cities2030 results by raising awareness across their networks mainly in the CRFS arena, addressing, in particular, the lack of awareness of citizens of the benefits of taking measures towards transition to sustainable CRFS.

Through the planned engagement in WP3 (task 3.1) these partners are able to connect the needs of industry with the specific capabilities of the project solutions and forge relationships with early adopters and the CRFS at large – a key resource for exploitation.

## 10.3 Businesses

To achieve the envisioned impacts, the Cities2030 10 innovative solutions developed under WP5 provides competitive advantage while enlarging the market footprint, knowledge base and services portfolio of the companies involved, e.g., INVE (P9), QUA (P11), SLEAN (P14), TTZ (P17), BIOZOOM (P18), AGFT (P27), ITCM (P30), CORR (P31) and PRIM (P37).

Hence, a platform of CRFS technologies, products and services are generated for exploitation by EU companies via the “CRFS Alliance” platform.

The engagement activities under WP3, in addition to ensuring CRFS actors informed perspectives, raises awareness of the benefits of implementing sustainable CRFS measures across a diverse spectrum of actors.

This establishes trust and forms a valuable cohort of early adopters to accelerate the exploitation of the results in the EU.

To unify the consortium behind a common vision for exploitation of the results, Cities2030 leverages the knowledge of the consortium to identify and stratify opportunities for the anticipated outcomes, inform innovation priorities and explore and plan food supply chains and undertake commercial assessment and planning including collaboration or where necessary joint-venture agreements to prepare the path for innovation and exploitation beyond the project.

A comprehensive exploitation plan is developed (D7.5), outlining the exploitation activities to be performed within and beyond the project, the priority CRFS actors and spheres best suited to exploit the results of Cities2030 and the measures to be used to assess effectiveness on an on-going basis.

The exploitation plan is consistent with the terms of the Grant Agreement and Consortium Agreement ensuring there is a clear pathway exploiting project outputs and contains the following elements: exploitation objectives, internal process to collate and manage knowledge outputs, to ensure full use of all Cities2030 results, identification and profiling of use cases for the innovations, proposed tools and channels for transfer knowledge, ensuring effective exploitation of the project outputs, processes to ensure foreground and Intellectual Property (IP) are properly managed.

# 11. DATA MANAGEMENT

Cities2030 participates in an open-access data pilot. The project produces and maintains a data management framework (WP6, WP8), which is managed by the coordinator UNIVE (P1) and UPM (P20).

The plan is based on the principles of making data findable, accessible, interoperable and re-usable (FAIR) and includes information on the data standards that are practiced in the project, how the data is exploited and how it is curated and preserved.

Data collected includes results from the empirical assessment of end user needs, designs for the algorithms, software components and the integrated platform and the results of testing and validation studies.

This is shared with the consortium using a secure data sharing platform 'Correlate cities2030'. Due to the significant potential for exploitation of the project results, the data management framework also includes provision for embargo of any data that is commercially relevant.

Only once exploitation rights are preserved, can the data be included in open access scientific publications, and stored in the repositories of the publishing partners or public databases. Experimental data is collected in laboratory record books that is stored once finished.

They constitute a proof of ownership in case of conflict and a permanent record of the work done, including experimental details and operating procedures. Entries are sufficiently detailed so that someone else could replicate the procedure. Lab books encompass raw data or reference to the digital location.

Lab records are the basis of scientific publications, which will be published in an open access basis, making accessible the methodologies used that enables data verification and re-use.

For data management procedures be so kind to refer to deliverable D8.6 "Data Management plan".

## 12. KNOWLEDGE MANAGEMENT

For knowledge management procedures be so kind to refer to deliverable D8.5 "Knowledge management guidelines and briefs".

## 13. EVALUATION

Online questionnaires and face-to-face feedback templates/grid are the methodologies practiced in the project to meet non-formal and informal learning environments needs.

16 indicators are suggested for the assessment of the quality of the dissemination materials and activities.

The table 13.a (below) shows the indicators for the communication framework of the project, both internal and external.

*Table 13.a – Indicators for the quality of Cities2030's dissemination framework*

#	Indicator	Description	Criteria of success
1	Gender and ethics setting	The activities consider gender and ethics realities	80%
2	Practicality	The activities are handy to practice	80%
3	Transferability	The activities are easily transferable to other countries and settings	80%
4	Impact (overall)	The activities are participated by a large number of recipients	80%
5	Clarity	The activities are clear and efficient in understanding and use	80%
6	Motivational setting	The activities motivate users to practice it	80%
7	Timing setting	The activities are swift to achieve anticipated outcomes	80%

#	Indicator	Description	Criteria of success
8	Accuracy setting	The activities answer to anticipated needs with precision	80%
9	Intercultural settings	The activities consider intercultural realities	80%
10	Overall level of satisfaction	The activities globally meet a high level of satisfaction	80%
11	Information (guidelines)	The guidelines are practical and useful	80%
12	Material, provisions	The activities provision and all supporting materials are satisfactory	80%
13	Methods	The activities develops with practical and accessible methods	80%
14	Instruments	The activities develops with practical and accessible instruments	80%
15	User-friendly	The activities overall environment are user-friendly	80%
16	Efficiency	The activities efficiency is substantial	80%

### 13.1 Methodology

The spider web of is developed with the definition of indicators on the level of expected quality of the result, and/or the expected level of knowledge or set of competences to be acquired by the users of these results.

An initial level is defined via a questionnaire addressing the need considering is prior evidence and background.

A possible example for the evaluation of the results is illustrated in Fig. 2.0a next page. The first circle represents satisfaction levels estimated from 10% and 100% (levels spanning from 1 to 10). The methodology may also be practiced by participants for self-assessment.

Each outcome generated by the activities is subject to a set of quantitative and qualitative indicators, which must be met to secure the expected level of quality.

Online or printed supports questionnaires are practiced to collect feedback on the identified indicators from all participating individuals and also selected parties external to the project implementation and production.

The output of the evaluation is a report with visuals to assist understanding the quality level swiftly.

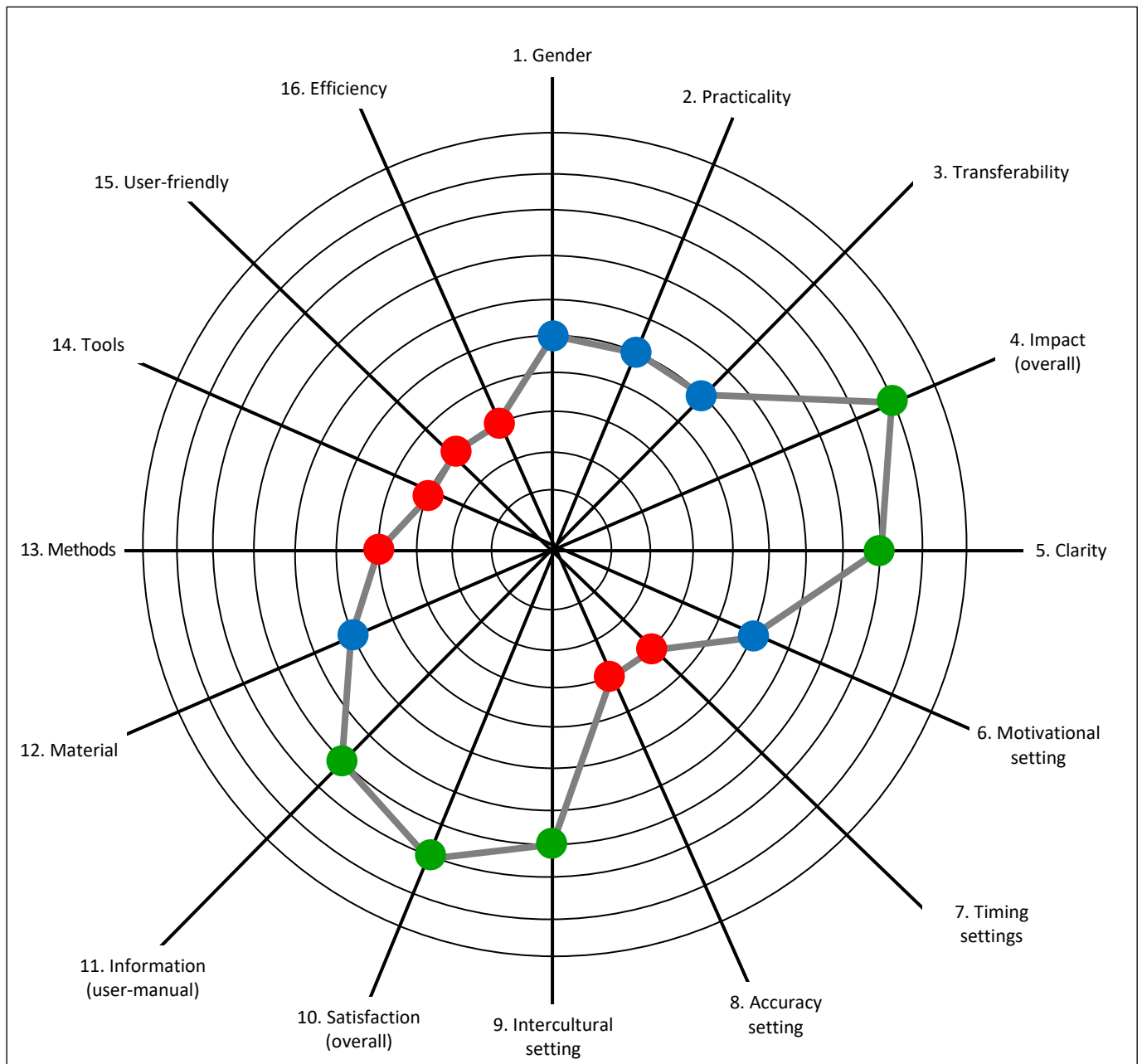
### 13.2 Added-value

The assessment is implemented with the participants in the activities to test and evaluate the framework chosen for the anticipated results comprising the users' need, the context and setting of the activities, the source of the CODES actions, the content, and the participative approach.

The practical evaluation of the results provides conditions to:

- a) see what is working and what needs removing or changing;
- b) assess how the activities are being delivered and how they could be improved;
- c) see how the results are being taken up by the participants.

*Figure 13.2a – “Radar” approach for WP7 assessment process (example)*



Group work assessment is an operative process to motivate participants, foster active learning, improve communication, key critical thinking, and decision-making capabilities.

Supported by proper preparation, facilitation and assessment processes, group work provides the opportunity to tackle complex needs with a hand-on approach, and address effectively identified needs.

Assessment provides an added-value in co-creative work and learning activities to secure the measurement of indicators and improvement actions.

Evaluation assists when planning and helps to think about key practices that has taken place effectively. Spending time going through the co-creative activities and seeing how participants have responded to a certain task or question, can really help re-shape it for future production of results.

It is also important to look back at the outcomes to measure qualitatively and quantitatively what the learners have achieved.

The evaluation is also of paramount importance to validate the global methodology and working processes which generated the results, to receive a broaden acceptance from the users, the non-formal and informal education and training practitioners and stakeholders, facilitating and fostering in that way the use of the results achieved in the project.

### 13.3 Key performance indicators (KPI)

Table 13.3a (below) shows the project's identified KPI and the related framework.

*Table 13.3a – WP7 key performance indicators (non-exhaustive)*

KPI	Operation, objective and related WP	Periodicity	Format
100 participants M12 500 participants M48	Networking (WP2, 3, 4, 5, 6, 7)	Continuous	B20*
8	Miscellaneous events (WP2 to 7)	2/year	B2O
2	Major event for project opening/ending (WP7)	2/project	B2O
8	Workshops (WP2 to 6)	2/year	B2O
5.000	Website's single viewers (WP2 to 7)	Continuous	Online
5.000	Social media pages followers (WP2 to 7)	Continuous	Online
10.000	Media printed material (WP2 to 7)	Continuous	Onsite
8	Press releases(WP2 to 7)	Continuous	B2O
4	High-impact publications (WP2 to 7)	1/year	B2O
4	Open access scientific articles (WP2 to 7)	1/year	B2O
4	White papers (WP2 to 7)	Continuous	B2O
10	Videos on cities' CRFS (WP2 to 7)	Continuous	B2O
10	Videos on CRFS innovation (WP2 to 7)	Continuous	B2O
3	Video on ethics, gender and RRI under CRFS plans (WP2 to 7)	Continuous	B2O
4	Newsletters (WP2 to 7)	1/year	B2O

\* B2O: Blended onsite and online

### 13.4 Reporting

Reporting activities are led by IAAD (P5) and CITAG (P40) and are based short reports on a monthly basis, combined with more comprehensive trimestral reports. Reporting activities are organised together with WP1 leaders to integrate impact assessment (via T7.7 and D7.6).

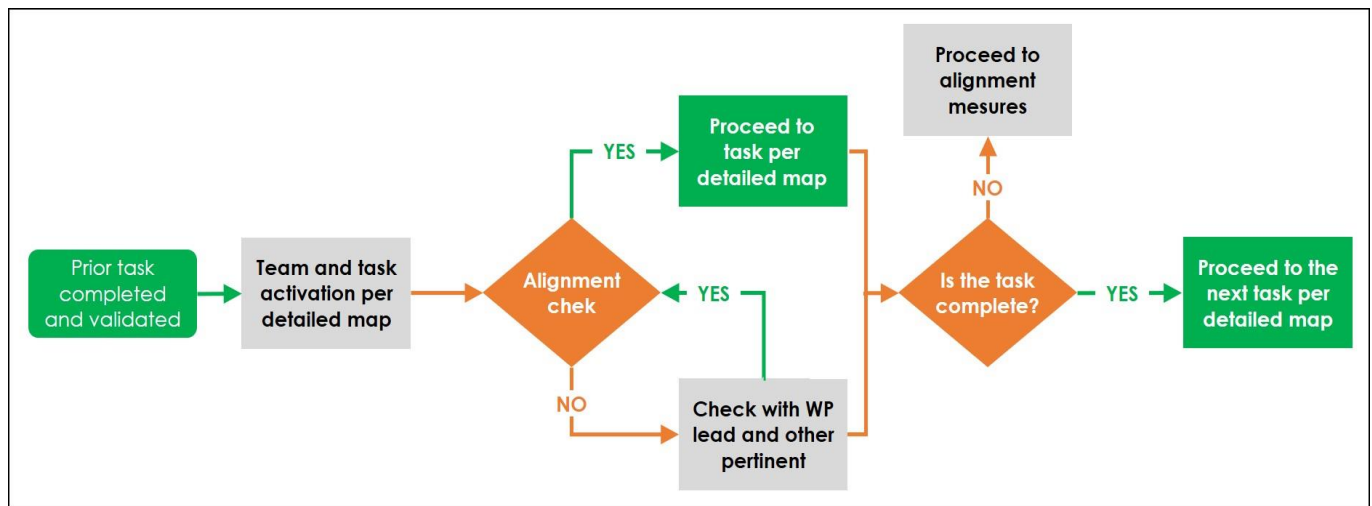
## 14. OPERATIONS

IAAD (P5) together with CITAG (P40) leads the preparation, implementation, coordination and evaluation of all activities under WP7, and continuously triggers events and activities to ensure optimisation, synergies and maximisation of the project visibility globally.

In addition to preparatory and implementation activities, the operations framework incorporates transversal activities which aim at ensuring alignment between planned objectives and deliverables considering all WP, for the main aim of CODES activities is to maximise the visibility of the project results.

The project implementation is divided in “gates” to assist partners understand visually in which progress status a task, deliverable and a process globally is, as illustrated by the figure below.

*Figure 14.a – Task articulation per validation with “gates”*



**Important:** Article 29.1 “Obligation to disseminate results” of the GA states “A beneficiary that intends to disseminate its results must give advance notice to the other beneficiaries of — unless agreed otherwise — at least 45 days, together with sufficient information on the results it will disseminate.”

IAAD establishes the CODES Steering Committee (CODES-SC) under the supervision of the PMO, which is the WP7 only management body, anticipated to be composed by the leaders of WP, tasks and deliverables e.g., P5, P40, EPC (P2), SLEAN (P14), ARFI (P29), ITCC (P30), see chapter 3.0.6 page 16.

Timely, the CODES-SC meet ten working days prior to the end of the month to plan and prepare the activities of the next month.

To that end a set of instruments are used to share information with the PMO, the Secretariat and the ExeCom via the platform Correlate.

The template “T7-4\_YYYY-MM\_WP7MAP\_Cities2030\_Rev” structures WP7 Monthly Action Plan (WP7MAP), where “month” is the month subject to the action plan addresses all CODES dimensions systematically e.g., communication, dissemination, exploitation of results and synergies, and also possibly advocacy and lobbying.

The WP7MAP encompasses all necessary information to be circulated among partners to understand comprehensively all anticipated activities, partners' roles, targeted audiences, supporting instruments (for CODES activities implementation, reporting, and evaluation), channels, messages, weekly calendar, reporting needs, and any other pertinent resource and information.

For example, in December 2021 the file name is "T7-4\_2021-12\_WP7MAP\_Cities2030\_Rev". The WP7MAP is systematically based in all partners and participants suggestions, combined with the CODES overall structure.

Once validated by the ExeCom and the PMO, the WP7MAP is circulated among all partners five working days prior to the end of the month, and activated on the first day of the following month.

## 15. SUPPORTING MATERIALS

List of materials and templates that have been and/or will be used to support project communication and dissemination activities.

#	File name	Short description
1	D-7-2_Identity_Project_Cities2030_Rev	Project visual identity manual
2	D-7-2_Identity_Website_Cities2030_Rev	Website specific identity manual
3	T-7-3-4_YYYY-MM_WP7_MAP_Cities2030_Rev	Template for monthly action plan
4	D-7.1_Partners_Framework_Cities2030_Rev	Partner's specific framework for CODES
5	T-7-3-4_Report_Cities2030_Rev	Template to collect data from partners (monitoring, reporting)
6	D-7-2_Landing_Page_Cities2030_Rev	Landing page of the project (active until September 30 <sup>th</sup> , 2021)
7	D-7-2_Website_Cities2030_Rev	Website of the project (active from October 1 <sup>st</sup> , 2021)
8	D-7-2_PPT_Template_Cities2030_Rev	Template for MS PPT presentations
9	D-7-2_Leaflets_Cities2030_Rev	Leaflets
10	D-7-2_Infographics_Cities2030_Rev	Infographics
11	D-7-2_Logo_Cities2030_Rev	Logo
12	D-7-2_Newsletter_Cities2030_Rev	Template for newsletter
13	D-7-2_Webinar_Cities2030_Rev	Guidelines for webinars
14	D-7-2_Prints_Cities2030_Rev	Template for posters and other printed material