



# ManuREfinery

## D 6.1

### D&C plan and project identity



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## PROJECT DETAILS

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## LIST OF ABBREVIATIONS

ABBREVIATION	FULL NAME
CBE- JU	Circular Bio-based Europe Joint Undertaking
WP	Work Package
KoM	Kick-off Meeting
CT	Communication Team
KPI	Key Performance Indicator



## EXECUTIVE SUMMARY

The D&C plan and project identity outline a strategic approach to sharing the project results with selected stakeholder groups, increasing its impact. They also introduce the corporate identity based on the logo developed during the project preparatory phase. The initial section outlines the recognition of funding, while the next one encapsulates the main aspects of the ManuREfinery project, highlighting its impact on the CBE-JU Strategic Research and Innovation Agenda and the EU's bioeconomy innovation ecosystem.

Different actions are foreseen for Communication and Dissemination and described in the dedicated chapters along with the means to achieve the desired results and the KPIs. The first chapter begins by describing both the document structure and project goals while stressing that good communication methods will drive the D&C plan's achievement. The document describes its main targets by emphasizing awareness promotion, team collaboration and outcome optimization. The second chapter of the document highlights the organizational structure behind dissemination efforts while explaining project partner roles for coordination. Every participant offers support for content development in addition to managing stakeholder connections and planning major events through an organized method.

Chapter 3: Communication Plan and Report defines the main tools alongside their distribution channels for project information sharing. The website [www.manurefinery.eu](http://www.manurefinery.eu) functions as the main information centre that combines with active social media accounts on LinkedIn, Facebook, and X to expand outreach reach. The communication tools also include published newsletters along with distributed press releases and scientific publications. The project implements a branding strategy with standardized templates together with promotional materials to maintain consistent messaging in all outputs. Chapter 4: Dissemination Activities describes the organized method of sharing project outcomes to specialized groups through international conference engagements alongside peer-reviewed academic publication submissions and network-based collaboration activities for knowledge-sharing purposes. The project maintains its dedication to collaborating with other EU-funded bioeconomy initiatives through clustering activities described in Chapter 5: Clustering Activities and Cooperation with Other Initiatives.

The project partners will work together seamlessly through the clear communication structures described in Chapter 6: Internal Communication and Protocols. The project tracks progress and shares knowledge through regular online meetings, shared digital work platforms and precise reporting standards which enhances both progress monitoring and knowledge sharing. The seventh chapter of the project sets success metrics through website statistics, social media metrics and event attendance as well as scientific publications and media coverage. The evaluation indicators enable a determination of communication program effectiveness which directs future outreach modifications.

The conclusion chapter focuses on advancing sustainable manure valorization as well as rural bioeconomy development and long-term sustainability through strategic dissemination tactics. The project implements internal coordination with stakeholders along with traditional and digital media to reach maximum visibility which advances innovative sustainable solutions for the bioeconomy sector.



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## INTRODUCTION

The ManuREfinery project supports the CBE-JU SRIA by advancing the development and deployment of innovative bio-based solutions that align with key objectives of the Circular Bio-based Europe Joint Undertaking (CBE- JU). By focusing on the valorisation of agricultural residues and manure, the project directly contributes to the CBE- JU's aim of enhancing circularity and sustainability within bio-based systems. ManuREfinery's work in developing sustainable, value-added products from manure and other agricultural waste exemplifies the integration of circular economy principles, a core priority of the CBE-JU SRIA. The project also addresses the need to reduce dependence on fossil resources by creating alternative bio-based materials, thereby supporting climate neutrality goals. Through its collaboration with various stakeholders across the EU, ManuREfinery fosters cross-disciplinary innovation, another strategic priority of the CBE- JU. The project's focus on improving environmental performance and resource efficiency aligns with CBE- JU's objectives of reducing environmental impact and promoting sustainable practices. Additionally, ManuREfinery contributes to regional development by creating new economic opportunities in rural areas, thus supporting the CBE- JU's commitment to balanced regional development. By integrating the principles of cascading use of biological feedstocks and contributing to the reduction of environmental pollution, ManuREfinery exemplifies the kind of innovation that the CBE- JU SRIA seeks to promote.

The ManuREfinery project contributes to the CBE- JU Widening Strategy by engaging underrepresented regions in bio-based innovation, particularly those with less mature bio-based ecosystems. By focusing on the valorisation of agricultural waste, ManuREfinery supports capacity building and technology transfer in these regions, aligning with the strategy's goal of increasing participation from underrepresented areas. The project also fosters collaboration among stakeholders in these regions, helping to bridge the gap between Western and Eastern Europe in bioeconomy research and innovation. This approach not only enhances regional bioeconomy potential but also promotes balanced economic development across the EU.

### In a nutshell

While livestock is a vital activity for the European rural economy, it has a significant environmental impact due to the billions of tons of manure produced annually.

ManuREfinery will develop a smart, modular, mobile, and sustainable small-scale decentralized biorefinery that converts livestock manure into bio-based feed and fertilizer. The project aims to improve the use of manure and control NH<sub>3</sub> emissions. It will create seven new value chains in the livestock sector and produce seven bioingredients from any type of manure.

The ManuREfinery solution has high scalability and replicability potential through:

- Advanced thermo- and bio-chemical modular and mobile feedstock conversion units.
- Digital twin and data science for multicriteria decision-making and process optimization, upscaling, and replicability.





- Economic, social, environmental sustainability and circularity assessment framework.
- Strategies to boost the engagement of livestock stakeholders and enhance social acceptance of the solution.
- New sustainable and replicable business models for income diversification in the livestock sector.

ManuREfinery will run TRL 6-7 level demonstrations in two pig farms in Romania and Spain, a cow farm in Slovenia and a poultry farm in Romania, thus promoting sustainable bioeconomy in these countries.

## 1. DESCRIPTION OF THE DOCUMENT AND OBJECTIVES

This document serves as the initial plan of the ManuREfinery project’s dissemination and communication strategy. The primary objective of this plan is to guarantee the project’s visibility among relevant audiences and to effectively disseminate its outcomes through the appropriate channels. The document addresses the who, what, where, and when of D&C activities. It includes, among other elements, an action plan for communicating and sharing results—detailing key messaging, content, and design, as well as identifying the most effective platforms for delivery. The stakeholder engagement approach is rooted in an analysis of both internal and external factors to align with stakeholder expectations, and it employs the stakeholder classification model proposed by Ackermann & Eden (2011) (see Annex No. 1 and 2 for further details).

The plan serves as a road map for the D&C activities that are to be conducted during the project period. In addition, it contains guidelines for the partners on how to support and engage in D&C activities so that the consortium collectively can attain wider multiplication of the project, and the results achieved. The plan functions as a blueprint for the D&C initiatives to be implemented throughout the project duration. It also includes instructions for partners on how to contribute to and participate in D&C activities, enabling the consortium to collectively achieve broader dissemination of the project and its outcomes. BIOEAST HUB CR leads Work Package 6, titled “Dissemination and Communication”. However, all partners are expected to play a role in ensuring that the Key Performance Indicators (KPIs) (refer to Chapter 3.2) are met.

### 1.1. WPS AND TASKS RELATED TO THE DELIVERABLE

The objectives of each WP of the ManuREfinery Project are displayed below to highlight the non-confidential outputs and activities that should be promoted through WP6 and their importance to the communication and dissemination of the project.

Table 1: Project WP Objectives Related to the D&C Plan

WP	Months	Objectives	Lead Beneficiary
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1	1-9	<p>Framework, methodology and drivers</p> <p>The main objective of WP1 is to set the framework, methodology and requirements of ManuREfinery to ensure the successful development of the project. More specifically, it aims to 1) develop team alignment maps to facilitate the project activities, 2) analyse potential regulatory and societal barriers to the use of bioingredients produced from waste streams, 3) define the basic requirements and specifications of the residual farm streams and of the bioproducts in each value chain, 4) develop strategies for the deployment of ManuREfinery in rural areas and 5) ensure that ManuREfinery follows the "Design for All" principles and guidelines.</p> <p>WP6 will assist in the communication of the developed strategies for local deployment of the ManuREfinery results in rural areas and the dissemination of the strategies to the target audiences.</p>	UVA
2	1-18	<p>Technical development and digitalisation of the valorisation lines</p> <p>The main objective of WP2 is the design, technical development and digitalisation of the main technologies of the 3 valorisation lines (gas, liquid, solid).</p> <p>WP6 will be prepared to utilise any materials derived by WP2 activities that can be used to enhance the communication and dissemination activities of the project towards the general public or targeted stakeholder audiences. Through this, the technical language used in the valorisation lines can be popularised to the public.</p>	ITA
3	13-48	<p>Implementation, deployment and validation of the valorisation lines in demo sites</p> <p>WP3's main objective is the optimisation of performance in the pig, poultry and cow farms of the 3 valorisation lines and validation of the bioingredients of ManuREfinery solution.</p> <p>The knowledge produced by WP3 regarding the optimal set-up and construction of the 3 valorisation lines will be shared through WP6 activities, aiming to its public deliverance to all relevant stakeholders.</p>	SYSPRO
4	6-48	<p>Sustainability validation of circular bio-based solutions and bioingredients</p> <p>WP4 aims to ensure the environmental, societal, and economic sustainability of the ManuREfinery solution, assessing the sustainability of project value chains and bioingredients through comparative assessments.</p> <p>The results of the LCAs, techno- economic and societal acceptance analyses will be disseminated by WP6 channels to all public and private stakeholders and will be utilised in the production of communication materials.</p>	UNIFI





5	1-48	Market analysis, business models and exploitation for ManuREfinery replication across the EU rural areas  WP5 aims to propose new economically viable and environmentally sustainable business models for each bioingredient generated in ManuREfinery to be replicated across the EU rural areas and IPR strategies.  WP6 will support WP5 through the communication of any material derived from their activities and assist in the successful exploitation of the project results.	ENCO
6	1-48	Dissemination and Communication  WP6 maintains connections with all WPs to ensure that the results and insights from ManuREfinery are effectively shared with all stakeholder groups, promoting uptake and continuity beyond the project's lifespan, ensuring visibility and alignment with broader project goals.	BIOEAST

## 2. DISSEMINATION AND COMMUNICATION PLAN MANAGEMENT

To ensure the effective dissemination of the ManuREfinery project's outcomes, the roles and responsibilities for communication activities are distributed among partners to maximize impact and align efforts with the project's overall objectives.

### 2.1. Distribution of responsibilities

In the ManuREfinery project, all partners have a responsibility to contribute to communication and dissemination activities as outlined in the D&C plan. Specifically in Chapter 3.8.2, the role of the appointed Communication Team (CT) is described extensively. Specific partners, though have additional responsibilities:

- UNIFI leads T4.2 Life cycle cost assessment. This task will receive inputs from WP2 and WP3 and the results (included in D4.3) will also be key inputs for building convincing business models (WP5) and for the dissemination and communication tasks (WP6).
- WAGRALIM is responsible for D 6.7 Unlocking Synergies, Outcomes and Collaborations
- INEUVO is responsible for T1.4, to draft a map of relevant stakeholders for a targeted and effective dissemination of the project results, which will be fully utilized for WP6 activities.

### 2.2. Communication and dissemination objectives

Communication in ManuREfinery ensures public visibility and awareness of project results. It targets both technical and non-technical audiences, including the general public, policymakers, and the media. The goal is





to ensure that stakeholders are kept informed of the project's objectives and benefits. Examples include promotional materials, newsletters, and social media updates.

Dissemination focuses on the formal sharing of project results with specialized audiences, particularly researchers and industry actors. It ensures that scientific publications, methodologies, and tools developed within the project are shared through academic channels, conferences, and technical journals. This is managed through targeted dissemination events such as workshops and conferences.

### 2.3. Stakeholder identification and targeted audiences

Stakeholder engagement is a shared responsibility among all partners. The focus is on ensuring that communication and dissemination efforts reflect the project's needs and interests.

The consortium has already identified from the proposal phase a significant list of stakeholders to which the dissemination and communication materials and tools will be directed. Activities with local stakeholders will be facilitated in close cooperation with WP1.

In Table 1 key stakeholder groups have been identified as well as the "what's in it for them" and "what's in it for us" arguments and facts being highlighted.

Table 2: Stakeholder groups classification

STAKEHOLDER GROUP	What is in it for them?	What is in it for us?
Farmers, advisors, local experts and practitioners, extension services	- Actors directly benefited from the gained knowledge on agricultural solutions, tailor-made information services and the related data and tools, training activities, and adapted solutions.	-Primary producers will participate in meetings where the biorefinery solution will be highlighted  -to participate in capacity building, training, and seminars  - to derive knowledge from an expert or end user's view





<p>EU agencies and bodies and national authorities</p>	<ul style="list-style-type: none"> <li>- to support and evaluate a broader and bolder set of innovative and effective solutions with a solid impact on improved sustainable agriculture and employment in rural areas</li> <li>-to explore the improvement of current agricultural practices</li> </ul>	<ul style="list-style-type: none"> <li>- to bring innovative information and knowledge to the authorities</li> <li>- facilitate dialog about bio-based materials and technologies</li> </ul>
<p>SMEs – Investors</p> <p>-national and international companies, and brand owners and investors including representatives from banks, investment funds, venture capital funds and development agencies, Industrial companies from bio-based sectors</p> <p>(e.g. agriculture, food, forest-based industries, chemistry, manufacturing, waste)</p>	<ul style="list-style-type: none"> <li>- to get aware of the potential of manure management bioeconomy growth</li> <li>- to inform themselves about the national plans that might open new possibilities related to similar projects</li> <li>- to invest in innovative ideas inspired by our pilot sites</li> <li>- to learn about business models and new value chains (WP5)</li> <li>- to enlarge their networks and meet new business partners</li> </ul>	<ul style="list-style-type: none"> <li>- to participate in capacity building, training, and exchange formats</li> <li>- to engage them to get more involved in the development of national strategies related to converting livestock manure into added-value bio-based feed</li> <li>- to explore and use the network of ManuREfinery partners</li> <li>- demonstrate the importance of industry for the deployment of circular bio-based solutions and bioingredients</li> </ul>
<p>General Public</p>	<p>-participate out of interest and care for the environment and local quality of life</p>	<p>- Dissemination to a wider public because they feel connected to the project</p>
<p>Research and Scientific Communities (e.g. Universities, research institutes, Science Associations Farmers, Foresters)</p>	<p>- to get involved in new research, cooperation with practitioners and policy actors</p>	<p>- to participate in workshops</p>





	<ul style="list-style-type: none"> <li>- to contribute to the discussion concerning plans for related issues</li> <li>- to explore good practices, to examine pilots, socio-economic analysis</li> <li>- to meet research partners and interesting stakeholders to expand their networks</li> <li>- to have the opportunity to network with industry representatives and end users of their produced results</li> </ul>	<ul style="list-style-type: none"> <li>- to benefit from capacity-building workshops</li> <li>- to enlarge their networks and knowledge of research collaboration, stakeholders</li> <li>- to engage with policy and practice</li> <li>-to demonstrate knowledge valorisation, and open innovation practice to inspire their future research</li> </ul>
<p>Policy Makers (EC, Macro-regional, National / Regional / local authorities) and subsidiary organizations of the Ministries that oversee programs of national support and incentives related to regulating livestock manure</p>	<ul style="list-style-type: none"> <li>- to manage the inter-ministerial policy coordination of manure management-related issues</li> <li>- to learn how to support growth, productivity, and rural development</li> <li>-to improve how their country participates in different EU working groups and programs</li> </ul>	<ul style="list-style-type: none"> <li>- to participate in workshops,</li> <li>-to facilitate information and knowledge transfer</li> <li>-to support the related solutions developed and communicate them effectively to both the Commission and national policymakers</li> <li>- to enhance research and innovation ecosystem on regulating livestock manure</li> </ul>
<p>Media including local, national, and European newspapers, broadcasters, and bloggers</p>	<ul style="list-style-type: none"> <li>- to learn about the bioeconomy</li> <li>- to report on policy and strategy developments</li> </ul>	<ul style="list-style-type: none"> <li>- to take up ManuREfinery dissemination material</li> <li>- to amplify the messages about opportunities and challenges to develop manure management in the EU</li> </ul>





		<ul style="list-style-type: none"> <li>- Encourage clusters and support organizations to market ManuREfinery outputs</li> </ul>
<p>NGOs involved in biosphere protection; climate change; sustainable development, protecting rural heritage, and with more social responsibility agenda</p>	<ul style="list-style-type: none"> <li>- to learn about environmentally friendly innovative solutions, good practices of how to transform manure into valuable resources</li> <li>- to participate in discussions on national plans and agendas</li> <li>- to give societal views and expectations into the discussions</li> </ul>	<ul style="list-style-type: none"> <li>- to participate in training, workshops, co- creation events</li> <li>- to represent civil society interests in strategy development activities</li> <li>- to spread knowledge on bioeconomy regional policy, environmental opportunities, and best practice</li> <li>- promote literacy programs to inspire youth as future consumers, workforce, and leaders</li> </ul>
<p><b>Intermediate Bodies</b> including business and sector chambers and extension services.</p> <p>and</p> <p><b>Advisors and Consultants</b> including rural advisors; project managers and financial advisors, technology transfer experts.</p>	<ul style="list-style-type: none"> <li>- to discover possibilities of fresh water-based bioeconomy for their members/clients (entrepreneurs)</li> <li>- to explore good practices, demo sites, socio-economic innovation, knowledge hub</li> </ul>	<ul style="list-style-type: none"> <li>- to participate in training and co- creation events</li> <li>- to support the transfer of knowledge to stakeholders</li> </ul>
<p><b>Regional / local authorities and their subsidiaries</b> in non-ManuREfinery countries</p>	<ul style="list-style-type: none"> <li>- explore opportunities for the demo sites to be replicated in regional level</li> <li>- valorise knowledge developed in the</li> </ul>	<ul style="list-style-type: none"> <li>- discuss the demo sites and their socio-economic impact,</li> <li>- to participate in workshops</li> </ul>





	ManuREfinery project in the manure management related agendas	
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## GENDER ASPECTS IN MANUREFINERY

Gender aspects are integrated in ManuREfinery's activities to ensure a broadened access to ManuREfinery's solution for women, who often face barriers to innovations. During the project's activities, stakeholders and end users will be approached regardless of their gender, while taking into consideration gender-specific realities and needs, and integrating relevant data and knowledge in innovation approaches and gender-sensitive topics. ManuREfinery will use gender-sensitive language and pictograms in research and innovation products as well as any communication, dissemination, and exploitation tools and actions, focusing on equal representation of participants of different ages, gender, socio-economic backgrounds, digital literacy, and family status (in accordance Article 141(3) of the EC Treaty). The provision of equal access and opportunities ensures gender balance and encourages women's participation, inside and out of the consortium and at all management levels.

ManuREfinery highlights the essential role that rural women and girls play in the agro-food sector and will dedicate activities during the International Day of Rural Women.

### 3. COMMUNICATION PLAN AND REPORT

The Communication Plan outlines how the ManuREfinery project will ensure consistent and effective messaging while adhering to the Grant Agreement requirements for branding and visibility of EU support.

#### 3.1. Brand identity

To fulfil the obligations specified in the Grant Agreement article 17, ManuREfinery beneficiaries must acknowledge EU support and display the European flag (emblem) and funding statement when communicating about the project and disseminating project results. This includes media relations, conferences, seminars, and information material, such as brochures, leaflets, posters, presentations in electronic form, via traditional or social media, etc.

An acknowledgment of funding should be included in all communication materials:

'The project is supported by the Circular Bio-based Europe Joint Undertaking and its members.'

Furthermore, when displayed in association with other logos such as partner logos, the EU and CBE JU logos must be displayed at least as prominently and visibly as the other logos.



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Figure 2: EU and CBE-JU Funding logos

All communication activities produced by the ManuREfinery Consortium need to contain the following disclaimer:

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To ease this task, different templates have been developed where the requirements have been considered, the templates are described in more detail in Chapter 3.6.

The project's visual identity integrates the project's logo and name in a balanced and harmonious way. The visual elements complement the project's innovative approach while ensuring the name is associated with the logo.

Whenever enough space is provided, where the logo must be implemented, this logo will be used. For headers, footers and other small spaces, the simplified logo will be used.

The Gilroy Free font, which was selected, is a modern sans serif typeface with a clean and minimalist look, perfect for use on professional and contemporary visual identity projects. The letterforms are rounded, which makes them friendly and approachable. Functional but stylish, Gilroy is appropriate for digital and print resources. Its simplicity and elegance contribute to clarity and consistency, a quality that is equally appropriate for projects seeking to communicate innovation and professionalism.



# ManuREfinery

Figure 1: ManuREfinery logo



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## 3.2. Online and offline communication KPIs

The consortium will maintain regular and active communication throughout the project, maximizing dissemination to the relevant target groups, and providing background communication services. This will include updating via the website, providing regular information updates via social media, and inclusion in partner websites, press releases, podcasts, videos for objectives and recommendations, etc. for wider multiplication. The consortium will promote the project via relevant events (e.g., presenting at conferences), reaching other multiplier organizations, policymakers, and government directly.

The project communication campaign tools will therefore include the project's website, social media channels, press releases, and relevant news portals as well as an online platform (YouTube) for audio-visual material produced.

Table 3: Tools for dissemination and communication activities

TOOLS	ACTIVITIES	MAIN TARGET GROUPS
ManuREfinery website	Interactive, dynamic online hub for wide-scale dissemination of project objectives and public results. Bi-directional links with websites of other related projects and initiatives, cross-platform social media portal.	All target groups
Scientific & technical journals and magazines	Scientific & technical publications by RTO/UNI partners, in peer-reviewed journals with high IF and ensuring open access and in technical magazines/journals	Research institutions, scientific community
E-newsletter	3 e-newsletters to ManuREfinery subscribers with project news.	All target groups
Communication kit	Communication toolkit to support communication activities: project branding, i.e. corporate identity & logo, project templates: presentations, deliverables, etc. project overview e-leaflet and roll-up banner, social media & networks (LinkedIn, Twitter, ResearchGate, etc.).	All target groups
International conferences, symposia, exhibitions	Active promotion of the project in relevant external events through oral and poster presentations, distribution of project leaflets, and exhibition	innovators, infrastructures, enablers, citizens & consumers, scientific



		community, industrial actors
White papers for policymakers	Describe the regulatory bottlenecks hindering innovation in livestock management and bioeconomy and prepare an assessment framework towards a coherent policy prioritisation.	Policymakers
Press releases	Press releases prepared for the public (local citizens): Horizon Media, Cordis, Research Live, PR Log, etc.	All target groups
Blogs	Posted on the website and social media illustrating the project results in a simple language	All target groups
Video or animation	ManuREfinery video or animation presenting the objectives and outcomes of the ManuREfinery project.	All target groups
Public events & demo site visits	Site visits will be organised together with stakeholder workshops and peer-to-peer learning sessions at the demo facilities	All target groups

### 3.2.1. Online Communication

Table 4 describes the communication KPIs of the project that refer solely to online methods and channels of the project:

Table 4: KPIs of Online Communication

Description	KPIs
Website Visits	30000 visits
Downloads of Materials	1000 Downloads
Articles in Press	15 Articles
Social Media Networks	600 Followers
ManuREfinery Brochures	2 Brochures
Informative Contents- Blogs Posted	40 Posts
E- Newsletters Shared with Subscribers	3 E- Newsletters
E- Newsletter No. of Subscribers	200 Subscribers
No. of Press Releases to the General Public	8 Press Releases





No. of Project Videos or Animation	3 Videos or Animation
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### 3.2.2. Offline Communication

Table 5 describes the project KPIs that refer to off-line materials and responsibilities described in the project for communication purposes:

Table 5: KPIs of Offline Communication

Description	KPIs
Participation in Events and Fairs, Project Results Dissemination in Sectorial Journals and Magazines	2000 Stakeholders Addressed
Open Dialogue with Relevant Actors (with regular project news when possible)	6000 Stakeholders Addressed
Collaboration with Past and Ongoing Related Projects	3 Projects (at least)
Communication campaign via BIOEAST and WAGRALIM clusters	>500 Stakeholders Reached
University Courses and Professional Workshops	3 Courses (+300 students trained)
Professional Training Modules	2 Training Modules
Participation and Presentation of ManuREfinery Results in Events, Sending Project Information to Contact Persons, Standardisation Working Groups and White Papers	1000 Recipients/Attendees
White Papers for Policy Makers	1 Policy Brief in different language
Publications in Peer Reviewed/ Relevant Journals, Contributions at International Conferences	8 Journal Articles
Technical Publications in Industrial Journals	8 Technical Publications

Some Project KPIs are specifically linked to the activities of the Demo Farms/ Sites. These are listed in Table 6 below and refer to events or materials produced by the Demo Sites.

Table 6: Demo Site specific KPIs of activities and materials



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Description	Project KPIs
Innovative Virtual Content	1 Published Virtual Content per Demo
Open Day	1 Open Day per Demo
Visits to the Demo Farms	2 Visits per Demo- 30 Participants each
Roundtable Meetings	2 Roundtables per Demo
Meetings with Livestock Primary Producers (from the countries where demos will be installed) to Showcase the Solutions	30 Meetings
2 Training Programmes per Demo (25 farmers per training)	200 Professionals Trained

### 3.3. The ManuREfinery Website

The ManuREfinery website is the key tool for broader dissemination. It is also a communication tool during the lifetime of the project and beyond. The site incorporates basic project information, key results, project structure, project outputs, and participants and contains news. The domain of the website is [www.manurefinery.eu](http://www.manurefinery.eu). The web pages will also offer added-value services such as publications and newsletters.

The website will primarily:

- introduce the concept and main characteristics of the project.
- provide further information regarding manure innovations.
- give information concerning training, and socio-economic analysis.
- make all project results (non-confidential) publicly available (including all publications and findings).
- post regular new content including and not limited to news, articles, event agendas, etc. (further amplified and discussed via social media networks)

This will enable stakeholders to be kept informed of project progress for the whole duration of the project.

A website was designed, built and hosted on [www.ManuREfinery.eu](http://www.ManuREfinery.eu). This preliminary website includes:



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- Home/Main Benefits
- Home/Partners
- Home/Contact
- About/Project Details
- Demo Sites
- Related Initiatives
- News
- Get involved
- Link to social media channels

The project website, [manurefinery.eu](http://manurefinery.eu), has been built in cooperation with the coordinator of the project taking into consideration the aim and the communication plan of the project. The website will continue to be enhanced according to the projects' working requirements. The web page was launched in January 2025 and will be maintained during the project implementation.





Figure 4: ManuREfinery.eu Homepage

### 3.4. Social Networks and Social Media Strategy

Social networks will be used as marketing tools to promote the activities and outputs of the project and will also encourage a wider discussion and involvement. It is important to add that CBE-JU communication requirements will be respected at all times.

To draw the attention of the target groups to the project, encouraging participation and contribution to future bioeconomy policy making, the social media platforms LinkedIn, Facebook and X will be used. ManuREfinery is actively presented on the aforementioned social media accounts which are linked to the project's website.

LinkedIn is a business-oriented platform that fosters networking and collaboration, connecting with potential partners and stakeholders. Through content sharing, discussions, and engagement, LinkedIn increases the project's impact and credibility, ensuring broader outreach and effective knowledge dissemination.



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X is a speedy and professional communication tool, it allows real-time interactions and gives a very high potential impact on the target audience, using hashtags and thematic tweets.

Facebook is a popular platform for many partners and universities and can be used to add visibility to ManuREfinery. It enhances communication and dissemination of project news and interaction with stakeholders.

The consortium can decide on more KPIs for the social media account platforms.

### 3.4.1. ManuREfinery LinkedIn Profile

LinkedIn has been chosen, as it is a professional networking platform with a target audience of professionals and businesses from various industries. LinkedIn is a useful tool for project communication because it provides a platform for sharing updates, news, and other relevant information about the project. Further, it is a platform where we can meet potential partners, and experts in the field of bioeconomy, which can help improve the success of the project.

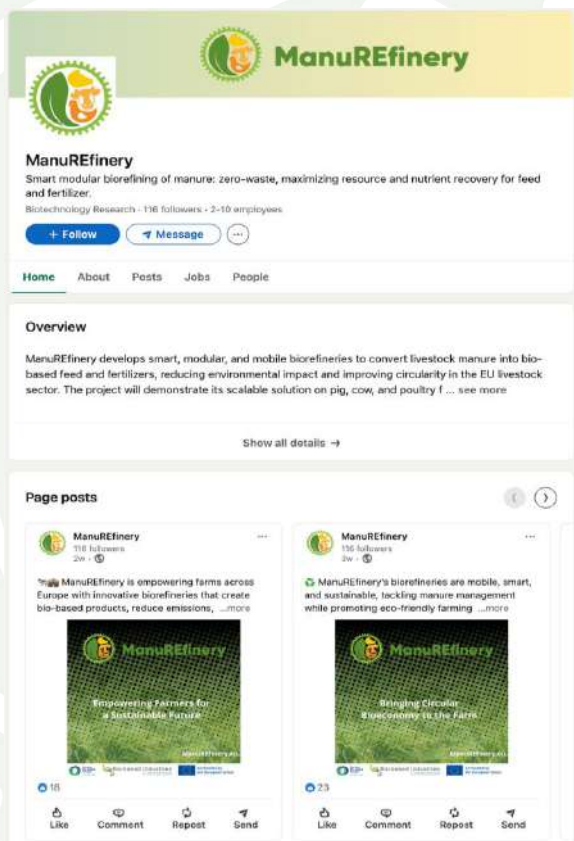


Figure 5: Screenshot of the ManuREfinery LINKEDIN profile

You can find the ManuREfinery social media Pages in the following links:

[www.linkedin.com/company/ManuREfinery](http://www.linkedin.com/company/ManuREfinery)

[www.x.com/ManuREfinery](http://www.x.com/ManuREfinery)

[www.facebook.com/ManuREfinery](http://www.facebook.com/ManuREfinery)

When posting on messages on LinkedIn the partner organisations will be tagged as often as possible to achieve a greater reach. Further, relevant hashtags such as: **#ManuREfinery** **#Bioeconomy#Innovation#Sustainability** **#CircularEconomy** **#Livestock** **#EnvironmentalManagement** **#HorizonEurope** etc. will be used.

The links to ManuREfinery posts will be disseminated to the consortium partners for maximum dissemination and impact. All project team members are encouraged to make sure that they receive all notifications coming from the ManuREfinery LinkedIn profile by clicking on the "notification bell".

### 3.5. Press Releases

ManuREfinery will aim at releasing a minimum of three impactful Press Releases to the project's public audience. The First Press Release at the occasion of the ManuREfinery Project's Kick-Off Meeting (KoM) in September. It was [published](#) on the BIOEAST HUB CR website on October 2024 and will be included on the ManuREfinery Project's Website. At least two more Press Releases will follow, at opportune times based on the project's development and results.

### 3.6. Project Templates

BIOEAST HUB CR has developed templates for digital and printed (promotional) documents, such as a template for: project deliverables, agendas, PowerPoint presentations, and internal communication documents, all included in the project's SharePoint. The look and feel of these templates are based on the look and feel of the logo and the website.

The circular-shaped logo has a gear-like outline which mirrors the design of industrial processes and innovation. The project's emphasis on agricultural integration and sustainable manure management is symbolized by icons of a green leaf and the project's farm animals all within the circle. Consistent with a green and earthy colour palette, the colour palette is indicative of eco-friendliness and an ecologically friendly connection to nature. The project name 'ManuREfinery' illustrates its intention to refine, and reuse resources sensibly using modern clean 'RE' typography.



The templates created for the ManuREfinery project are included in Annex No. 4. Further steps in template materials are background pictures for online meetings are going to be created.

### 3.7. Project promotional materials

On top of the project templates, promotional materials with the ManuREfinery look and feel will be developed upon demand and necessity. This package could contain roll-up banners; digital & printed folders promoting the project, events, and activities; infographics; photo and video material; social media post templates, etc.

The final design of the public documents mentioned is part of the overall dissemination package as well as external communication purposes, whenever and wherever the ManuREfinery activities are presented.

### 3.8. Partner's role in communication

The involvement of the WP Leaders and Task Leaders in the Communication is vital for efficient communication and dissemination of the ManuREfinery project. The Communication Team (CT) was established, and each project partner nominated one person responsible for communication to ease the information exchange and support the active promotion of ManuREfinery results.

#### 3.8.1 WP Leaders and Task Leaders

WP Leaders and Task Leaders will be regularly (at least once every 6 months) asked by the WPC Leader to supply information about the work progress, achievements, planned events and past events. On top of that, WP Leaders and Task Leaders will be responsible for informing the CT member about the activity and primarily the outcome of the partner project team, followed by the development of a brief release/summary of the public deliverables they are responsible for.

The reporting method for communication activities is adjusted to better support partners. Reporting will be conducted through an Excel document, included in the SharePoint folder of the project, which was found to be more user-friendly. Additional materials, such as event descriptions and images, will be shared through email to ensure comprehensive and efficient communication.

#### 3.8.2. Communication Team

The main purpose of this subchapter is to support the activity of CT (Communication Team). Each CT member will be in direct contact with team to fetch the communication about the results and activities and constantly supply the WPC Leader. CT will be involved in the external communication of the project development and implementation and outputs and deliverables and will implement the fully-fledged communication strategy of the project, which will contain the main communication objectives, the stakeholders' groups, who will support/benefit from the project's objectives and respond to its' messages, the communication activities, deliverables and the communication workplan.





Table 7: Nominated CT Members

Name	Organisation	Country
BIOEAST	Mary Tsinou	CZ
ITA	Pablo Gonzalez	ES
UVA	Elisa Rodríguez	ES
UGENT	Ramon Ganigué	BE
	Korneel Rabaey	
UNIZAR	Salvador Izquierdo	ES
GUASCOR	Elias Domingo	ES
SYSPRO	Miguel Carmody	ES
COLSEN	Jose Carvajal	NL
DETRICON	Wouter Naessens	BE
BIO2CHP	Dimitrios Mertzis	GR
INTERPROD	Elena Pitoiu	RO
DENVER	Silvia Badea	RO
AGROCESA	Coral Carrasco	ES
CEGECO	Alba Comadrán	ES
	Jordi Montaña	
KIS	Špela Kodre	SI
FERTINAGRO	José Antonio Rodríguez	ES
CELIGNIS	Lalitha Gottumukkala	IE
	Oscar Bedzo	
IPE	Gabriela Bilevsky	RO
UNIFI	Daniele Fiaschi	IT
ENCO	Aralda Torres	IT
WAGRALIM	Betty Milano	BE
INEUVO	Narinder Bains	UK





### Members of the CT shall:

Coordinate inputs from their national project partners, who are involved in the project implementation.

- ✓ Monitor any national or international events related to the scope of the project.
- ✓ Create a summary (maximum half page) press release/summary in the English language of events that they attended and presented ManuREfinery project.
- ✓ Participate in the organization of project events as a communication expert and cooperate with the WPC Leader.
- ✓ Put the communication materials to the ManuREfinery's project webpage and the social media surface and inform about the activity WPC Leader.

### Working organisation within the CT

Internal communication between ManuREfinery partners will be facilitated through SharePoint on Microsoft Teams platform, which serves as the primary document-sharing platform. This setup allows partners to upload, share, and collaborate on project documents in real-time, ensuring that all team members have access to the latest information. Regular updates and notifications can be enabled to keep partners informed of any changes or additions to the shared documents. Microsoft Teams also supports collaborative features such as co-authoring, which allows multiple partners to work on a document simultaneously, enhancing productivity and cohesion within the team.

### 3.9. Content on Partner and Third-party websites

Among the partner's responsibilities, communicating their participation in ManuREfinery through their corporate channels is requested and encouraged whenever possible. More specifically, partners are expected to add references and links of ManuREfinery's web through their own corporate websites and social media along with reposting posts, press releases, newsletter and all news and activities related to the project.

### 3.10. Communication Etiquette

To ensure good team spirit, all partners are requested to follow basic etiquette rules shown in the table below.

Table 8: Basic etiquette rules

Etiquette	Description
Always keep the good tone and be polite	To strengthen the connections between the consortium and team members, thus enhancing the productivity and creativity in the project, project participants should always keep a good tone and be polite.





Patience	Complex project issues can lead to long discussions. Data, facts, and opinions should always be clarified carefully and patiently.
One-to-one calls	Potential misunderstandings should be prevented by one-to-one calls rather than confusing written communication. However, a follow-up email with the most important decisions and clarifications from the calls should always follow.
Show appreciation	Always shows appreciation for the efforts of others.
Avoid emotional emails	Project participants should avoid sending emotional emails as emotions can easily cloud perspective.

To ensure smooth written communication, all partners are requested to follow the basic rules shown in the table below. All partners should be respectful of everyone's time by keeping their messages brief and specific. The number of emails should be limited to maintain an overview.

**Table 9: Basic rules for written communication**

Type of written communication	Description
Organisational mails	Mails to all will be sent mainly by the Coordinator or the TFM and will be of organisational character.
Follow-up emails	Follow-up mails about WP progress or progress of interdependent tasks in different WP will be sent to specific project participants organised in groups
Alert emails	Alert mails and reminders will be sent by the Coordinator or WP Leaders through mail
Management software for task	Emails containing comments about task implementation should be replaced by comments under the tasks and steps (subtasks) in the project management software. In that way, the





implementation messages	communication about task issues will be kept in one place according to its topic.
In-time response to emails	Responses to questions and comments should be sent within 1-2 days.
Communication with CBE- JU	Only the Coordinator is entitled to write emails with the Project Officer.

### 3.11. Important messages clarifying key definitions for our stakeholder groups

#### What is ManuREfinery Project:

ManuREfinery aims at deploying a smart, modular, mobile and sustainable small-scale decentralised biorefinery that will convert livestock manure into added-value biobased feed (microbial protein, caproic acid, protein-enriched grass cake) and bioingredients (sodium nitrate, ammonium bicarbonate, p-rich ashes) for fertilizers.

The ManuREfinery solution exhibits high scalability/replicability potential by integrating:

- 1) Advanced thermo- and bio-chemical modular and mobile feedstock conversion units.
- 2) Digital twin and data science for multicriteria decision making and process optimization, upscaling and replicability.
- 3) Sustainability (economic, social, environmental) and circularity assessment framework.
- 4) Strategies to boost the engagement of livestock stakeholders and enhance social acceptance of the solution.
- 5) New, sustainable and replicable business models for income diversification in the livestock sector.

The ManuREfinery project aims at solving the waste management problem on farms, which involves liquid and solid waste as well as gas emissions. The project recovers the ammonia from the gas waste stream, preventing it from being released into the atmosphere.

#### Why should policymakers support

The EU policymakers should back the ManuREfinery project because it delivers strategies for environmental yield from livestock manure that are new and can be replicated on a large scale in Europe. The project is also helpful in developing rural economies, increasing diversification and commitment to farmers and nature, as well as embracing the main European Union. Besides, it contributes to knowledge dissemination, enhances



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innovation in regions with limited innovation, and offers useful data on future policies and regulations to support the development of the circular bioeconomy, making this model highly important for increasing the scope of the circular bioeconomy.

### 3.12. Workshops and Events

BIOEAST HUB CR as WP Leader will closely monitor all workshops and events planned by project partners within the ManuREfinery project (as indicated in Table 10), likewise events that they wanted to participate in (i.e. outside the project, which are summarized in Table 11). A shared document was provided to make it easy for project partners to inform about the communication activities and will be continuously updated throughout the duration of the project.

Table 10: Project Events/ Workshops

Task	Description	Type of event	Approximate timing	Stakeholders involved (to invite/participate)
T6.2	Demo Farm 1 Open Day	Open Day for the Romanian Demo-Pig Farm (INTERPROD)	TBD	All Relevant Stakeholders
T6.2	Demo Farm 2 Open Day	Open Day for the Romanian Demo-Poultry Farm (DENVER)	TBD	All Relevant Stakeholders
T6.2	Demo Farm 3 Open Day	Open Day for the Spanish Demo- Pig Farm (AGROCESA)	TBD	All Relevant Stakeholders
T6.2	Demo Farm 4 Open Day	Open Day for the Slovenian Demo-Cow Farm (KIS)	TBD	All Relevant Stakeholders
T6.2	Visits to Demo Farm 1	Organised Visit for the Romanian Demo- Pig Farm (INTERPROD)	TBD- 2 Visits	All Relevant Stakeholders
T6.2	Visits to Demo Farm 2	Organised Visit for the Romanian Demo- Poultry Farm (DENVER)	TBD- 2 Visits	All Relevant Stakeholders



T6.2	Visits to Demo Farm 3	Organised Visit for the Spanish Demo- Pig Farm (AGROCESA)	TBD- 2 Visits	All Relevant Stakeholders
T6.2	Visits to Demo Farm 4	Organised Visit for the Slovenian Demo- Cow Farm (KIS)	TBD- 2 Visits	All Relevant Stakeholders

**Table 11:** External events/ workshops

Event	Date	Location	Participating Partner	Organiser	Participant/ Booth/ Presentation/ Network/ Organiser
Pitch Perfect	2 <sup>nd</sup> -3 <sup>rd</sup> December 2024	Brussels, Belgium	BIO2CHP	BBEPP	Project Presentation
Komenda Spring Agricultural and Trades Fair	22 <sup>nd</sup> -24 <sup>th</sup> March 2025	Komenda, Slovenia	KIS	SIP	TBD
IWA Resource Recovery Conference 2025	19 <sup>th</sup> -23 <sup>rd</sup> May 2025	Leeuwarden, Fryslân, the Netherlands	UVA	IWA	TBD
The 7th IWA International Conference on Ecotechnologies for Wastewater Treatment	23 <sup>rd</sup> -26 <sup>th</sup> June 2025	Stockholm, Sweden	UVA	IWA	TBD
AGRA- 63rd International Fair of Agriculture and Food	23 <sup>rd</sup> -28 <sup>th</sup> August 2025	Gornja Radgona, Slovenia	KIS	Pomurski Sejem	TBD
Agritech	5 <sup>th</sup> -8 <sup>th</sup> February 2026	Celjski Sejem, Slovenia	KIS	Celjski Sejem	TBD



## 4. DISSEMINATION

Below the key elements comprising the dissemination of project results are presented. Given that ManuREfinery is an Innovation Action where multiple types of results of scientific interest will be created, several elements and KPIs are considered as dissemination results.

### 4.1 Consortium participation in events & other dissemination activities

The ManuREfinery consortium's participation in events and other dissemination activities described below is crucial for the project's success since their expertise and networks will be valorised, also involving local stakeholders. The expected contribution is described below:

**Dedicated dissemination events:** ManuREfinery will present the project on international conferences like the One Day International Conference by the University of Florence, Bridging Engineering and Applied Psychology Enhancing Trans- disciplinary: "The New Challenge of Social Acceptance to Build Progress, Decency and Sustainability" and the International Fair of Agriculture and Food, the largest agricultural fair in Slovenia with international participation.

Furthermore: ManuREfinery will organise visits to the demo sites, workshops, and trainings. The target audience for these events are policymakers, mission-related bodies, entrepreneurs, and industrial end-users who will benefit most from the solutions produced in ManuREfinery. A shared document was provided to make it easy for project partners (primarily CT members) to update. The mentioned living document will be regularly updated throughout the project. Therefore, Tables 10 and 11 are a draft representation of the identified and scheduled events that can be utilised for the dissemination of the project results in a more mature stage of the project.

**Online and Offline Dissemination:** As described in the chapter dedicated to communication, all online channels, corporate identity and materials generated will be used by partners in events and their local business environment to generate awareness. All materials and channels described in Chapter 3.2 can be utilised not only for communication but also for dissemination of the ManuREfinery Project.

**Open Science Policy:** During the implementation of the project, an Open Science policy will be articulated around the following principles: Inclusion/collaboration, transparency, and data access. The principles of Open Science at ManuREfinery will be implemented and monitored by INEUVO. The consortium will share not only results but also methodologies along with the research following the guidelines Open Access to Scientific Publications and Research Data in Horizon Europe and FAIR Data Management in Horizon Europe. This strategy will use the potential of the European Open Science Cloud (EOSC) and Zenodo to store and give access to research data and/or share the data and the outputs with the European Knowledge Centre for Bioeconomy.

Publications of research results (see Table 5): Scientific and Technical articles are to be published in specialised journals. Other publications as the Horizon Results Platform, the Innovation Radar and EC publications will also be targeted. Target audience: Research and Academia, national authorities.



## 4.2 List of deliverables by month

Throughout the ManuREfinery Project, several Project Deliverables must be made available and known to the public through project communication channels, e.g., the project’s website and social media. The timing and description of such Public Deliverables are listed in Table 12.

Table 12: List of Public Deliverables by Month

Deliverable	Month	Date	WP	Name	Responsible Partner
D1.4	9	May 2025	WP1	Strategies for local deployment of ManuREfinery in rural areas	22- INEUVO
D7.1	3	November 2024	WP7	Project handbook	1- ITA
D6.1	6	February 2025	WP6	D&C plan and project identity	20- BIOEAST
D7.8	6	February 2025	WP7	Initial Quality Assurance Plan and Risk Management Plan	1- ITA
D7.12	6	February 2025	WP7	Initial Data Management Plan	22- INEUVO
D4.1	18	February 2026	WP4	Detailed LCA at design level (incl. process design alternatives)	18- UNIFI
D6.2	18	February 2026	WP6	Initial Dissemination and communication activities	20- BIOEAST
D7.9	18	February 2026	WP7	Interim 1 Quality Assurance Plan and Risk Management Plan	1- ITA
D4.4	24	August 2026	WP4	Initial Techno-Economic Analysis Report	16- CELIGNIS
D6.5	24	August 2026	WP6	Training project 'library'	20- BIOEAST
D7.13	24	August 2026	WP7	Interim Data Management Plan	22- INEUVO
D6.7	34	June 2027	WP6	Unlocking Synergies, Outcomes, and Collaborations	21- WAGRALIM
D6.3	36	August 2027	WP6	Interim Dissemination and communication activities	20- BIOEAST
D7.10	36	August 2027	WP7	Interim 2 Quality Assurance Plan and Risk Management Plan	1- ITA
D3.1	44	April 2028	WP3	Guidelines for optimal operation of the gas valorisation line	6- SYSPRO





D3.2	44	April 2028	WP3	Guidelines for optimal operation of the liquid valorisation line	7- COLSEN
D3.3	44	April 2028	WP3	Guidelines for optimal operation of the solid valorisation line	9- BIO2CHP
D4.2	48	August 2028	WP4	Life Cycle Analysis: Actual Performance of whole process	18- UNIFI
D4.3	48	August 2028	WP4	Life Cycle Cost Results	18- UNIFI
D4.5	48	August 2028	WP4	Final Techno-Economic Analysis Report	16- CELIGNIS
D4.6	48	August 2028	WP4	Societal acceptance and S-LCA	18- UNIFI
D6.4	48	August 2028	WP6	Final Dissemination and communication activities	20- BIOEAST
D6.6	48	August 2028	WP6	'Lesson learned' report	20- BIOEAST
D6.8	48	August 2028	WP6	Recommendations to stakeholders	20- BIOEAST
D7.11	48	August 2028	WP7	Final Quality Assurance Plan and Risk Management Plan	1- ITA
D7.14	48	August 2028	WP7	Final Data Management Plan	22- INEUVO

## 5. CLUSTERING ACTIVITIES AND COOPERATION WITH OTHER PROJECTS AND INITIATIVES

ManuREfinery will organize clustering activities with related international, national, or regional projects, networks, clusters and initiatives based in Europe. Efficient communication of the ManuREfinery project requires a close cooperation with related Horizon2020 and Horizon Europe CSAs, RIAs, IAs, EC tenders, and initiatives in particular projects. To increase audience reach, the efforts will take the form of intra-reference in each project's website, sharing posts, flowing of news and opportunities to engage among our consortia, and newsletters. ENCO as WP5 leader and BIOE as WP6 leader will coordinate the involvement of all partners and the exploitation of all EU initiatives and networks (e.g., BIOEAST Thematic working groups), as well as the networking with EU-related projects to secure the widest possible impact of the project.

WAGRALIM as Task 6.4 Leader will continue networking with relevant projects and initiatives with the support of all project partners. A template for project partners was provided that collected the information about relevant projects and initiatives. The results are summarised in the table below.



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Table 13: Networks, projects, or related initiatives<sup>1</sup>

Project / Initiative	Description	Partners involved (if any)
<a href="#">Rural BioReFarmeries</a>	Green BioReFarmeries- Small-scale Circular Green Biorefineries for increasing farmer sustainability and competitiveness and building resilient rural areas	(Funded under the same Call as ManuREfinery)
<a href="#">ECOLOOP</a>	Optimising renewable energy in rural areas for a sustainable and circular economy	KIS
<a href="#">LIFE4ADAPT</a>	Slovenia's Strategic Integrated LIFE Project for Adaptation	KIS
<a href="#">CHANDELIER</a>	Enhanced vehicular biomethane production at small-medium scale using lignocellulosic agrifood waste in rural areas	ITA

This activity will continue during the project's lifetime to ensure the visibility of the ManuREfinery project and its results. The above-mentioned table with public contacts will also be fully utilized for link building and e-marketing, hereby the visibility of the ManuREfinery project will increase.

## 6. CONCLUSIONS

The ManuREfinery D&C Plan and Project Identity is a comprehensive strategy designed to promote the project's visibility, ensure stakeholder engagement, and maximize the impact of its outcomes. By leveraging various communication channels, coordinating with partners, and adhering to EU branding requirements, the plan effectively targets diverse audiences, from policymakers to the general public. The strategic identification of Key Exploitable Results (KERs) further supports the project's sustainability and long-term goals. Continuous evaluation and adaptation of communication activities will ensure that the plan remains relevant and effective throughout the project lifespan. Ultimately, the D&C Plan lays the groundwork for the successful communication,

<sup>1</sup> This table will be constantly updated with more projects in the same field.





dissemination, and societal integration of ManuREfinery’s results. Partners’ contribution to the activities described in the D&C Plan is crucial for the success of the project.

## 7. ANNEXES

### ANNEX NO 1. COMMUNICATION STRATEGY BASED ON STAKEHOLDER CLASSIFICATION

Figure 3 shows the general method (see Annex 1: Ackermann & Eden (2011): stakeholder classification into four groups according to influence and interest) used to indicate the relevance of the different stakeholder groups for the successful implementation of the ManuREfinery project.

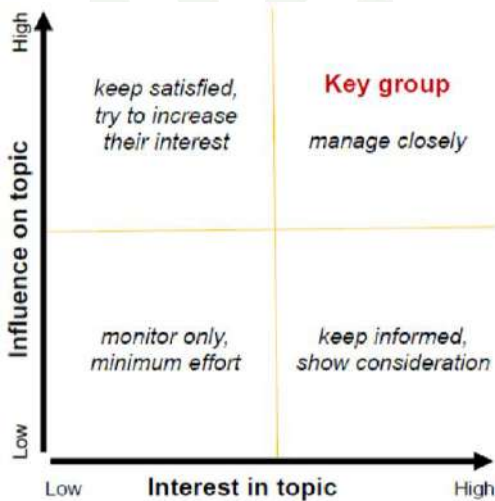


Figure 3: General Stakeholder Types

In Table 13 we implemented this methodology on the ManuREfinery Stakeholder Groups, dividing them into Players, Context Setters, Subjects and Crowd. Although the Players are considered the “Key group” and we will closely work together with them, we aim in the ManuREfinery project to increase the “interest in the topic” of the CONTEXT SETTERS trying as such to push them into the PLAYERS section.

Table 14: Relevance of the different stakeholder types for the ManuREfinery project

CONTEXT SETTERS: Low Interest – High Influence	PLAYERS: High Interest – High Influence
--	---





<ul style="list-style-type: none"> <li>Investors (private funding)</li> <li>Regions without a bioeconomy strategy and/or funding tools for scale-up</li> </ul>	<ul style="list-style-type: none"> <li>4 Demo Sites</li> <li>Regional Authorities with a bioeconomy strategy and/or funding tools for scale-up</li> <li>Policy makers</li> </ul>
<b>CROWD: Low Interest – Low Influence</b>	<b>SUBJECTS: High Interest – Low Influence</b>
<ul style="list-style-type: none"> <li>Networks of labs &amp; research infrastructures</li> <li>Other market actors</li> </ul>	<ul style="list-style-type: none"> <li>Farmers or SMEs with replicability potential</li> </ul>

Table 15: Engagement description for each stakeholder type

One of the	<b>CONTEXT SETTERS: Low Interest – High Influence</b>	<b>PLAYERS: High Interest – High Influence</b>	of
	<ul style="list-style-type: none"> <li>Investors (private funding)</li> <li>Regions without a bioeconomy strategy and/or funding tools for scale-up</li> </ul> <p>Keep satisfied: inform, consult and engage them and try to increase the interest in the topic so they can be considered PLAYERS by the end of the project.</p>	<ul style="list-style-type: none"> <li>4 Demo Sites</li> </ul> <p>Work together: inform, consult, collaborate</p> <ul style="list-style-type: none"> <li>Regional Authorities with a bioeconomy strategy and/or funding tools for scale-up</li> <li>Policy makers</li> </ul> <p>Work together: Inform &amp; engage</p>	
	<b>CROWD: Low Interest – Low Influence</b>	<b>SUBJECTS: High Interest – Low Influence</b>	
	<ul style="list-style-type: none"> <li>Networks of labs &amp; research infrastructures</li> <li>Other market actors</li> </ul> <p>Minimal Effort: connect to our platform + inform</p>	<ul style="list-style-type: none"> <li>Farmers or SMEs with replicability potential</li> </ul> <p>Show consideration: inform, engage and persuade to be part of the network, its communities and activities</p>	

earliest definitions describes stakeholders as groups “without whose support the organisation would cease to exist” (Freeman and Reed, 1983, p. 89). The term was later extended to all groups or individuals who are affected by the organisation as well as those who can affect it (Bryson et al., 2002; Freeman and McVea, 2001). Wellens & Jegers (2014) provided a list of seven crucial stakeholders: governments, beneficiaries, private donors, board members, management, volunteers working at the grassroots level, and non-managerial staff members.

## ANNEX NO 2. CLASSIFICATION OF STAKEHOLDERS

Ackermann & Eden (2011) classified stakeholders into four groups according to power and interest, see Fig. 9 below.



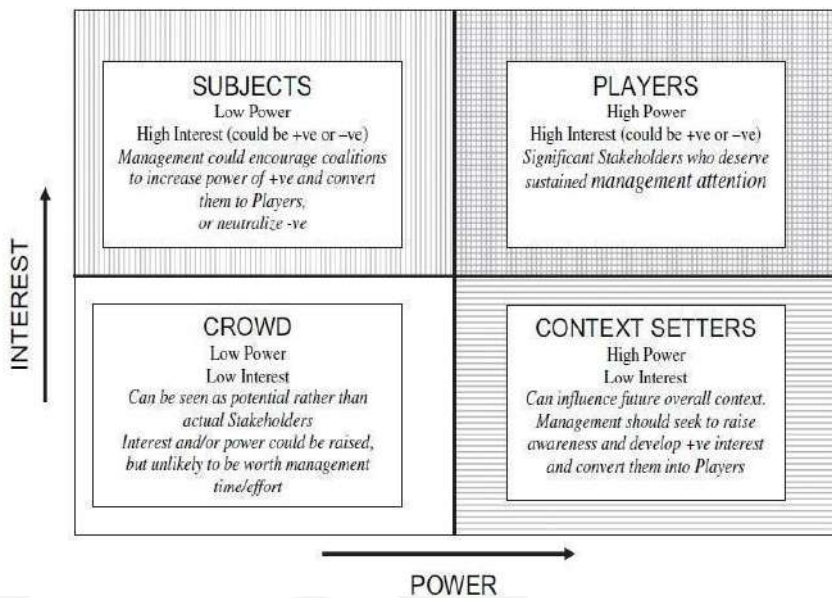


Figure 6: Outline stakeholder power – interest grid<sup>2</sup>

Ackermann & Eden (2011) gather in the upper two categories stakeholders with the most stake (i.e., most 'interest') in the organization. While 'Players' are those interested stakeholders who also have a high degree of power to support (or to sabotage) firms' strategies, 'Subjects' are interested but have less influence. Ackermann & Eden (2011) classify 'potential' stakeholders, as those groups, who have not (yet) displayed much interest in the organization and create two lower categories for them. 'Context setters' may have a high degree of power over the future of the organization, while the last quadrant the 'Crowd' (currently) exhibits neither interest nor power to influence strategy outcomes.

### Basic Communication Strategy

There is a need to inform stakeholders with low interest and low influence, stakeholders with low interest and high influence shall be engaged more in the project providing, and they should be regularly consulted in the Quadruple Helix Model of innovation. This strategy is designed to support the multi-actor involvement of all major actors in the innovation system: science, policy, industry, and society.

Stakeholders who dispose with low power but who are very interested should be also involved in the consultation procedure. And finally, stakeholders with high interest and high power should be engaged in close collaboration. The figure below displays the basic communication strategy targeted to different stakeholders with some explanatory tools.

Table 16: Basic communication strategy

<sup>2</sup> Source: Ackermann, F., Eden, C. (2011) Strategic Management of Stakeholders: Theory and Practice. Long Range Planning 44, 179 - 196.





SUBJECTS	PLAYER
Show consideration – inform + consult e.g.: capacity building workshops, analysis reporting, discussion forums, formal e-consultation, message moderation, outline surveys, ideation, quick pools	Work together – inform + consult + collaborate e.g.: task assignment, document co-authoring, team management,
CROWD	CONTEXT SETTERS
Minimal Effort – inform e.g. LinkedIn, Tweets, Webpage, YouTube, Newsletter	Keep satisfied – inform + consult e.g. issue registers, document review, targeted alerts, links to articles, project blogs, secured file sharing

## ANNEX NO 3. PREVIEW OF WPS

Table 17: Work packages, timeline and lead partners





Work Package No	Work Package Name	Lead Beneficiary	Start Month	End Month	Deliverables
WP1	Framework, methodology and drivers	2 - UVA	1	9	D1.4 – Strategies for local deployment of ManuREfinery in rural areas
WP2	Technical development and digitalisation of valorization lines	1 - ITA	1	18	
WP3	Implementation, deployment and validation of the valorisation lines in demo sites	6 - SYSPRO	13	48	D3.1 – Guidelines for optimal operation of the gas valorization line D3.2 – Guidelines for optimal operation of the liquid valorization line D3.3 – Guidelines for optimal operation of the solid valorization line
WP4	Sustainability validation of circular bio-based solutions and bioingredients	18 - UNIFI	6	48	D4.1 – Detailed LCA at design level (incl. process design alternatives) D4.2 – Life Cycle Analysis: Actual Performance of the whole process D4.3 – Life Cycle Cost Results D4.4 – Initial Techno-Economic Analysis Report D4.5 – Final Techno-Economic Analysis Report D4.6 – Societal acceptance and S-LCA
WP5	Market analysis, business models, and exploitation for ManuREfinery replication across the EU rural areas	19 - ENCO	1	48	





WP6	Dissemination and Communication	20 - BIOEAST	1	48	D6.1 – D&C plan and project identity D6.2 – Initial Dissemination and communication activities D6.3 – Interim Dissemination and communication activities D6.4 – Final Dissemination and communication activities D6.5 – Training project 'library' D6.6 – 'Lesson learned' report D6.7 – Unlocking Synergies, Outcomes, and Collaborations D6.8 – Recommendations to stakeholders
WP7	Coordination and management	1 - ITA	1	48	D7.1 – Project handbook D7.8 – Initial Quality Assurance Plan and Risk Management Plan D7.9 – Interim 1 Quality Assurance Plan and Risk Management Plan D7.10 – Interim 2 Quality Assurance Plan and Risk Management Plan D7.11 – Final Quality Assurance Plan and Risk Management Plan D7.12 – Initial Data Management Plan D7.13 – Interim Data Management Plan D7.14 – Final Data Management Plan

## ANNEX NO 4. TEMPLATES





## Deliverable Template

**ManuREfinery**

**D6.1.- [insert title of application]**

[Deliverable name]

Grant Agreement Number	101017679
Deliverable Number	
Deliverable Type	
Work Package	
Lead Beneficiary	
Contact Person	
Dissemination Level	
The date for the deliverable	

**ManuREfinery**

**TABLE-OF-CONTENTS**

1 -> TITLE	07
1.1 -> Sub-Title	07
1.2 -> Sub-Title	07
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2.1 -> Sub-Title	78
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Annex No 1	87

**INTRODUCTION**

1 -> TITLE

2 -> TITLE

2.1 -> Sub-Title

2.1.1 -> Sub-Title

Page Break

**ManuREfinery**

**PROJECT-DETAILS**

ACRONYM	MANUREFINERY
TSP	Small modular mobile biorefining of manure to zero-waste recycling resources and reuse recovery for sector and other stakeholders in rural areas
Grant Agreement Number	101017679
Code	H2020-JU-CBE-2020
Project Coordinator	INSTITUTO TECNOLÓGICO DE AVIACIÓN (ITA)

**DELIVERABLE-DETAILS**

DELIVERABLE TYPE	
Deliverable status	
Dissemination level	
Duration	
Submission date	(month/year)
Work package	WP#
Deliverable location	Name
Deliverable author	Name

**REVISION-HISTORY**

VERSION	DATE	REVIEWER	MODIFICATION
1.0			

**ManuREfinery**

**TEXT 1a**

TEXT 1a	TEXT 2a	TEXT 3a

**2.-TITLE**

2.1 -> Sub-Title

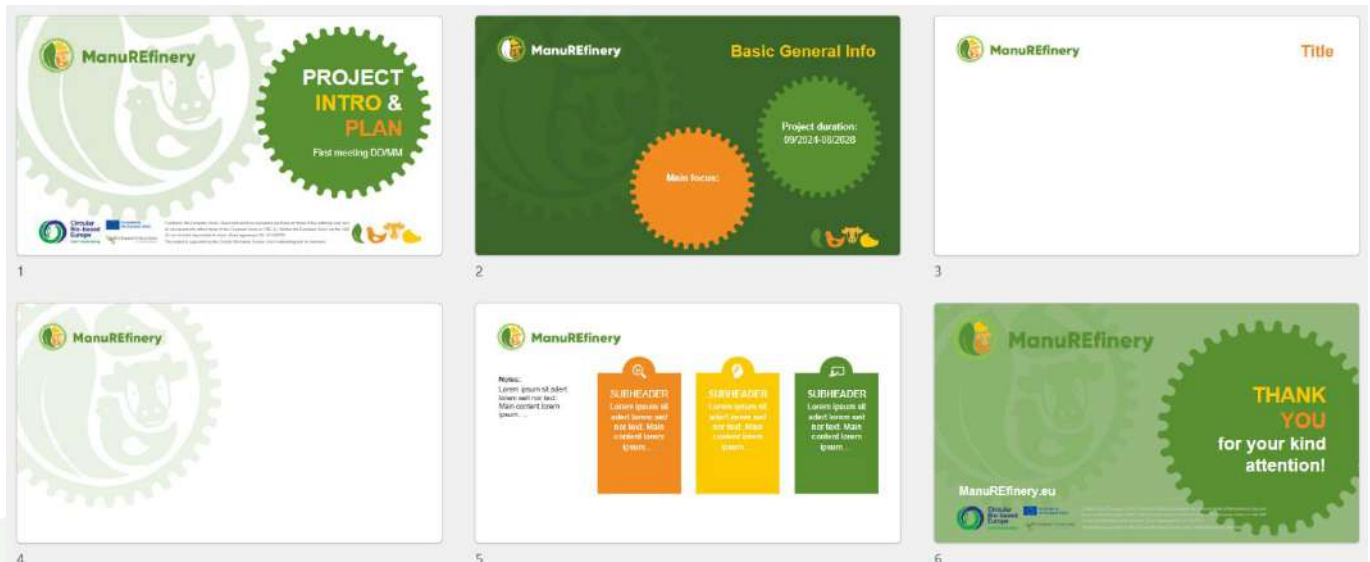
2.1.1 -> Sub-Title

Page Break





## Presentation Template



## Excel File Template

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1		<b>ManuREfinery</b>							<p>THE PROJECT IS SUPPORTED BY THE CIRCULAR BIO-BASED EUROPE JOINT UNDERTAKING AND ITS MEMBERS. Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or CBE JU. Neither the European Union nor the CBE JU can be held responsible for them. Grant agreement ID: 101157679</p>						
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## Internal Communication/ Post





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# ManuREfinery



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