LIFE17 GIE/IT/000579

LIFE FOSTER

Communication Strategy and Dissemination Plan

LIFE17 GIE/IT/000579

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Training, education and communication to reduce food waste in the food service industry

SUMMARY

The opinions expressed in this Communication Plan are those of the authors and do not necessarily reflect the opinions of the European Commission, or any other organisation mentioned. As a result, these will be verified before implementation of any of the recommendations contained herein.

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1. INTRODUCTION

1.1 Project background

Much more food is wasted in the industrialised world than in developing Countries. The FP7 project FUSIONS (2016) generated an estimate of food waste in the EU-28 of 88 million tons. This estimate was for 2012 and included both edible food and inedible parts associated with food. This equates to 173 kilograms of food waste per person in the EU 28. The total amounts of food produced in EU for 2011 were around 865 kg/person, meaning that in total we are wasting 20% of the total food produced. Food industry produces 10.5 million tons of food waste (equivalent to 21 kg per person) each year in Europe. The food service sector contributes to 12% of the total food waste (FUSIONS, 2016).

The fight against food waste is not only a food problem, but it includes actions to **safeguard resources.** On this issue, the ONU and the European Union have signed an agreement that will reduce waste by half by 2030, in line with the objectives of sustainable development, confirming it as a global priority. In particular, the focus is toward Goal 12 "Ensure Sustainable consumption and production pattern", target 3.1 "Halve per capital global food waste at the retail and consumer level and reduce food losses along production and supply chains, including post-harvest losses" and by cascading effect also Goals 1, 2, 9, 10, 11, 13, 14, 15.

When it comes to food waste, we refer to the definition provided by the "Food and Agriculture Organization of the United Nations" (FAO) in collaboration with the Swedish Institute for Food and Biotechnology (SIK), which has distinguished between **food loss and food waste**, including any healthy and edible substance that, instead of being intended for human consumption, is lost or thrown away. Food loss refers to all losses at the logistical level or caused by infrastructural limitations upstream of the agri-food chain, during agricultural production and after harvesting.

The waste occurs during distribution, sale, processing and final consumption and is determined by **behavioural factors**. According to FAO, most of these losses could be solved through the **implementation of tools and methodologies** to identify critical stages along the food chain and to act with preventive strategies.

The LIFE FOSTER project has as its ultimate aim the intervention in the prevention of food waste acting on certain behavioural factors in Restaurants industry to achieve the desired results.

For this purpose, a Communication Plan (CP) must be prepared, oriented towards the different targets involved, which will be developed in the short, medium and long term (2018-2021), including a time frame related to the duration of the project as indicated in the Gantt attached to CP.

1.2 Purpose of this Document

This document provides the guidelines for the setting up of the strategic communication and information activities, and therefore it represents a functional tool both for careful planning of information and awareness activities and both for their correct and integrated management.

The proposed guidelines issue from the analysis of successful experiences of other national and international initiatives. The Communication Plan was drawn up by focusing attention on the recipients and organized according to the identified target groups, for each of which we identified tools and actions of awareness and information more suitable for achieving the objectives.

2. DEVELOPMENT OF COMMUNICATION PLAN

2.1 Methodological approach

To implement and manage the communication plan, the several phases of the path are highlighted below.

Planning >> In this phase the plan focuses on the essential elements such as the definition of purposes, the identification of tools, the determination of time, budget to be allocated to individual actions, internal evaluations and monitoring.

Implementation and Realization >> In this phase the communication activities are carried out, in compliance with what has been elaborated within the plan, and in the broader context of the project LIFE FOSTER, defining the guiding image, establishing a definitive schedule of activities in shared with the project beneficiaries.

Monitoring >> The monitoring phase of the activities is carried out during and at the end of the project through targeted actions and tools.

Evaluation >> The evaluation phase has two main goals. One aimed at measuring the impact of the project in reference to the indicators (KPI) included in the project itself. The other one is aimed at verifying the effectiveness, efficiency and relevance of the activities defined in the Communication Plan.

2.2 Communication Plan methods

The Communication Plan is a key tool for LIFE FOSTER project because:

- It provides the team with a planned, structured approach to the project communication actions;
- It will make the communication efforts more effective and lasting.

In order to develop a communication plan it is essential to follow some steps.

WHO DO WE WANT TO REACH. Identify people or groups that can use the project's outputs and can take part in the activities as well as give resonance to project's results.

WHAT DO WE WANT TO ACHIEVE. Develop the methodology to follow; this means that different messages are needed for different target groups, whereas different tools and methods are needed to reach each group.

WHAT DO WE KNOW ABOUT TARGET GROUPS. Analyzing the audience allow us to discover information that we can use to build common ground between the project and the members of our audience.

WHAT ARE OUR KEY MESSAGES. Align the key message to the level of understanding and background of the listeners target groups.

HOW WILL WE REACH THEM. Define all the necessary activities, tools and materials that will be used in order to achieve the communication goals.

ROLES AND TIMEFRAMES. Identify people, actions ad time for each activity. It is necessary to identify skills and expertise for the implement of the Plan.

2.3 Communication strategy

The communication strategy has been planned for several aims:

REACH	• AS MANY PEOPLE AS POSSIBLE IN THE VARIOUS TARGET GROUPS THROUGH THE SEVERAL COMMUNICATION AND DISSEMINATION ACTIONS
INVOLVE	• ALL (LOCAL, NATIONAL AND INTERNATIONAL) ACTORS THAT CAN HAVE AN IMPACT ON THE POLICIES AND ON THE PRACTICES LINKED TO FOOD WASTE AND FOOD LOSS
SPREAD	• THROUGH THE TOOLS ENVISAGED, THE FINDINGS, NEW KNOWLEDGE, EVENTS & INITIATIVES, DELIVERABLES AND RESULTS ACHIEVED BY LIFE FOSTER TO DIFFERENT TARGET GROUPS AND STAKEHOLDERS

Target groups and stakeholders will be reached by the communication tools foreseen by the project. The communication plan strategy has mainly the following aims:

- **Informative**, through an effective awareness raising campaign for the listed target groups.
- **Practice,** put into actions that guarantee the visibility of the Project providing clear and detailed information through the means available.

The communication strategy provides also a dissemination process covering all the activities of the project. It will take place by satisfying the characteristics of:

- **Transparency**: information will be communicated in a clear and timely way.
- **Segmentation**: the information conveyed will be selected and modulated on the basis of the audience to which it is addressed at a particular time.
- **Bi-directionality**: the communication will include a structured feedback mechanism and a management of return communication, allowing to focus on possible integrations/modifications of the messages; this will allow to monitor the level of expected involvement.
- **Continuity**: the timing of the dissemination of information will be articulated to maintain a consistently high level of involvement.
- **Contextualization**: styles, channels and communication tools already familiar to target audience will be used in order to facilitate the process of understanding and internalizing the information.
- **Integration**: information will be provided in an integrated way through all the channels identified and useful at the moment.

The choices of strategies take into account different constraints and feasibility criteria such as:

- Economic and human resources employed
- Identification of the audience
- Technological resources available

2.4 Key objectives of the Communication Plan

The strategic objective of this Communication Plan is to guide the various target groups and stakeholders, during the entire period of implementation of the project, through a path of information and awareness. This path aims to trigger good practices in the medium and the long term, both in terms of food waste reduction and of raising awareness of the environmental and economic impact generated by food waste.

With respect to the general strategic objectives, the LIFE FOSTER project is oriented to:

- Raise awareness among the restaurant industry about food waste and the possibility of reducing it by applying the concept of the most sustainable practices.
- Train teachers and students, back/front of house staff to adopt more sustainable methods and techniques that facilitate the reduction of food waste and the optimization of food under storage.
- Raise awareness among policy makers of the need to develop measures and instruments to reduce food waste in the restaurant industry.

The main purpose of dissemination and communication is to inform main target groups about the objectives, the evolution, the products and the results of LIFE FOSTER project, in order to make the results and deliverables available to the target groups and to the wide audience. Dissemination and communication increases also visibility of the project and ensures sustainability beyond the project end.

The key communication and dissemination objectives are:

- To keep beneficiaries and stakeholders informed on progress made and milestones reached

- To share the project's activities, results and added value

- To promote the project's deliverables and results

- To encourage the use of the innovative LIFE FOSTER tools

- To promote new ways of preventing food waste

- To enhance the environmental and collective benefits associated with the LIFE FOSTER project

- To contribute to reach the goal of halving per capita food waste at retail and consumer level, and reducing food losses along production and supply chains by 2030

2.5 Target groups and stakeholders

The **LIFE FOSTER** project addresses at all those who are directly or indirectly involved in the activities and therefore benefits from the social, economic and environmental results achieved by the project.

The recipients of the project can be identified in a series of targets, segmented according to the objectives of the project. The different levels of operation defined by the project, together with the identification of the different subjects/targets of reference, will help to better direct the choice of activities of communication tools/media.

2.5.1 Primary target group

The primary target represents all the subjects that will directly benefit from the project activities and will be the first disseminators of the acquired skills. At the same time, they are those who act on preventing food waste and can also rethink the reuse of food waste through food service activities.

PRIMARY TARGET GROUP		
WHO	**COMMUNICATION APPROACH**	**TARGET AUDIENCE PROFILES**
Students IVET – CVET	Develop new skills, acquire green-friendly behaviours, apply the best practices in their future working place.	- Students of Catering and Hospitality Courses in VET centres - Aged 15-18 - Adults
Back/Front of House staff	Share information about project through events, fairs, workshop, practical activities, as well as get involved in the training phase of students.	- Restaurant employees in front and back of House position - Restaurant owners
Trainers	Learn techniques about food waste reduction and food storage, transfer them to students.	Trainers of Catering and Hospitality Courses in VET centres

PRIMARY TARGET GROUP		
WHO	**COMMUNICATION APPROACH**	**TARGET AUDIENCE PROFILES**
Policy-makers	- Define the measures and instruments in order to facilitate initiatives for reduction of food waste in the restaurants industry. - Report about project's deliverables and main results. - Enabling LIFE FOSTER results to strengthen policy-makers' awareness raising to favour the incorporation of food waste into different policies.	Actors with the capacity of having an impact at - Local - Regional - National - European level.
Other European training centres (VET)	Share and use the LIFE FOSTERS methodologies.	VET centres with Catering and Hospitality Courses. Therefore, their trainers and students.

LIFE FOSTER project is not directly targeting collective catering (company canteens, schools, hospitals), as well as private catering services. Our project complements other initiatives relating to food waste in collective catering and large-scale retail sector.

2.5.2 Secondary target group

The secondary target group is not direct interest of LIFE FOSTER activities. Nevertheless, it could influence the primary target audience. Indeed, the secondary group is involved in actions to improve the performance and the participation of the primary group in the project's activities.

SECONDARY TARGET GROUP		
WHO	**COMMUNICATION APPROACH**	**TARGET AUDIENCE PROFILES**
Beneficiaries Internal Community	Share goals and results to increase the cohesive level of the working group.	- Administrative staff - Project team - Collaborators - External consultants
Citizens and Communities	Increase the community knowledge on project's objectives and activities as well as the challenges at stake in food waste.	- General Public - Consumers - Students' families - Restaurants' customers
Trade Associations	Promote eco-friendly approach in restaurant industry's sector. Encourage the adoption of the LIFE FOSTER model.	Business associations operating in the food and hospitality service sector.
Media	Support the LIFE FOSTER project. Dissemination of offline and online actions.	Main means of mass communication at - Local - Regional - National - European Level.

2.5.3 Stakeholders

Mapping the stakeholders is an essential and basic step complementing the communication activities of the LIFE FOSTER project. This process aims at identifying the stakeholders that need to be engaged to achieve the highest project impact.

Indeed, the beneficiaries' capacity for strong and effective cooperation is crucial for the project's success. At the same time, their outreach must be combined with capacity to guarantee a constant relation between actions planned at different levels of dissemination.

Following, we provide a brief overview of the main stakeholders.

STAKEHOLDERS		
WHO	**COMMUNICATION APPROACH**	**TARGET AUDIENCE PROFILES**
School and University	Take part in events, inform about the opportunity to cooperate with LIFE FOSTER project, use the LIFE FOSTER's methodologies.	- Students - Teachers - Scientific communities & Expert boards dealing with restaurant, food waste, environment - University research groups dealing with food waste and sustainability - Umbrella associations
Civil Society	Take part in events, inform about the opportunity to cooperate with LIFE FOSTER project, use the LIFE FOSTER's methodologies.	- Environmental organisations - Consumers organisations
EU Platform on Food Losses and Food Waste	Keep contact with the members of the platform.	- Member States/EFTA countries - EU Committee of Regions (CoR) - European Economic and Social Committee (EESC) - Food and Agriculture Organisation (FAO) - Organisation for Economic Cooperation and Development (OECD) - United Nations Environment Programme (UNEP) - Non-governmental organizations

Each beneficiary will contribute to make a directory of all the possible stakeholders and target groups at local, national, transnational and European level in order to have a periodically updated database to be used for dissemination and communication purposes. Please, see the **Database Stakeholders Annex**.

2.6 Key messages

The guiding concept for communication in the LIFE FOSTER project is that food is valuable and therefore food waste should be prevented. All LIFE FOSTER actions follow this concept. More specifically, training plays a fundamental role because it incorporates this value in a more sustainable behaviour and working procedures. The LIFE FOSTER project will be developing different key messages according to the different audiences during the life cycle of the project considering their specific needs.

Below, we present the most relevant concepts and from which different key messages will be developed for target groups and stakeholders.

PRIMARY TARGET GROUPS		
WHO	**KEY WORDS**	**BENEFITS**
IVET – CVET students	- Employability - Green skills - Professional opportunities - Community - Environmental awareness - Health and well-being	- Develop green skills - Develop Soft Skills - Enhance employability - Be part of a community - Contribute to create a clean environment which provides multiple benefits to health and well-being
Back/Front of House staff	- Environmentally sustainable practices - Return of investment - Corporate social responsibility - Environmental awareness - Brand positioning - Efficiency - Community - Health and well-being	- Improve the management of restaurant - Improve restaurant's reputation and connect with eco-conscious consumer - Contribute to create a clean environment which provides multiple benefits to health and well-being - Achieve multiple results with a little effort - Attract skilled professionals - Strong ethics as a morale boost for employees - Economic saving - Fulfil Green Public Procurement criteria - Be part of an environmentally conscious community - Forge new multilevel relations

PRIMARY TARGET GROUPS		
WHO	**KEY WORDS**	**BENEFITS**
Trainers	- Update skills - Environmental awareness - Environmentally sustainable practices - Knowledge-sharing environment - Community - Strategic role - Health and well-being	- Keep up with latest techniques and innovative practices - Be part of a community - Forge multilevel relations - Better job satisfaction - Strategic role in the success of the project - Contribute to create a clean environment which provides multiple benefits to health and well-being
Policy-makers	- Environmental awareness - Environmentally sustainable practices - Project results - Transfer methodologies - Health and well-being - Employability - Environmental protection - Circular Economy	- Maximise social welfare - Influence the outcome of legislation - Achieve consensus - Innovate the education and training systems - Innovate the restaurant industry - Trigger an increase in waste-prevention policies - Feed further policy development, relations and activities - Raise the rate of employment and economic growth
Other European training centres (VET)	- Environmentally sustainable practices - Environmental awareness - Employability - Green skills - Community - Innovation	- Be part of a community - Forge multilevel relations - Keep up with latest techniques and innovative practices - Enrich and update educational materials - Offer to students and trainers new green skills - Support employees' health and wellness - Reduce environmental impact

SECONDARY TARGET GROUPS		
WHO	**KEY WORDS**	**BENEFITS**
Beneficiaries Internal Community	- Environmentally sustainable practices - Project results - Transfer methodologies - Community - Innovation	- Be part of a community - Forge multilevel relations - Contribute to create a clean environment which provides multiple benefits to health and well-being - Teamwork - Soft Skills
Citizens and Communities	- Environmental awareness - Environmentally sustainable practices - Health and well-being - Community	- Be part of a community - Contribute to create a clean environment which provides multiple benefits to health and well-being
Trade Associations	- Environmental awareness - Environmentally sustainable practices - Project results - Transfer methodologies - Brand positioning - Opportunity	- Contribute to create a clean environment which provides multiple benefits to health and well-being - Be part of a community - Keep up with latest techniques and innovative practices - Apply a food waste reduction management - Improve restaurant's reputation and connect with eco-conscious consumer - Economic saving
Media	- Environmentally sustainable practices - Environmental awareness - Economy - Employment - Policy - Innovation - Project results	- Contribute to create a clean environment which provides multiple benefits to health and well-being - Collect material for stories/news reaching new target

STAKEHOLDERS		
WHO	**KEY WORDS**	**BENEFITS**
School and University	- Professional and business opportunity - Project results - Environmental awareness - Environmentally sustainable practices - Innovation	- Forge multilevel relations - Keep up with the latest techniques and innovative practices - New research opportunities
Society	- Project results - Environmental awareness - Environmentally sustainable practices	- Contribute to create a clean environment which provides multiple benefits to health and well-being - Forge multilevel relations - Enhance public perception and community relations - Keep up with latest techniques and innovative practices
EU Platform on Food Losses and Food Waste	- Project results - Environmental awareness - Environmentally sustainable practices	- Contribute to create a clean environment which provides multiple benefits to health and well-being - Keep up with latest techniques and innovative practices - Feed further policy development, relations and activities

3. TOOLS OF COMMUNICATION AND DISSEMINATION

Identifying the communication contents means choosing the values and/or information to be "represented" and the messages to be conveyed, in a manner consistent with the objectives, the target groups and the communication strategy.

In order to communicate more properly with all the stakeholders, the project partners can use several tools suitable to spread information - including scientific information - and raise awareness about the tackled issue.

Activities and communication tools take into account the project target groups with their peculiarities in order to adjust contents, language and style to their specificities.

During the project lifetime, the Consortium will make use of online and offline channels in order to promote LIFE FOSTER at local, regional, national and international levels.

Specifically, the envisaged actions involve the following areas and tools.

3.1 Logo and visual identity

3.1.1 Concept logo

The image of the logo has been chosen to recall **food waste**, more precisely a turning orange peel that gradually develops into something different, living a new life.

The colours remind of **Sustainable Development Goals** (SDGs).

The **circularity** of the logo refers to the circular economy and to the constantly evolving role of food. Circularity emphasizes also the importance of contributing to a sustainable consumption perspective and to environmental impacts along the life cycle of food. This concept underlines the idea of considering the whole supply chain and the prolonged use of products. The food waste generated should be valued in another segment of the life cycle.

3.1.2 Colours

Institutional colours are blue and orange.

ORANGE

CMYK:
0C 48M 88Y 0K

Pantone® 1375 C

RGB:
244R 151G 42B
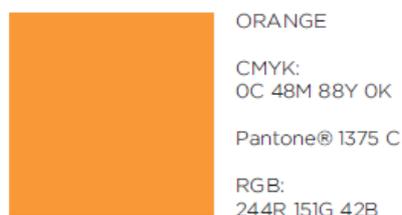
ORANGE. It refers to the orange peel in the logo image and it is a food waste symbol.

BLU

CMYK:
100C 40M 0Y 53K

Pantone® 7693 C

RGB:
0R 69G 113B
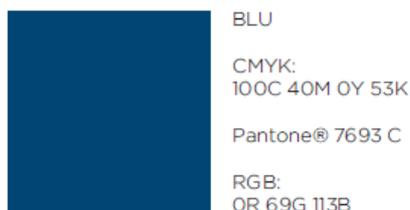
BLUE. As LIFE FOSTER is a European and transnational project, blue means that:

- Through cooperation between Member States and stakeholders we can prevent food waste and strengthen sustainability of the food system.
- LIFE FOSTER project is part of a European strategy and its impacts will generate benefits for citizens of the European Union.
- The European Union and the LIFE programme support the project.

3.1.3 Payoff

The payoffs want to create memorable phrases that sum up the concept behind the project as well as it will reinforce the audience's memory of LIFE FOSTER. Payoffs should be used in the front cover of publications, announcements, and communication tools.

love food reduce waste

The payoff *love food reduce waste* is an integrated part of the logo and it condenses in few words the results and the profound significance of the LIFE FOSTER project.

LOVE FOOD: it refers to a positive and ethical approach to food. Preventing and reducing food waste is an act of love towards food. Love, as well as the LIFE FOSTER approach, produces behaviours aimed at sustainability.

REDUCE WASTE: it refers to the environmental impact that the LIFE FOSTER project wants to achieve through strong actions of awareness raising and training.

RETHINK REDUCE REUSE

The LIFE FOSTER process follows an ambitious waste hierarchy and encourages cyclical use of resources in order to achieve a more sustainable future, meeting the environmental European strategy. The graphic payoff recalls an inverted pyramid, emphasizing preventive practices.

RETHINK: through training, LIFE FOSTER project can develop a more sustainable behaviour based on the adaption of innovative methods and practices on food waste prevention in food service.

REDUCE: it refers to the environmental impact that the LIFE FOSTER project wants to achieve through strong actions of awareness raising and training.

REUSE: LIFE FOSTER project bases its actions on the circular economy concept. Reuse is the key of Circular Economy.

The logo is crucial for the identification of the project. It represents its brand and it is an integral part of communication actions. It will be included in all communication tools according the instruction provided in the project visual identity of the project (see the **Logo and visual Identity Annex**).

The Logo and visual identity annex, provides also a series of templates and materials in order to create a strong brand identification of the project.

In particular, you can find:

- Word template
- PowerPoint template
- Newsletter guideline
- Bloc notes
- LIFE FOSTER folder
- Promotional materials

3.2 Offline and Online Communication

The way to approach classical media has changed and the offline and online communication can live alongside, without any conflict. This can be possible only if the contents are studied and adapted to both the target groups and the means of communication.

The following paragraphs provide information about the structure, the aims, the usage, the forms of the offline and online communication tools that will be developed during the life cycle of the project.

The tools will be developed considering the available budget in the best cost/benefit ratio and taking into account the key messages, the target groups involved and the visual identity of the project.

Offline and online Communication is a dynamic and ongoing process which will be updated and adapted along the project's progression and development.

3.2.1 Offline Communication

The offline dissemination and communication tools of the project include:

- All graphic and promotional materials developed during the lifespan of the project.
- Small and large-scale events foreseen by the project for different purposes and targets

Following, the list of offline tools.

TOOL	CONFERENCE KIT
DESCRIPTION	The Conference kit is a collection of items that allow to maintain a consistent look of the project during the events. A LIFE FOSTER paper folder will include at least the following items: - Bloc notes - Leaflet or Brochure The design of the materials follows the visual identity of the project.
WHEN USED	- Beneficiaries Meetings - Press conferences - Final event - Networking activities - Meeting with policy-makers
TARGET GROUP	- Beneficiaries internal community - Stakeholders - Media - Policy-makers - EU projects' beneficiaries
OBJECTIVE	- Create strong brand identification of the project - Encourage active knowledge LIFE FOSTER's project

TOOL	LEAFLET

DESCRIPTION

LIFE FOSTER leaflet is a tri-fold paper containing basic information about the project:

- Acronym, Logo and name of the project
- Partnership and beneficiaries' logos
- Time frame
- Objectives
- Impacts
- Deliverables
- HR images
- Contact channels
- EU funding and disclaimer

The design follows the visual identity of the project.
It will be distributed in digital and printed version.
The leaflet will be implemented all along the project lifetime.
It will be developed in 4 languages: ENG- IT – ES –FR
A basic universal language will be used.

WHEN USED

- Wide distribution in places of public access
- VET training centers
- Trade fairs
- International meetings
- Networking activities

TARGET GROUP

- Beneficiaries internal community
- Stakeholders
- Media
- Students
- Trainers
- VET centres
- Back/Front of House staff
- Citizen and communities
- EU projects' beneficiaries

OBJECTIVE

- Draw attention to the food waste issue
- Encourage active knowledge of LIFE FOSTER's project
- Easy glance overview of the project

TOOL	BROCHURE

DESCRIPTION

It is a collection of factsheet on the LIFE FOSTER results that will be implemented all along the project (max 8 pages). It contains detailed information about:

- Acronym, Logo and name of the project
- Partnership and beneficiaries' logos
- Time frame
- Objectives
- Impacts
- Deliverables
- Main results
- HR images
- Contact channels
- EU funding and disclaimer

The design follows the visual identity of the project.
It will be distributed in digital and printed version.
It will be developed in 4 languages: ENG- IT – ES –FR

WHEN USED

- Workshops
- International meetings
- Press conferences
- Seminars
- Final event
- Networking activities
- Meeting with Policy makers

TARGET GROUP

- Beneficiaries internal community
- Students
- Trainers
- Back/Front of House staff
- VET centres
- Stakeholders
- Media
- Policy-makers
- Trade associations
- EU projects' beneficiaries

OBJECTIVE

- Raise awareness on the food waste issue
- Encourage active knowledge LIFE FOSTER's project
- Keep the audience informed on project status and issues
- Share in detail the results, and tools developed by the project
- Easy guidance on the LIFE FOSTER food waste prevention model

TOOL	POSTER

DESCRIPTION

The LIFE FOSTER poster is a large one-page graphical presentation of the project idea. Its basic content should include:

- Acronym, Logo and name of the project
- Partnership and beneficiaries' logos
- Objectives
- Deliverables
- Main results
- Impacts
- Contact channels
- HR images
- EU funding and disclaimer

The design follows the visual identity of the project.
It will be distributed in digital and printed version.
It will be developed in 4 languages: ENG- IT – ES –FR
A basic universal language will be used.

WHEN USED

- Beneficiaries' premises
- Restaurants involved
- Trade fairs
- VET training centres

TARGET GROUP

- Beneficiaries internal community
- Stakeholders
- Back/Front of House staff
- Students
- Trainers
- Media
- Citizens and communities
- Trade associations

OBJECTIVE

- Draw attention to the food waste issue
- Encourage active knowledge LIFE FOSTER's project
- Make the project references stand out in a venue
- Easy guidance on the LIFE FOSTER food waste prevention model
- Raise awareness in citizens and communities

TOOL	NOTICE BOARDS

DESCRIPTION

A rollup format for easy use. The project rollup is a large one-page graphical presentation of the project idea, displayed in strategic places accessible to the public. Its basic content should include:

- Acronym, Logo and name of the project
- Partnership and beneficiaries' logos
- Deliverables
- HR images
- Contact channels
- EU funding and disclaimer

The design follows the project visual identity.
It will be distributed in digital and printed version.
It will be developed in English. Some copies will be translated into beneficiaries' languages (IT - ES - FR)
A basic universal language will be used.

WHEN USED

- Beneficiaries' premises
- International Meetings
- Workshops
- Seminars
- Trade fairs
- Press conferences
- Networking activities
- Meeting with Policy makers

TARGET GROUP

- Beneficiaries internal community
- Trainers
- Students
- Back/Front of House staff
- Citizens and communities
- Media
- Stakeholders
- Policy makers
- EU Project's beneficiaries

OBJECTIVE

- Draw attention to the food waste issue
- Encourage active knowledge LIFE FOSTER project
- Make the project references stand out in a venue

TOOL	LAYMAN REPORT

DESCRIPTION

Layman's report is a 29.2 x 21 cm paper produced at the end of the project (maximum 6 pages). Its basic content should include:

- Acronym, Logo and name of the project
- Partnership and beneficiaries' logos
- Summary report of the project
- Social, economic and environmental impacts of the project at the end of the route with respect to the initial data
- Highlight the contribution given to local and national policies
- Contact channels
- HR images
- EU funding contribution and disclaimer

It will be distributed in digital and printed version.
The design follows the project visual identity
It will be developed in 4 languages: ENG- IT – ES –FR

WHEN USED

- Final event
- Press conferences
- Networking activities
- Meeting with Policy makers

TARGET GROUP

- Beneficiaries internal community
- Media
- Stakeholders
- Policy makers
- EU Project's beneficiaries

OBJECTIVE

- Raise awareness on the food waste issue
- Encourage active knowledge LIFE FOSTER project
- Easy guidance on the LIFE FOSTER food waste prevention model
- Promote project's tools and methods in order to extend the impact beyond the area of implementation

TOOL	GIVEAWAYS

DESCRIPTION

A small collection of merchandise will be produced. The products should be useful in reducing food waste or rise awareness on this environmental issue. It will include:

- Acronym, Logo and name of the project
- Colours of the project
- Contact channels

In the identification of gadgets, we will be inspired by the principles of reuse, sustainability and environmental impact.

WHEN USED

- International Meetings
- Workshops
- Seminars
- Trade fairs
- Press conferences
- Networking activities

TARGET GROUP

- Beneficiaries internal community
- Students
- Trainers
- Back/Front of House staff
- Media
- Stakeholders

OBJECTIVE

- Draw attention to the food waste issue
- Encourage active knowledge LIFE FOSTER project
- Take a concrete benefit on food waste reduction

TOOL	VIDEOS

DESCRIPTION

Videos allow us to quickly and easily simplify communication to the audience through both visual and auditory stimulation. Its basic content should include:
- Acronym, Logo and name of the project
- Partnership and beneficiaries' logos
- Objectives
- Results
- Messages
- Contact channels
- HR images
- EU funding and disclaimer
- Sounds

Type of videos:
- Interviews of people and testimonials from target groups and stakeholders
- Presenting the project and its progress
- Events and initiatives
- Tutorial
- Recipes and food waste prevention and reduction
- Storytelling on the development and the stages of the LIFE FOSTER project.

The design follows the project's visual identity.
A basic universal language will be used.

WHEN USED

The videos will be shared through YouTube and social media channels.
- Project and beneficiaries' Websites
- Social networks
- International Meetings
- Workshops
- Seminars
- Trade fairs
- Networking
- Meeting with policy-makers

TARGET GROUP

- Beneficiaries internal community
- Students
- Trainers
- Back/Front of House staff
- Media
- Stakeholders
- Policy makers
- EU Project's beneficiaries

OBJECTIVE

- Draw attention to the food waste issue
- Encourage active knowledge LIFE FOSTER project

- Promote project's tools and methods in order to extend the impact beyond the area of implementation
- Take a concrete benefit on food waste reduction

TOOL	PRESS CONFERENCE

DESCRIPTION

It will be organized at the beginning and at the end of the LIFE FOSTER project, It could be organized alongside to one of the main event.

During the press conferences the conference kit will be deliver.
Invitation to:
- Specialist newspapers/periodicals
- Generalist newspapers/periodicals
- Local newspapers
- National newspapers/periodicals
- Press Agency
- Blogs
- Web information
- Freelance professionals in the field
- Tv and Radio stations

WHEN USED

- 8 press conferences in 4 project countries
- Final event

TARGET GROUP

- Media
- Stakeholders
- Policy makers

OBJECTIVE

- Raise awareness on the food waste issue
- Encourage active knowledge LIFE FOSTER's project
- Keep the audience informed on project status and issues
- Promote project's tools and methods in order to extend the impact beyond the area of implementation

TOOL	INTERNATIONAL MEETINGS

DESCRIPTION

International meetings that will be held once a year in different EU countries in order to present the project's activities and results in a plenary session. In addition, technical workshop will be organized, aimed at giving some specific information to those who are interested in the project's replicability.

WHEN USED

- Conference EVBB-EVTA
- VET week
- Job Orienta
- Meeting of EFVET
- Others to be defined (Annex Database Events)

TARGET GROUP

- VET centres
- Trainers
- Media
- Trade associations
- Stakeholders
- Policy makers
- EU Project's beneficiaries

OBJECTIVE

- Raise awareness on the food waste issue
- Encourage active knowledge LIFE FOSTER's project
- Share in detail the results, and tools developed by the project
- Promote project's tools and methods in order to extend the impact beyond the area of implementation

TOOL	TRADE FAIRS

DESCRIPTION

Fairs dealing with the themes of the project. Fair stands will provide all information and tools based on technical solutions and methodologies to be implemented.

The partners will ensure the management and the presence of the internal staff and, when possible, of students, that are involved in the LIFE FOSTER Project.

Features of the fair stand:
- expositive space for project materials (notice board, posters, brochure, leaflet, videos)
- small conference room for workshop
- small kitchen where practical demonstration of the LIFE FOSTER methodologies will take place (anti-waste cooking show, carried out by trainers, students, chefs and testimonials involved in the project)

WHEN USED

- Fairs (Annex Database Events)
- Food Waste Hackathon

TARGET GROUP

- Beneficiaries internal community
- VET centres
- Students
- Trainers
- Back/Front of House staff
- Media
- Stakeholders
- Policy makers
- Citizens and Communities
- EU Project's beneficiaries

OBJECTIVE

- Raise awareness on the food waste issue
- Encourage active knowledge LIFE FOSTER's project
- Keep the audience informed on project status and issues

TOOL	WORKSHOPS

DESCRIPTION

For UE Students:
- 3-day activity composed by both theoretical and practical sessions on food waste reduction and food storage

Back/front of house staff:
- two-day interactive modules targeting employees and food service professionals.
- 2 workshops for chefs and cooks will showcase food waste reduction within a commercial set-up, detailing concrete actions that can be taken.

WHEN USED

- Italy – Workshop for EU Students
- France – AFPA workshop
- Malta – MBB workshop

TARGET GROUP

- Students
- Trainers
- Back/Front of House staff
- Media

OBJECTIVE

- Raise awareness on the food waste issue
- Encourage active knowledge LIFE FOSTER's project
- To encourage the use of the innovative LIFE FOSTER tools developed

TOOL	SEMINARS
DESCRIPTION	- Organized within important sector events - Technical training meeting focused on cooks and restaurant owner - To share the best practices in food waste reduction - To present LIFE FOSTER project results
WHEN USED	- Italy – FIC - France – AFPA - Malta – MBB
TARGET GROUP	- Students - Trainers - Back/Front of House staff - Media
OBJECTIVE	- Raise awareness on the food waste issue - Encourage active knowledge LIFE FOSTER's project - To encourage the use of the innovative LIFE FOSTER tools developed - Share in detail the results, and tools developed by the project

The partnership is committed to organise more sustainable meetings and events, reducing the environmental impact.

3.2.2 Online Communication

In an increasingly connected world, the use of new forms of technology is becoming essential in order to engage and disseminate the biggest audience. In particular, Web and Social networks are the virtual squares that cancel the real distance that can often make communication limited. In such a scenario, we look towards online communication tools.

Following, the list of online tools.

The LIFE FOSTER website is the main source of information about the project. It also acts as an interactive tool for internal and external communication: it is a hub of information, directing interested parties to news, events, contact channels, technical tools and materials and other project documents.

The URL used or the website of the project is: **www.lifefoster.eu**.
It will be developed in 4 languages: ENG- IT – ES –FR
The design follows the project visual identity, a modern, professional-looking and an easy-to-use structure.

All partners will be requested to deliver and to regularly update the contents of the website.

The website will include the following items:

- Acronym, Logo and name of the project
- Partnership and beneficiaries' logos
- Contact channels
- HR images - photographs of people and testimonials from target groups and stakeholders
- EU funding and disclaimer

DESCRIPTION

Following, the structure of the website:

Project
- In the homepage a brief presentation of the project's goals, context and challenge addressed is presented.
- *Context:* the environmental problem on food waste in the restaurant industry in Europe
- *Partners*: a brief description of the LIFE FOSTER's beneficiaries
- *Objective*: the main objectives of the project
- *Actions*: the activities and deliverables foreseen by the project
- *Impacts*: the main expected results are presented
- *Communication kit:* the promotional materials developed by the project

Results
- *Didactical materials*: teaching methods in food waste prevention and reduction from our trainers which could be useful for students, the restaurant industry and the general public.
- *Love Food*: recipes and videos on food waste prevention and reduction, created during the training courses with students and restaurants.
- *Reduce Waste:* this section will be updated with the tools developed by the project in order to monitor food waste produced in restaurants and training centres.

TOOL	WEBSITE

DESCRIPTION

Useful links: LIFE FOSTER sources

News
- *Social Foster*: keep updated with all LIFE FOSTER's activities through an automatic synchronization with LIFE FOSTER social media platforms
- *Just Out!:* the latest news related to food waste and sustainability issues

Events: promotion of the LIFE FOSTER's events and meetings

Join Us: contact details and a "Get in Touch" platform

User Area: a protected zone for LIFE FOSTER beneficiaries. It will be used as official repository of the project and a consortium shared area.

WHEN USED

In all the occasions in which it can play an effective role

TARGET GROUP
- all targets groups and stakeholders
- EU Project's beneficiaries

OBJECTIVE
- Raise awareness on the food waste issue
- Encourage active knowledge LIFE FOSTER's project
- Keep the audience informed on project status and issues
- Share in detail the results, and tools developed by the project
- Promote project's tools and methods in order to extend the impact beyond the area of implementation

Samples of the website are provided below.

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TOOL	SOCIAL NETWORK

DESCRIPTION

Facebook, Instagram, YouTube has been selected as the most appropriate social networks to promote the project achievements, news, events, fairs and outcomes.

The design follows the project visual identity.

The use of the institutional social media of the beneficiaries in particular **LinkedIn**, is also envisaged in order to maximize the dissemination through their own network. In the institutional beneficiaries' social network profile, the posts will be translated into their respective languages (IT- ES – FR).

Each activity must be defined within an editorial plan (**Annex Editorial Plan scheme)** that will identify:

- Data
- Typology of contents
- Social media tool
- Visual asset
- Hashtag
- Tag
- Responsible

All partners will be requested to deliver content for the social profile.
The profiles will be managed on rotation by all the partners on the basis of the editorial plan.
All beneficiaries will invite their network to follow the account.

WHEN USED

In all the occasions in which it can play an effective role.

HASHTAG

Principal:
#LifeFoster
#lifeprojects
#europeancommission
#environment
#Sustainability
#restaurantindustry
#FoodWaste
#training
#circulareconomy
#NamePartner

Optional:
#restaurant
#catering
#food
#waste
#VET
A targeted selection according to the audience will be implemented in the editorial plan. We will add possible future sustainability trending topics.

TAG

Principal:
@NamePartner
@EuropeanCommission

Optional:
@NameStakeholder

TOOL	SOCIAL NETWORK

FACEBOOK

The dedicated FB page of the LIFE FOSTER project will follow the design of the project. The LIFE FOSTER logo will appear as profile picture.

The FB page will be used to:

- Publish post on project's activities
- Publish post on the events that the projects will organize
- Publish news on Project development and tools
- Publish post on the individual activities of the beneficiaries
- Get in touch with the target groups and stakeholders
- Photos

It will include the creation of sponsored campaigns and contents in order to promote key events and initiatives.

INSTAGRAM

The dedicated Instagram page of the LIFE FOSTER project will follow the design of the project. The LIFE FOSTER logo will appear as profile picture.

Instagram account will live on images and posts with extensive use of hashtag.
The Instagram page will be used to:

- Publish post on project's activities
- Publish post on the events that the projects will organize
- Publish news on Project development and tools
- Publish post on the individual activities of the beneficiaries
- To get in touch with the target groups and stakeholders
- Photos
- Stories

Through the stories feature it will be possible to build real narrative albums on individual events sharing the personal experiences with the follower.

YOUTUBE

A YouTube project page collecting the videos and tutorials developed during the project. The page of the LIFE FOSTER project will follow the design of the project. The LIFE FOSTER logo will appear as profile picture.

Thematic playlists will be created:
- Tutorials
- Events
- Student's training
- Press conferences

TOOL	SOCIAL NETWORK

TARGET GROUP	All target groups and stakeholders
OBJECTIVE	- Raise awareness on the food waste issue - Encourage active knowledge LIFE FOSTER's project - Keep the audience informed on project status and issues

TOOL	NEWSLETTER

DESCRIPTION	Newsletters is the medium to let people know: - about our project, - inform readers regularly about recent changes - inform about new initiatives, events - share best practices Contents of the newsletter will be available on the website. The content of newsletter will be elaborated and managed on rotation by all the partners on the basis of the editorial plan.
WHEN USED	8 existing newsletters (Umbrella Associations Newsletter, Beneficiaries' newsletters)
TARGET GROUP	All the targets groups and stakeholders
OBJECTIVE	- Raise awareness on the food waste issue - Encourage active knowledge LIFE FOSTER's project - Keep the audience informed on project status and issues

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TOOL	MEDIA RELATION

DESCRIPTION

Set of media-related dissemination activities are foreseen in order for the project to gain increased publicity and raise community awareness on the food waste issue.

These activities include:
- preparation of articles for the press
- press releases and announcements
- press conferences

Taking care of Media relations means establishing and maintaining a network of contacts and relations with the media system:

- Specialist newspapers/periodicals
- Generalist newspapers/periodicals
- Local newspapers
- National newspapers/periodicals
- Press Agency
- Blogs
- Web information
- Freelance professionals in the field
- Tv and Radio stations

WHEN USED

- Workshops
- International meetings
- Press conferences
- Final event
- Networking activities
- Trade Fair

MEDIA TOOLS

- Conference kit Brochure
- Beneficiaries' presentation form
- Press releases

TARGET GROUP

- Beneficiaries
- Students
- Trainers
- Back/Front of House staff
- Media
- Stakeholders
- Policy makers
- EU Project's beneficiaries

OBJECTIVE

- Raise awareness on the food waste issue
- Encourage active knowledge LIFE FOSTER's project
- Keep the audience informed on project status and issues

- Share in detail the results, and tools developed by the project

TOOL	TESTIMONIAL/INFLUENCER
DESCRIPTION	Will be identified influencers and testimonial dealing with food, sustainability and prevention of food waste.
WHEN USED	- Press conferences - Workshops - Fair Trades - Final event - Food waste Hackathon
TARGET GROUP	- Students - Trainers - Back/Front of House staff - Media - Stakeholders
OBJECTIVE	- Raise awareness on the food waste issue - Encourage active knowledge LIFE FOSTER's project

The Communication tools will be regularly updated with all the materials provided by the consortium, keeping in mind the different target groups and deadlines. All the tools will be in compliance with LIFE programme Guidelines.

3.3 Activities after the project's end

LIFE FOSTER dissemination activities will not conclude at the project end but they will continue afterwards to show, over a longer period, the final results of LIFE FOSTER, since main decisions are conveyed at the very end of the tasks.

The main tools and actions that will remain beyond the project to enhance dissemination impacts are the following:

After-LIFE Communication Plan: it establishes how the beneficiaries intends to continue to disseminate and communicate results at the end of the project and indicates which external support could be useful

Replicability Plan: it will be developed in the last year of the LIFE FOSTER project, should be ready, and approved by the Steering Committee within 6 months of the project's conclusion. It will include activities and approaches integrated in project actions to facilitate the replication and/or transfer of results beyond the project in other sectors, regions or Countries. It will be distributed among technical and institutional stakeholders in digital and printed version at the end of the LIFE FOSTER's project.

Memorandum of Understanding (MoU): It is an agreement signed between the beneficiaries to formalize the commitment to disseminate, replicate and transfer the results of LIFE FOSTER project beyond its duration.

4. NETWORKING ACTIVITIES

The project team in order to achieve efficient transfer of know-how and to foster its replication in similar contexts, a set of networking activities with other projects will implement. Such actions may include visits, meetings, exchange of information, participation in information platforms related to the project objectives.

Networking opportunities allow project beneficiaries to learn from each other, discuss common issues and get feedback on their work. These kinds of meetings also provide a great chance to carry out an effective dissemination of the project outside the consortium.

The principal activities and strategies of networking:

1. Monitoring for the identification of national and EU projects dealing with the project themes

- Contact National Contact Points for LIFE, H2020, Interreg and ask for national relevance project
- Scan EU projects quarterly
- Scan national projects quarterly
- Scan rural development Plans
- Ask to National authority if they have a list of relevant projects

2. Development of formal relations with identified projects and planning of possible activities.

- Emails with standardised FOSTER introduction and request for information regarding related projects

3. Exchange of information on both technical and management aspects of the food waste issue (methodologies, tools, regulations, etc.) as well as on stakeholders' awareness raising.

- Get published materials
- Joint meetings or exchange visits
- Joint information sharing platform
- Identify common\complimentary tools (methodologies for measuring or benchmarking specific sectors within the food waste world, with a focus on restaurants and VETs, as well as related or supporting technologies, policies, data) and needs which LIFE FOSTER could address

A list of projects which are proposed for networking are presented in the Annex Networking.

5. MONITORING AND EVALUATION

5.1 Monitoring

The monitoring system is the necessary technical support for the accomplishment of the various phases of the evaluation/control cycle, which are:

- Identification of objectives
- Periodic evaluation of the results
- Analysis of deviations
- Identification of corrective action, reporting and feedback

The evaluation/control cycle must be applied to each phase of the project actions: *in itinere, ex-post*.

The effectiveness of monitoring is closely linked to two factors:

- The adequacy of the indicators used
- The speed in the collection, management and use of the data collected

The **monitoring activity** takes into account some lines of actions. First of all, the verification of the correct implementation of the plan, observing the individual actions with respect to the expected results:

- Check the progress of the activities with respect to the design scheme
- Record of communication and information activities carried out
- Definition of a system of quantitative evaluation indicators (performance, impact, result) based on: number of subjects involved, number of means used, number of participants in meetings, number of copies of communication materials distributed, number of website visits, number of interactions on social network, number of press releases produced and published, number of medias involved, number of stakeholders involved, number of opening newsletter.

5.2 Evaluation

During the evaluation phase "*in itinere*", the data/information to be acquired can be summarized in four macro-categories:

- Administrative
- Financial statements of the Company, with reference to the loan matured and received, the expenses matured and liquidated
- Organizational structure, with reference to the structural and technological resources employed and the project organizations activate
- Impact, with reference to the satisfaction of participants in meetings through interviews, the number of enrolments received in courses, visits to website, requests for information, the number of subscriptions to the newsletter.

In the evaluation phase *ex-post,* aspects to be detected include:

- Degree to which the information objectives have been achieved by cross-referencing them with the data collected by the various communication channels in place (at the end of a given course participants should have acquired new knowledge, skills or competences).
- Degree of transposition of the information messages to the reference targets.
- Critical points to be found with regard to the messages conveyed, the tools made available, the difficulties in understanding the teaching staff, the logistical aspects, etc.
- Membership path and, more generally, the ways in which the message was received and the level of understanding (both in quantitative and qualitative terms).
- Degree of practical application in the social context of reference ("transferability").
- Variation (in the desired sense) of the "parameters" of performance, operation, state (organizational, individual, etc..), on which it was intended to affect through the information activity.
- Any unanticipated effects (always present in the communication and often just as important as those expected).

System of **qualitative evaluation** indicators:

- Performance
- Impact
- Result

 based on:

- Level of involvement and type of behaviour on the website and in the social profiles
- Requests for further information on the project by the editorial staff
- Requests to carry out interviews, degree of in-depth study of the themes through requests for information
- Display number and inserting positive comments, video sharing
- Requests for information and details
- Administration of questionnaires to participants to evaluate the level of appreciation of the themes and tools used to communicate with them

5.3 Schedule of monitoring

TARGET	COMMUNICATION TOOLS	ACTORS TO BE INVOLVED		COMMUNICATION OBJECTIVES	OBJECTS OF THE VALUATION	QUANTITATIVE EVALUATION METHOD	QUALITATIVE EVALUATION METHOD
		INSIDE	OUTSIDE				
ALL	WEBSITE	X	X	INFORM/UPDATE	ACCESS TO THE SITE	Monitoring of the number of accesses to the website (monthly) / Number published pages / Indexing of the site and public events on internet search engines	Citing LIFE FOSTER site links on other sites / Time spent on the site / Landing page sharing
ALL	SOCIAL ACCOUNT	X	X	INFORM - ENGAGEMENT	LIKE - SHARING	Number of like / Number of post	Models of involvement based of the level of engagement / Inserting positive comments / Post sharing
MEDIA	PRESS REPORTS - ARTICLES	X	X	PROMOTE LARGE-SCALE INFORMATION	PRESS REPORTS	Press review collection / Nr of product press releases / Nr.of articles published / Internet search for CS that have self-replicated or have been copied/transferred to other system	Request by the editorial staff for further information on the project / Articles sharing
PM - FO -	BROCHURE	X	X	INFORM	BROCHURE PRINTED	Nr. copies distributed Nr. copies requested	Degree of in-depth study of the themes through requests for information
PM - FO - S - T	POSTER	X	X	INFORM	POSTER PRINTED	Nr. copies distributed Nr. copies requested	Degree of in-depth study of the themes through requests for information
ALL	LEAFLET	X	X	INFORM	LEAFLET PRINTED	Nr. copies distributed Nr. copies requested	Degree of in-depth study of the themes through requests for information
PM - FO - S - T M	GIVEAWAYS	X	X	INFORM	GIVEWAYS PRODUCED	Nr. distributed	Degree of in-depth study of the themes through requests for information

TARGET	COMMUNICATION TOOLS	ACTORS TO BE INVOLVED		COMMUNICATIONS OBJECTIVES	OBJECTS OF THE VALUATION	QUANTITATIVE EVALUATION METHOD	QUALITATIVE EVALUATION METHOD
		INSIDE	OUTSIDE				
ALL	VIDEOS	X	X	INFORM	VIDEO EDIT	Nr. video edited	- Display number - Inserting positive comments - Video sharing
ALL	CONFERENCES & EVENTS	X	X	DISSEMINATION/ INFORM	EVENT ORGANISED	Nr. response to invitations, Nr of attendees	- Requests for information and details - Administration of questionnaires to participants to evaluate the level of appreciation of the themes and tools used to communicate them

6. COMMUNICATION TEAM

The responsibilities of the project's communication and dissemination activities are divided among several structural layers. The Project Communication Team (CT) is responsible for the final decisions on release of the different communication tools.

In particular, the CT is responsible for:

- Finalise the Communication Strategy
- Development of the communication tools
- Management, control and verification of all the communication tools and activities
- Verification of the activities' timetable
- Use of tools and techniques to boost creativity for the communication of project theme

Each Beneficiary has appointed a Communication Manager (CM) as member of the CT.

All project CMs are required to:

- Run dissemination and awareness raising activities.
- Liaise with regional and national media and stakeholders.
- Represent the LIFE FOSTER project during regional, national and international events and initiatives.
- Facilitate and develop networking activities.
- Elaborate, review, select and edit news, social media posts, articles and photographs for all the communications tools.

More specifically:

- ENAIP NET coordinates the CT with the external support of a communication agency
- UNISG coordinates the scientific aspects of communication
- activities and communication tools' contents
- ITS is responsible for the website contents development and updates
- The **Editorial Plan Annex** outlines time and roles of the Beneficiaries

The CT will be operational throughout the duration of the project and will meet periodically via conference call or the partnership meetings.

The LIFE FOSTER website User Area help streamline project management and facilitate the process of collaborating with team members.

7. CONTINGENCY PLAN

In order to anticipate obstacles and emergencies in communication, we should try to prevent them in the first place. For this reason, a detailed Communication Plan, supported by specific annexes are provided. In particular, the different annexes should give to the beneficiaries the identification of roles and responsibilities, time frames and actions to be carried out. A Work Plan setting out priorities and actions to be undertaken should avoid any communication failure.

The main risk is connected to the effectiveness of communication activities and the success in reaching the target groups. For this reason, by gathering information from the targets groups, stakeholders and the general audience involved in project's activities, the CT will be able to record information in continuous, which will make it possible to better inform the public and formulate an improved campaign for the next major phase of the project.

For this purposes, specific questionnaire will be administered after the different communication activities (offline and online) foreseen by the project. The questionnaire will be able to analyses possible failures and thus, to elaborate quick, complementary and related necessary solutions.

Findings contained in the questionnaire, should have reference to the original purpose, intentions and expectations of the project communication – and associated to:

- target audiences
- key messages
- communication tools
- context

The Survey will follow some general rules:

- Design Q/A options ensuring that all possible options are available
- Test the survey
- Ensure that the audience understand the questions
- Ensure a short and concise text

The survey can be done by:

- Phone/or online
- Interview
- Focus group

In addition, the monitoring system developed by the project will provide general support to improve, and will complement activities, with a view to increase the coherence of efforts in all the project's activities and deliverables.

8. ANNEX