



Communication Plan

Deliverable No. 11.1

SUSFANS DELIVERABLES

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Abstract: This deliverable embodies the Communication Plan and will report on Task 11.1. The communication plan includes a long list of the future users of the SUSFANS toolbox and first clusters of regions and target groups.



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1. Introduction

The mission of SUSFANS is to deliver high-quality research, inspired by the desire to support evidence-based policies and innovation strategies that will fruitfully underpin a more sustainable consumption and production of food in the EU. SUSFANS aims to better inform navigation on sustainable food in the public and private arena.

For this task to succeed, the group of 16 organizations for delivering and disseminating research will cross the barriers between social science and agricultural disciplines, and will engage intensively with the community of stakeholders in the European food system. We seek to build bridges between worlds of agriculture and food on one hand, and public health and nutrition on the other.

The SUSFANS agenda has stakeholder interaction at the core. It is a transdisciplinary undertaking, which involves a close interaction between researchers for multiple disciplines and with the firms, institutions and organizations that operate, govern and influence the food system. The multidisciplinary nature of the SUSFANS project requires an efficient communication strategy both at internal (consortium) and external (stakeholder and dissemination of outputs) levels. For this reason a well-defined communication and dissemination strategy is considered of paramount importance and is set in the center this project.

The communication strategy of SUSFANS is a collaborative effort of all project partners, with WUR and UBO spearheading the work in their respective qualities of project coordinator and in communication specialist in the science-policy interface. The communication work (WP11 "Impact and dissemination") links up closely with the activities with the Stakeholder Core Group (WP6 "Stakeholder interaction and scenario review"). The communication plan describes how the dissemination will be instrumental for the project in achieving its expected impact, and define what activities will be implemented to realize the ambition.

WUR will coordinate the Communication strategy to ensure maximum impact and uptake of the research results. UBO will play a key role in supporting all partners in carrying out their dissemination activities, in the most efficient way. UBO will provide the necessary expertise in tailoring the messages for the specific target audiences and finding appropriate means of communication. All SUSFANS partners will be facilitated to act as collaborators in communicating about the project, its aims, the work undertaken and its implications. The communication plan is a living document that is foreseen to be revised regularly and adapted throughout the project according to the progress in the



scientific agenda, the stakeholder engagement and the evolution of the societal and policy environment. Not least, the strategy will be adapted to the emergence of new communication tools and platforms.

2. Background

The aim of the SUSFANS communication plan is to identify target stakeholders, define key messages to communicate on the project, select the appropriate means of communication and tools and tailor information to the intended outlets and ensure effective delivery.

The focal point for dissemination towards the end of the project is the SUSFANS toolbox Europe tour. A preliminary strategy for the tour, including a strategy to address the challenges to meet a variety of local interests across European member states, will be presented in the first version of the plan.

The plan also addresses what partnerships will support the relevance of the SUSFANS-concept for shaping the science and policy agenda outside of the EU, particularly in low and middle-income countries. The NTU and its network of Asian academic partners will be instrumental in achieving global impact. All consortium partners will identify potential (non-technical) users (e.g. policy makers and other stakeholders) at (i) (inter)national level in SUSFANS regions; and (ii) EU level.

2.1 Project summary

Strengthening food and nutrition security (FNS) in the EU requires sustainable food consumption and production. To gauge the policy reforms needed for this major societal challenge, the SUSFANS-consortium will identify how food production and nutritional health in the EU can be aligned. The multidisciplinary research agenda of SUSFANS will build the conceptual framework, the evidence base and analytical tools for underpinning EU-wide food policies with respect to their impact on consumer diets and their implications for nutrition and public health, the environment, the competitiveness of the EU agricultural-food sectors, and global FNS.

Based on a conceptual model of the food chain and its stakeholders, SUSFANS will develop suitable metrics and identify major drivers for sustainable FNS, integrate data and modelling, and develop foresight for European sustainable FNS.

Central asset is a coherent toolbox which integrates two complementary strands of state-of-the-art quantitative analysis: (i) micro-level modelling of nutrient intakes, habitual dietary patterns and preferences of individual consumers, and (ii) macro-level modelling of food demand and supply in the context of economic, environmental and demographic changes on various time-scales and for multiple sub-regions. The tools will bridge the current gap between policy analysis on the EU agricultural food sector and the nutrition-health sector. Case studies and scenarios based on stakeholder input from consumers, food

industry, farmers/fishermen, government and the scientific community are instrumental in achieving this goal.

The project will provide a comprehensive set of tools for assessing sustainable FNS in Europe, centred around the implications of the current diet for the sustainability of production and consumption in the EU, and the options for the EU agricultural food sector (including fisheries and aquaculture) to improve future diets in the near future (up to 5 years) and in the long run (one or more decades ahead).

2.2 Consortium description

SUSFANS is based on a versatile consortium of 16 partners (WUR, UBO, INRA, CEPS, WU, UOXF, IIASA, SZU, ANSES, CRA, DTU, ILSI-EU, RISE, JRC, NTU, Luke) from 12 countries, including a non-EU country (i.e. Taiwan). The project coordinator is WUR.

The SUSFANS consortium is at the scientific frontier of two different strands of research that collectively are key to delivering the objectives of the project. The integration of these three strands of research is pivotal for achieving the ambition of establishing a comprehensive, future-proof analytical framework for sustainable food and nutrition security in the EU - within a global context.

Through the consortium's broad national and international networks, SUSFANS will gain access to different stakeholder groups. All partners will act as SUSFANS ambassadors and contribute to the dissemination of the project. WUR and UBO will assist partners with their expertise and help them tailor and target material to appropriate stakeholder groups.

Beyond the consortium, SUSFANS is facilitating a platform for interaction with a core group of stakeholders that will be asked to provide feedback and advice on the project as the scientific agenda develops. However, it should be highlighted that this remains strictly under the remit of WP6.

3. Harmonized Objective and Mission/Vision

To safeguard a harmonized approach, SUSFANS has developed a mission and vision statement that will be used in all internal and external communication material.

3.1 Objectives of the project

One of the major societal challenges facing the EU is strengthening its food and nutrition security by advancing to a more sustainable food consumption and production. To gauge the policy reforms needed to tackle this challenge, the SUSFANS-consortium will identify how *nutritional health and food production* in the EU can be better aligned. The multidisciplinary research agenda of SUSFANS will build a *conceptual framework, an evidence base and analytical tools* for underpinning *EU-wide food policies* - with respect to their impact on consumers' diets, on nutrition and public health, on the environment, on the competitiveness of the EU agricultural-food sector, as well as on global food and nutrition security (FNS). The *framework, evidence base and tools* resulting from SUSFANS will help to *achieve future sustainable Food and Nutrition Security in the EU*. It will do so by advancing *scientific standards for metrics, models and foresight activities* that can support policy-makers and other stakeholders.

3.2 Mission and vision statements

Mission Statement

SUSFANS will deliver high-quality research, inspired by the desire to support evidence-based policies and innovation strategies that will fruitfully underpin a more sustainable consumption and production of food in the EU. SUSFANS aims to better inform navigation on sustainable food in the public and private arena. For this task to succeed, the group of 16 organizations for delivering and disseminating research will cross the barriers between social science and agricultural disciplines, and will engage intensively with the community of stakeholders in the European food system. We seek to build bridges between worlds of agriculture and food on one hand, and public health and nutrition on the other.

Vision Statements

Our motto is "EU Food systems for health, environment and enterprise". SUSFANS strives to make a leading scientific contribution – on the basis of metrics, foresight and modelling – to a balanced and encompassing view on improving food and nutrition security outcomes and making food in the European Union more sustainable. Improvements in the diet of the European population must both come from, and be supportive of, food systems that contribute to public health, environmental protection and thriving enterprise on the long term.

4. Target audiences

The European food system comprises a potentially vast set of actors engaged in the activities from growing to producing and ultimately consuming food, and the provision of input and dealing with waste. They operate within, and are influenced by, a number of ‘environments’ (i.e. government policies, markets, science and technology, social organizations and biophysical conditions), all of which have their own galaxy of stakeholders with a range of motivations.

The SUSFANS main target audiences comprises of its external and internal stakeholders.

As, SUSFANS is addressing a wide range of issues connected to diets and European food systems, i.e. public health, stability and resilience, resource scarcity and the sustainability in terms of environmental, social and economic considerations. This opens opportunities for engagement with a wide range of stakeholders.

Broadly speaking these fall into three main stakeholder ‘types’, those engaged in (i) food system activities; (ii) food system policy; and (iii) food system influences (Table 1).

Three stakeholder types and their main categories		
Food System Activities	Food System Policy	Food System Influences
<ul style="list-style-type: none"> ▪ Agricultural input suppliers ▪ Primary producers (crops; livestock products; fish and aquaculture; ▪ Fruits and vegetables a.o.) ▪ Ingredient companies ▪ Processors and packers ▪ Transport and logistics ▪ Retailers ▪ Food service sector ▪ Commodity traders ▪ Consumers 	<ul style="list-style-type: none"> ▪ EU-level policy makers ▪ National-level and regional level policy makers ▪ EU and international Food Industry 	<ul style="list-style-type: none"> ▪ Health sector organizations ▪ Consumer groups ▪ Environmental groups ▪ Academic and training institutions ▪ Certification or auditing organizations ▪ Finance sector ▪ Overseas Development sector ▪ Farmer advocate groups

Table1. Mapping of food system stakeholders with relevance to SUSFANS

A subset of these stakeholders is seen as an interesting group for soliciting potential future use of the SUSFANS toolbox. Those are specifically targeted in the nutrition and sustainability modelling community in government service and large corporations. It is important for SUSFANS to capture and influence the ‘world views’ of this wide array of all sets of stakeholders in a practical, yet balanced way.

This will be achieved with a three-legged strategy:

a) A representation from the broad array of **food system stakeholders** has been invited to be part of a stakeholder community that will remain in place throughout the life of the project. The purpose of this "**SUSFANS Stakeholder Core Group**" is to ensure that SUSFANS products are of optimal value to a balanced range of end users by means of a solid and effective interaction between the stakeholders and the research agenda.

The Stakeholder Core Group was formalized in at the Inaugural Stakeholder Workshop (Prague, 30 October 2015). Two other workshops are scheduled to follow within a time span of three years. WP6 will organize these events as well as the communication and dissemination practices around them. The current member list of the Stakeholder Core Group (see **annex 1**) already comprises a substantial number of policy makers and NGO representatives..

b) Dedicated efforts will be made to reach national-level **decision makers** from the EU member states in the areas of agriculture & food, and health & nutrition because they are among the targeted future users of the SUSFANS toolbox. It is acknowledged that the rules, regulations and decisions from European institutions play a major role in the governance of the European food system. However, many of the incentives for sustainable consumption and production are developed or fine-tuned at the level of Member States, due to the subsidiarity principle. It is therefore of paramount importance for the uptake and impact of the SUSFANS project to engage with the actors that underpin decision-making at this level of governance.

The main vehicle for this will be the **SUSFANS toolbox Europe tour**. The purpose is to develop and refine a standard procedure to introduce, discuss and apply the SUSFANS Toolbox as the next standard on sustainable food and nutrition security. More about the SUSFANS toolbox Europe tour in chapter 6.

c) The project will also aim to communicate with a wide audience among the stakeholders of the EU food system and the **public at large** (e.g. consumer organizations, civil society organizations, etc.). Substantial effort will be made to translate research results into information that can be picked up by non-specialists, and to use formats that stimulate dialogue. Deliverables will be seized for stories and news, and researchers are invited and encouraged to send in newsworthy materials, publications and information more often. Therefore, we developed an approach where each delivery summary will be written as a 2-pager by the respective scientist in charge and approved by WP-, phase leader

and coordinator. Thus, research results can be “translated” toward items on the website, newsletter, twitter and the LinkedIn group. This new structure will help the scientist to disseminate the finding in a structure that is feasible in the writing process of the deliverable. WP 11 will take care of extracted summary, news flashes etc. for the benefit of the exposure of SUSFANS in research as well as in the stakeholder community.

Finally, due attention will also be given to the **internal communication** channels in order to guarantee high level of collaborative working among the consortium partners. Due to intensified internal communication between the other work packages and WP 11, the stream of information will be improved and the dissemination and impact tasks of WP 11 strengthened. Ongoing work on the various deliverables will be made more accessible for all partners through our sharepoint (Basecamp) so that the content and progress of all tasks in the project it is clear to everyone.

5. Main communication channels, tools and materials

The SUSFANS WP11 team is represented by skilled experts in the area of (science) communication, dissemination and impact (*see annex II*). Within the UBO team, a dedicated group for the communication of research in agricultural and development economics is responsible for developing the SUSFANS communication material. UBO will also play a key role in assisting partners with tailoring their communication throughout the project, as appropriate.

5.1 Visual Project Identity (logo)

To enhance a strong visual identity the following logo has been created:



The SUSFANS-logo is a reminiscence of parts of the Sanskrit form "Prithvi", which means earth. It has been newly combined to a circle, a traditional symbol of harmony and integrity. The logo is divided in three main parts, floating around the SUSFANS-Logo text. The upper circle has a deep blue color and symbolizes the sky, as a framing healthy environment. The three green sublines symbolize nature and are statements for the sustainable production of agricultural food in a traditional, organic and industrialized way. In the middle, under the logo text with its key message, there is a blue wave, symbolizing rivers and the sea, a traditional source of food. It is an aim of SUSFANS to integrate all food sources in a sustainable way. On the right side, the wave is transiting into an EU-flag. At the bottom, we can see a circle in form of bread, symbolizing food in its fertilized form. A healthy diet with a high variety of food is essential for all EU-citizens.

5.2 Web-tools for communication and dissemination

5.2.1 The SUSFANS website

Goal

The SUSFANS website was launched at the very start of the project. The website, www.susfans.eu, will serve as the public portal of the project. It will be updated regularly with news about the project's researchers and their activities. The latest news, event announcements and publications are always shown in the slider on top.

The project website was created with input from the consortium during the first months of the project. The project website is maintained by UBO during the project phase. LEI-WUR will follow up at least up to 3 years after completion of the project.

The website has an external and internal structure. The internal structure is for internal communication purposes and storage of non-public project files. The website will offer completed research output as well as provide key data that will allow the user to interact with the research findings.

Blogs

At times, dedicated sub-sites may be launched to facilitate targeted exposure for specific events or products. An example is the blog for the kick-off meeting <http://kickoff.susfans.org/>. The conference blog will be used if needed, although not every conference will be suitable to write a blog. The conference blogs - kickoff.susfans.eu, ppm2.susfans.eu and ppm3.susfans.eu - are providing data, publications, conference news, materials and photos of the conferences, for participants and interested people.

User-friendly content

User friendly-content is being used if the deliverable research outcomes are appropriate for this purpose. SUSFANS deliverables have a special section for media and social media, where the content is explained in an easy way so it can be used for a broader audience. These summaries are used for the website and social media purposes. The challenge is to formulate and frame interesting results in a way which attract different target groups. In close cooperation with WP 6 we elaborate on this.

Webinars

Webinars are planned to enlarge stakeholder engagement. By the end of 2017, SUSFANS envisages to launch videos and interactive stories, explaining the overall project approach, the conceptual framework and the spider diagram.

An interactive version of the conceptual framework will be launched and can be watched at <https://spark.adobe.com/page/iUnl3JWsNAWfj/>. Further, an interactive questionnaire has been generated to get information by stakeholders on questions related to Deliverable D 1.1 and to give stakeholders the possibility to interact directly with the SUSFANS research.

5.2.2 The SUSFANS Intranet

The SUSFANS intranet will serve as a medium for internal communication within the consortium. As per data protection and privacy rules, it will be protected by user specific log-in request. This private collaborative space will facilitate document exchange and virtual networking across the project and will be populated on a regular basis with the following information:

- Consortium participants and members directory;
- Reports, meeting agendas, minutes and presentation;
- Project deliverables;
- Highlights of activities across the project;
- News and media activities;

Due to a better project workflow, most intranet activities have been moved by now to **Basecamp**, a team management tool with broader (live) interaction possibilities for teams, work package members and stakeholders.

5.2.3 Targets, numbers and monitoring impact web-tools

The website traffic is being monitored during the project. We defined a *target output* of one to two new items per week to create more and steady awareness of SUSFANS' research and therewith of SUSTAINABLE Food and Nutrition in Europe. At the beginning of the project, we defined a *target* of achieving a number of around 400-500 sessions¹ per month (around 5,000 per year)².

¹ A session is a group of clicks and interactions by a visitor within a defined session time.

² In 2016, SUSFANS had 2,622 users with 3,661 sessions and 3.33 sites per visit, which is around 398 sessions per month. In the first six months of 2017, SUSFANS had 1661 users at susfans.eu with 2,345 sessions, visiting 3.09 sites per session, which equals around 305 sessions per month. For the 2nd half of 2017, we aim at having 3,000 sessions in total. For 2018, we aim at 650 sessions per month, 7,800 per year

5.3 Social media

Social media activities have been and are further developed in the course of the project based on demand and active participation of the project members. Social media are an excellent tool to reach out to a broader, non-stakeholder audience.

Social media is still new terrain for many scientists and it takes a while until these channels are used as a daily form of communication. It also takes time to build up networks like LinkedIn. Scientists prefer to present accomplished research results and not in-between-messages and preliminary results. So it is not only a matter of setting numbers to be achieved but also a matter of time and convincing internal audiences to address external ones by social media.

All social media channels have analytics-items integrated, helping to monitor the impact and outreach. Measuring these will be done in April, August and December each project year, to monitor the progress, in accordance with the foreseen updated communication plan.

The project has established a **LinkedIn group** (mainly for an active exchange with the stakeholder group (to be handled / moderated by WP 6). Further social media activities include a **Facebook site**, a **twitter account** (@susfans_eu, https://twitter.com/susfans_eu) and a **YouTube channel**.

5.3.1 FACEBOOK and Twitter

With its high number of worldwide users, Facebook and Twitter have a broad, non-scientific audience. To reach interested consumers and readers and create awareness of the project, new posts are shared with different groups and pages related to sustainable food and nutrition, like "Food Science, Technology & Nutrition", "Nutrition and Food Science Information Depot", "Food & NUTRITION Security - Staying one step ahead" and "HEALTH, FOOD AND NUTRITION" for a higher impact and the possibility to get in touch with users. News is also shared with websites.

FACEBOOK and **Twitter** news can be shared by the social media accounts of projects partners in different countries, for a wider international reach and higher impact regarding single news and post items. Due to a more progressive use of Twitter, the number of followers is growing steadily. Next to publishing project news a deeper interaction with sustainable food and nutrition security

channels is being achieved. Twitter and FACEBOOK are reaching the public at large and interested groups directly. The SUSFANS-news items are underlined with appropriate illustrations.

5.3.2 LinkedIn

The LinkedIn group is pushed by WP11 as an important distribution channel. It is the main business channel to reach stakeholders and researchers. The LinkedIn posts will be slightly modified regarding to the Facebook posts, to meet the expectations of the audience, by being essentially more detailed. Due to the fact that LinkedIn is not used as widely as FACEBOOK we also explore the connection with the Food and Climate Research Network (FCRN), based in Oxford. The network has great potentials to reach the food and climate research community. SUSFANS-researchers are encourage to join the network and create accounts and to blog on their work. The posts are slightly different than the FACEBOOK posts, and more detailed

5.3.3 YouTube

The YouTube channel can be found at https://www.youtube.com/channel/UCFbDNc_Iu_b465qigaJ5bcg. It will include short animations and video material relevant for SUSFANS.

5.3.4 Targets, numbers and monitoring impact social media channels

FACEBOOK and LinkedIn

News items are shared, if possible, through the platform-given share tool FACEBOOK into Food and Nutrition groups, where stakeholders, experts and other food-interested people are following. This allows us to measure the outreach of every post.

Due to the system-wide lack of post-sharing capacity of LinkedIn groups, the same procedure is applied manually to connect with different LinkedIn-groups. Unfortunately, a measurement of the total outreach of a single post within site *and* groups is not possible at LinkedIn.

This sharing-approach allows us to make use of already existing stakeholder audiences with different backgrounds to discuss outcomes, instead of just creating (another) group.

Facebook and LinkedIn groups SUSFANS are linked with:

- Food Science, Technology & Nutrition; with around 55,100 members (Facebook)
- HEALTH,FOOD AND NUTRITION; with around 7500 members (Facebook)

- Nutrition and Food Science Information Depot; with around 1100 members (Facebook)
- Food & NUTRITION Security - Staying one step ahead; with around 1100 members (Facebook)
- Sustainability Professionals; with around 159,000 members (LinkedIn)
- Sustainable Agriculture; with around 90,500 members (LinkedIn)
- Biodiversity Professionals; with around 31,500 members (LinkedIn)
- Natural Resource Management Professionals; with 41,078 members (LinkedIn)
- Food Security Strategies; with 4875 members (LinkedIn)
- Food Safety, Quality & Sustainability, with around 15,300 members (LinkedIn)

Thus, SUSFANS strives to reach out to around 400,000 persons who are potentially interested and involved in issues of sustainability, nutrition, natural resources and health on different platforms (due to algorithm issues, the real reach is much lower).

Further, the groups "Sustainable Food and Nutrition Security in Europe and the world" at Facebook and LinkedIn have been created to reach a more SUSFANS theme-centered community.

At all stages, potential stakeholders and readers have the opportunity to comment, share and react to posts. Further, the Facebook base has been intensified.

Twitter

Due to its worldwide audience without algorithmic barriers, special attention has been given to Twitter. Starting from mid-April 2017, SUSFANS aims at intensifying the exchange with stakeholders, nutrition, health and food scientists, experts and people interested in FNS-research with an intense and interactive approach.

A key performance set has been defined to reach a core SUSFANS twitter follower base with 500 food followers for more impact by the end of July. Those followers are all connected to the field of food and nutrition, mostly researchers or stakeholders of organizations, companies or institutions. At the end of June, SUSFANS will reach around 400 followers closely linked to our core research themes. The next milestone will be a minimum of 750 followers closely linked to our research themes at the end of 2017. By the end of the project we strive to double the number of followers.

Potential followers are identified through their personal twitter information (keywords like “sustainable”, “food and nutrition”) or when they are followers of other food-and-nutrition-research specialized accounts or organizations.

5.4 Newsletters, brochures and articles

E- and printed newsletters and information materials remain an important tool of communications, as not all our target audiences are constantly online and connected via social media. This argument is endorsed by the modest use of internal and external tools of communication within the SUSFANS research community. The use of communication tools is a bit age-based. Therefore, it is still handy to have some printed materials to hand out for the Europe tour and other public SUSFANS events.

- Two project leaflets for a general audience: one presenting the main elements of the project (at the beginning) and the other summarizing project achievements (at the end);
- Press releases on the project in English and translated into the partners' languages – the latter to be handled by the partners;
- Two articles for specific magazines and relevant audiences (scientific or academic papers not be written by UBO);
- An entity poster or roll-up featuring the logo and key messages of the project for use at booths and workshops;
- A newsletter is published around one or two times a year reporting on project-related news and activities (in addition to news on the Website), outcomes of elected consortium meetings/stakeholder workshops. The Newsletter will be published in two versions: As a print-ready pdf in magazine-style, ready to distribute via the mailing lists of the SUSFANS Partner institutes, and as a web-version through a web mailer, i.e. mail chimp. SUSFANS will create a mailing list for interested people;
- Any additional material “on specific demand”.

5.5 Press and Media

The project communication team will strive to reach out to general media to increase the impact of the project and its outcome. With the help of the SUSFANS-partners media contacts will be established in the course of the project.

Media relations will then be maintained by:

- Releasing press releases on appropriate occasions and issues and offering SUSFANS experts and stakeholders for interviews to media;
- Media coverage of scientific publications (e.g. on website);

- Webinars;
- Outputs leading to film, video and e.g. podcasts will be identified during the course of the project.

5.6 Scientific publications

It is envisaged that publications will include the following types:

- a. Core publications (peer-reviewed scientific papers, technical documents, discussion papers and preparation of standards).
- b. Other publications (abstracts, posters, presentations and publications to qualify for a degree).
- c. Others (leaflets, brochures, flyers, short articles and periodic updates for various target audiences –see section 5.4).

Free access to research results will be ensured by publishing key results from the project as open access articles, and by keeping a repository of the deliverable reports that are destined and eligible for public access (the repository will be accessible through the website). A publications Code of Practice will provide guidance to the consortium concerning the procedures and ethics involved in publishing results.

Publications emerging from the project will be monitored and a database will be created of all consortium-wide outreach from the project – partners are stimulated to submit additional individual publications to the database.

6. SUSFANS Toolbox Europe Tour

The SUSFANS Europe Tour aims at bringing together partners and stakeholders Europe-wide and reaching out to specific national audiences who cannot be reached by the project from a central position. This makes the project a European project.

The purpose of the Tour is to validate the use of the SUSFANS Toolbox as the scientific standard for assessing EU sustainable food and nutrition security. These out-reach meetings will be held in the four SUSFANS regions (Czech Republic, Denmark, France and Italy). They will seek to engage decision-makers and stakeholders at the national level in the process of integrating the SUSFANS methodology into their methods of strategies for making evidence-based policy in the domains of agri-food and nutrition-health.

6.1 Dissemination material and protocols for the SUSFANS toolbox Europe Tour

- Based on outputs from Task 11.1, WP6 and WP10, a 5-minute film to visualize and create awareness on food security and sustainability and insights stemming from applying the SUSFANS toolbox will be prepared via a script.
- A standard slide-set (80%) accessible to a general audience will be prepared with the support of project-researchers, illustrating comprehensive understanding of the drivers of sustainable FNS, the evidence-base and modelling tools.
- A specified and adapted slide set (20%) for the different SUSFANS consortium partners (DK, I, FR and CZ) and relevant non-EU countries, and specific non-technical user groups (Industry and Public Health Organizations) will be prepared by the national consortium project partners in their respective languages as well.
- Finally, a protocol will be created to introduce, apply and discuss outcomes of the SUSFANS Toolbox. The SUSFANS consortium partners will receive the protocol to organize meetings where the standard set of slides and the film can be presented to raise awareness on SUSFANS.

6.2 Organize and execute the SUSFANS toolbox Europe tour

- Regional presentation meetings (N=4): Based on the protocol developed in Task 11.4, LEI WUR and consortium partners in the countries (SZU, DTU, ANSES and CRA, respectively) will co-organize presentation meetings (20 participants, chaired by the PC) for outreach purposes to introduce the SUSFANS toolbox, and its results and insights on sustainable FNS in 4 European regions (DK, IT, FR and CZ).
- Specific non-technical user target groups (N=2): Drawing from outputs of WP6 workshops and WP10, the SUSFANS project coordinator will chair 2

presentation meetings: in Czech Republic for European PHO and in The Netherlands for Industry.

- When relevant and feasible the consortium will contribute to a likewise meeting in non-EU regions, such as Asia-Pacific (through NTU) or US (through LEI & UOXF).

6.3 Monitoring feasibility and acceptance of SUSFANS Toolbox and results

Based on the report from each regional workshop (T11.5) the main results on feasibility and acceptance of the SUSFANS Toolbox and its results and insights on sustainable FNS will be published in an academic paper to be written by SUSFANS scientists.

7. Internal communication operating procedures and material

7.1 Operating Procedures – coordination of dissemination activities

All dissemination activities and actions taken by the SUSFANS partners, that are relevant to the project and its outcomes, shall be regularly monitored. This will enable us to keep track of dissemination in a harmonized manner and build a strong database that will be one of the tools of evaluating the external impact of the project. The Partners will have to send regular feedback to the coordinator, as instructed. Requested information will include:

- a) Conference, workshops, other meetings and events where partners have presented the project.
- b) Events of interest and networking opportunities in view of the maintenance of a "live" stakeholder core group.
- c) Scientific publications.
- d) Dissemination material (e.g. leaflets, presentations, website info, bogs, etc.).
- e) SUSFANS specific templates for harmonized feedback from the partners.
- f) Publication procedure and code of ethics.

7.2 Dissemination material for internal and external use (templates, etc.)

In view of the harmonized approach taken within this Communication Plan, the coordinator is in charge that materials are developed for internal and external communication purposes. Material for external communication purposes are:

- a) Templates for deliverables;
- b) Templates for PowerPoint Presentations and posters;
- c) Leaflets;
- d) Corporate Design Manual for producing materials according to the Guidelines by consortium partners;

SUSFANS members should include link to the SUSFANS website in their communications.

Furthermore, all partners can contact UBO for assistance and support to enhance their visibility. Report back to UBO any press-related activities, blog-posting etc.

Material for internal communication purposes are:

- a) Reporting forms – dissemination;
- b) Reporting forms – financial;
- c) Intranet / BASECAMP with a chat function, a forum and an internal news section (see 5.2.3).

8. Partners' responsibilities

Partner's responsibilities regarding this communication plan are:

- WEcR is responsible for execution of WP 11 "Impact and dissemination" in terms of quality in communication, dissemination and impact conform the agreed communication plan of SUSFANS;
- WEcR is responsible WP 11 links up closely with the activities with the Stakeholder Core Group (WP6 "Stakeholder interaction and scenario review");
- WEcR will coordinate the communication strategy to ensure maximum impact and uptake of the research results.
- WEcR is, together with UBO, UOXF and related national partners responsible for organising the SUSFANS toolbox Europe Tour.
- UBO will support partners developing their messages, etc., producing posters, flyers or digital layouts for special occasions.
- Partners should inform the coordinator about: any upcoming publications, dissemination, activities, etc.
- To ask for approval before any specific ways of dissemination. Partners should comply with Corporate Design Guidelines / Logo and direct press requests to UBO.
- UOXFORD is responsible for Networking and stakeholder database development.



9. Accountability

SUSFANS will deliver a summary of progress and financial status to the European Commission at 4 times during the project, as specified in the contract.



Annex I List of stakeholders invited to join the SCG

Stakeholder type	Stakeholder Category	Company/ Institution	First Name	Surname	Gender	Country	Ignored	Pending	Accepted	Declined	1st SCG WS	2nd SCG WS
1	Food System actors	Primary producers	OxGrow, Cultivate Oxford	Julian	Cottee	M	UK		X		X	X
2	Food System actors	Processors and Packers	Nestlé	Karen	Cooper	F	CH		X		X	X
3	Food System actors	Retailers	Ahold	Onno	Franse	M	NL	X				
4	Food System actors	Processors and Packers	Barilla G&R Fratelli	Luca	Ruini	M	IT		X			
5	Food System actors	Processors and Packers	Dutch Dairy Association	Jan	Steijns	M	NL		X		X	X
6	Food System actors	Processors and Packers	Unilever	Sheila	Wiseman	F	NL		X		X	X
7	Food System actors	Processors and Packers	Danone Research	Agnes	Martin	F	FR		X		X	
8	Food System actors	Ingredient Producers	Royal DSM	Manfred	Eggersdorfer	M	CH	X				
9	Food System actors	Processors and Packers	Tetra Pak	Gabi	Pieper	F	DE	X				
10	Food System actors	Ingredient Producers	Bunge Foods	Henri	Rieux	M	CH	X				
11	Food System actors	Processors and Packers	Coca Cola Europe	Susanne	Kettler	F	BE		X		X	
12	Food System actors	Retailers	Metro / carrefour	Hervé	Gomichon	M	FR	X				
13	Food System actors	Ingredient Producers	Cargill	Douwina	Boscher	F	BE		X			
14	Food System actors	Processors and Packers	Mondelez	Clare	Leonard	F	CH			X		
15	Food System actors	Retailers	Tesco	Kene	Limeasiegbu	M	UK			X		
16	Food System actors	Food Service Sector	MacDonald's	Bizhan	Pourkomaillian	M	UK			X		
17	Food System influencers	Foundation	Daniel and Nina Carasso Foundation	Emile	Frison	M	FR		X		X	X
18	Food System influencers	Foundation	EAT program	Victoria	Bignet	F	GR		X		X	X
19	Food System influencers	Agricultural groups	European Fresh Produce Association	Daphne	Van Doorn	F	BE		X		X	XX
20	Food System influencers	Agricultural sector	GIAR, CIRAD	Marie	De Lattre Gasquet	F	FR		X		X	X
21	Food System influencers	Agricultural groups	European Crop Protection Association	Lukasz	Wozniacki	M	BE		X		X	X
22	Food System influencers	Agricultural groups	COPA-COGECA	Paulo	Gouveia	M	BE	X				
23	Food System influencers	Agricultural groups	European Livestock and meat trading Union (UECBV)	Giuseppe	Luca	M	BE		X		X	XX
24	Food System influencers	Processors and Packers	FoodDrinkEurope	Rebeca	Fernández	F	BE		X		X	X
25	Food System influencers	Consumer Groups	EUFIC	Nina	McGrath	F	BE		X		X	X
26	Food System influencers	Consumer Groups	European Community of Consumer's Cooperative (EUROCOOP)	Rosita	Zilli	F	BE		X		X	XX
27	Food System influencers	Environmental groups	IUCN	Luc	Bas	M	BE	X				XX
28	Food System influencers	Environmental groups	Friends of the Earth	Stanka	Becheva	F	BE	X				
29	Food System influencers	Environmental groups	WWF	Jane	Wallace Jones	F	UK		X		X	XX
30	Food System influencers	Environmental groups	Global Footprint Network	Derek	Eaton	M	CH		X		X	X
31	Food System influencers	Certification or Auditing organisations	Ecocert	Laurent	Croguennec	M	FR		X		X	
32	Food System influencers	Overseas Development Sector	Oxfam	Ricardo	Fuentes	M	UK	X				
33	Food System influencers	Health sector, academics or organisations	RVM National Institute for Public Health and the Environment	Liesbeth	Temme	F	NL		X		X	X
34	Food System influencers	Finance Sector	European Bank for Reconstruction and Development	Irde	Caccaci	F	UK	X				
35	Food System influencers	Agricultural groups	FAO	Sarah	Cahill	F	IT	X				
36	Food System influencers	Agricultural groups	European Fresh Produce Association	Phillippe	Binard	M	BE			X		
37	Food System influencers	Consumer Groups	BEUC	Monique	Goyens	F	BE			X		
38	Food System influencers	Overseas Development Sector	Worldbank	Juergen	Voegtle	M	US			X		
39	Food System influencers	Health sector, academics or organisations	RVM National Institute for Public Health and the Environment	Anstré	van der Zande	M	NL			X		
40	Food System influencers	Agricultural groups	FAO	Leslie	Lipper	F	IT			X		
41	Food System influencers	Health sector, academics or organisations	WHO Regional Office for Europe	Jo	Jewell	M	UK			X		
42	Food System influencers	Health sector, academics or organisations	WHO	Roberto	Bertolini	M	BE			X		
43	Food System influencers	Agricultural groups	FAO	Josef	Schmidhuber	M	IT		X		X	
44	Food System influencers	Agricultural groups	FAO	Mária	Kadlecková	F	HU	X				
45	Food System influencers	Agricultural groups	FAO	Eleonora	Dupouy	F	HU		X		X	
46	Food System influencers	Agricultural groups	FAO	Kata	Kerekes	F	HU		X		X	
47	Food System influencers	Health sector, academics or organisations	WHO	Joao	Breda	M	BE			X		
48	Food System influencers	Health sector, academics or organisations	WHO	Francesco	Branca	M	BE			X		
49	Food System influencers	Overseas Development Sector	Worldbank	Pierre	Guigon	M	US	X				
50	Food System influencers	Agricultural groups	FAO	Zoé	Druilhe	F	BE	X				
51	Food System influencers	Finance Sector	OECD	Roger	Martini	M	FR			X		
52	Food System influencers	Health sector, academics or organisations	BFR (D)	Oliver	Lindtner	M	DE			X		
53	Food System influencers	Agricultural groups	Coldiretti (National Farmers Confederation)	Corrado	Finardi	M	IT			X		X
54	Food System influencers	Health sector, academics or organisations	European Federation of the Associations of Dietitians	Judith	Liddell	F	DE		X			X
55	Food System influencers	Finance Sector	OECD	Ignacio	Pérez Dominguez	M	FR	X				
56	Food System policy makers	EU-level Policy makers	DG research and Innovation / Bioeconomy	Karen	Fabrizi	F	BE		X		X	X
57	Food System policy makers	EU-level Policy makers	DG Health and Food Safety / Consumer, Health, Agriculture and Food Executive Agency	Luc	BRIOL	M	BE	X				
58	Food System policy makers	EU-level Policy makers	DG Agri / Agricultural legislation and procedures	Nathalie	Sauze-Vandevyver	F	BE	X				
59	Food System policy makers	National-level Policy makers	Ministry of Agriculture of the Czech Republic	Viera	Šedivá	F	CZ	X				
60	Food System policy makers	National-level Policy makers	Ministry of Food, Agriculture and Fisheries of Denmark	Per Krogsgaard	Christiansen	M	DK	X				

61	Food System policy makers	National-level Policy makers	Ministry of Agricultural, Food and Forestry Policies of Italy	Giuseppe	Blasi	M	IT	X						
62	Food System policy makers	International organisation	United nations environment programme (UNEP) Division of technology, industry and economics (DTIE)	Alison	Watson	F	FR			X			X	X
63	Food System policy makers	National-level Policy makers	Federal Ministry of Food, Agriculture & Consumer Protection	Robert	Schaller	M	DE	X						
64	Food System policy makers	EU-level Policy makers	European Commission: directorate general for agriculture and rural development	Miroslav	Božić	M	BE				X			
65	Food System policy makers	EU-level Policy makers	European Commission: directorate general for agriculture and rural development	Koen	Dillen	M	BE			X			X	X
66	Food System policy makers	National-level Policy makers	French Ministry of agriculture, food and forestry	Margaux	Denis	F	FR			X				X
67	Food System policy makers	National-level Policy makers	Italian Ministry of agriculture, food and forestry	Annamaria Stella	Marzetti	F	IT			X				X
68	Food System policy makers	National-level Policy makers	Ministry of Agriculture, Agrifood, and Forestry of France	Frédéric	LAMBERT	M	FR	X						
69	Food System policy makers	National-level Policy makers	Ministry of Agriculture of the Czech Republic	Pavel	Sekáč	M	CZ	X						
70	Food System policy makers	National-level Policy makers	Ministry of Agriculture of the Czech Republic	Jindřich	Flaška	M	CZ	X						
71	Food System policy makers	EU-level Policy makers	DG research and Innovation / EASME, Sector Ecosystems & Natural Resources	Javier	PEINADO LEBRERO	M	BE	X						
72	Food System policy makers	EU-level Policy makers	DG Health and Food Safety / Innovation and Sustainability	Chantal	Bruetschy	F	BE	X						
73	Food System policy makers	EU-level Policy makers	European Commission: directorate general for the environment	Michael	Buckl	M	BE	X						
74	Food System policy makers	EU-level Policy makers	European Commission: directorate general for health and food safety	Isabelle	Rollier	F	BE	X						
75	Food System policy makers	EU-level Policy makers	European Commission: directorate general for agriculture and rural development	Jules	Seitz	M	BE	X						
76	Food System policy makers	EU-level Policy makers	European commission: directorate general for agriculture and rural development	Oana	Surdu	F	BE	X						
77	Food System policy makers	EU-level Policy makers	European Commission: directorate general for internal markets, industry, entrepreneurship and SMEs	Benjamin	Vallin	M	BE				X			
78	Food System policy makers	EU-level Policy makers	European commission: directorate general for health and consumers	Jeroen	Van Laer	M	BE	X						
79	Food System policy makers	EU-level Policy makers	European Commission: directorate general for health and consumers	Birgit	Van Tongelen	F	BE	X						
80	Food System policy makers	National-level Policy makers	CEP	Alexandre	Martin	M	FR	X						
81	Food System policy makers	National-level Policy makers	Italian permanent representation	Francesco	Forte	M	BE	X						
82	Food System policy makers	National-level Policy makers	Czech permanent representation	Jiff	Jflek	M	BE	X						
83	Food System policy makers	National-level Policy makers	Danish permanent representation	Søren	Bisgaard	M	BE	X						
84	Food System policy makers	National-level Policy makers	Ministry for Food, Agriculture and Fisheries of Denmark	Hanne	Lauger	F	DK	X						
85	Food System policy makers	EU-level Policy makers	DG research and Innovation / Bioeconomy	John	Bell	M	BE					X		
86	Food System policy makers	EU-level Policy makers	DG Environment / Unit for Global Sustainability, Trade & Multilateral Agreements	Hans	Stielstra	M	BE						X	
87	Food System policy makers	International organisation	United nations environment programme (UNEP) Division of technology, industry and economics (DTIE)	James	Lomax	M	FR						X	
88	Food System policy makers	National-level Policy makers	Ministry of Agriculture, Agrifood, and Forestry of France	Éric	ZUNINO	M	FR						X	
89	Food System policy makers	EU-level Policy makers	DG Agri / Economic analysis, perspectives and evaluation; communication	Tassos	HANIOTIS	M	BE						X	
90	Food System policy makers	EU-level Policy makers	DG Health and Food Safety / Public Health	John-F	RYAN	M	BE						X	
91	Food System policy makers	EU-level Policy makers	DG Agri, European Commission	Alexia	Rouby	F	BE						X	

Ignored	no answer received after several reminders
Pending	answer received but participation not confirmed
Accepted	confirmed participation
Declined	declined invitation
1st/2nd SCG WS X	participated to the event
1st/2nd SCG WS XX	replaced by another representative of the same organisation who participated to the event

Annex II SUSFANS WP 11 Team

Ms Alma van Veen works at ZEF/UBONN as head of communications. She has extensive experience in written and verbal science communication for a broad audience, including use of social media. She is highly appreciated in many projects, among FOODSECURE for steering the science communication and translate results to become accessible for different target groups and stakeholders. She leads the PR team at ZEF and is in this function responsible for the public relations activities of the institute. These activities include writing for, editing and publishing of non-scientific publications, organizing events and generating coverage of these events, classical press work, Website, and social media activities. At ZEF (<http://www.zef.de>) we have around 60 senior scientists and more than 100 doctoral students from all over the world and fro different academic disciplines. We have interdisciplinary projects in Africa, South America, Central Asia, and Asia.

Mr Sebastian Eckert works also at ZEF/UBONN for the press and media department of ZEF/UBONN, and affiliated to the media and press department of another employer in Bonn. He is preparing daily press releases on a wide range of topics, organizing press meetings, creating media output, managing different social media accounts, pages and groups (FACEBOOK, INSTAGRAM, TWITTER, YOUTUBE), LinkedIN). He is a creative thinker and expert in building relevant tools for science communication. He is also in private, he is an active blogger, writing for different blogs. He is skilled in design and video editing, and is a passionate photograph. He is technically skilled with CMS, Webhosting, CSS, technical support and media. In SUSFANS he is in charge of the social media profiles and the design of the SUSFANS logo, website, newsletter and graphs reflect his skills. Furthermore, he is in charge of coordinating the 3 webinars scheduled for 2017. Sebastian Eckert worked as a freelance journalist for four years. Getting access to people with various professional backgrounds and to relevant information is crucial in this profession - as well as making news items out of this. For SUSFANS, he can rely on the support of ZEF's PR department.
Work/references:

Social media

Facebook

<https://www.facebook.com/zefunibonn>

<https://www.facebook.com/zefipadpartnership>

<https://www.facebook.com/bonner.muenster>

<https://www.facebook.com/rightlivelikelihoodcollege>

<https://www.facebook.com/Bundesstadt>

Twitter

<https://twitter.com/zefbonn>; <https://twitter.com/BNermuenster>

<https://twitter.com/sebastianeckert>

YouTube (managing and recording videos:

<https://www.youtube.com/user/zefbonn>

Blogs: Rheinauensreiber.de; kaffeegefluester.de; bundesstadt.com

Ms Karin Zimmermann works as Wageningen Economic Research (WEcR) and is an international recognized expert in marketing. Beside her present research expertise, she was in the past marketing manager of an agricultural cooperative in the Netherlands and of WEcR. Recently she was project coordinator of the FP 7 EU project CONNECT4ACTION where communication between disciplines to enhance innovation in research was the central goal. The impact of this project was enormous in Europe and an expert network Connect2Innovate was established and a trainings module how to stimulate communication between disciplines was launched at the e-platform ISEKI. Her impact driven expertise and her research background challenge the project members to participate in communication activities of SUSFANS.

Furthermore she is part of the SUSFANS coordination team to link the newest insights of the project management toward communication strategies and as a researcher she is active in WP 2 consumer and WP 5 Innovative pathways.

Ms Khadija Naïri formerly had her own company but works since 2016 at WEcR and is project leader assistant of the SUSFANS coordination team and will be the linking pin between Wageningen and Bonn to facilitate WP 11 communication and give a follow up toward the communication plan, webinars script and movie script.

Annex III List of the future users of the SUSFANS toolbox

Company/ Institution

- ARC2020
- BASF
- BioCoop
- Bioersity International
- British Nutrition Foundation
- CGIAR; CIRAD
- Colruyt Group
- Company/ Institution
- COPA - COGECA
- DG Agri
- DSM
- Dutch Dairy Association (NZO)
- EAT program
- EIP AGRI VLM
- EUFIC
- EuroCoop
- European Bank for Reconstruction and Development
- European Bureau for Conservation and Development
- European Commissio; DG Health and Food Safety
- European Commission; DG Agriculture
- European Commission; DG Environment
- European Commission; DG Research and Innovation
- European Commission; Joint Research Center
- European Council for Young Farmers
- European Crop Protection Association
- European Federation of the Associations of Dieticians (EFAD) and Umeå University
- Food and Agriculture Organization
- Food and Drink Federation
- Food Drink Europe
- Former UN
- Freshfel
- Friends of the Earth
- Global Footprint Network
- IFOAM/TP Organics (civil society/farmers' associations)
- Institute for Agriculture and Fisheries Research Flanders
- International Centre for Trade and Sustainable Development
- Maastricht University Medical Centre
- Mars
- Nestlé
- OECD
- Oxfam
- OxGrow, Cultivate Oxford
- Pura Natura Foundation
- Research Executive Agency
- UC Louvain; Food4Sustainability; FLOK Society Initiative; BIOMOT
- Unilever
- Vredeseilanden
- World Health Organisation
- National Network of Public Health Institutes