SAFFI

Safe Food for Infants in the EU and China

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Communication plan

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R	Document, report	☒	**PU**	Public		☒
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DEC	Websites, patent fillings, videos, etc.	☐				
OTHER		☐	**Cl**	Classified, as referred to Commission Decision 2001/844/EC		☐

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1 Abstract / publishable summary

The deliverable D6.1 presents the goals and methods of SAFFI project's communication activities, the type of information related to the project that will be shared to the public and whom the project is trying to reach. SAFFI focuses on infants as this is a sensitive population and product group, whose cross-cutting nature will allow project outcomes to be transferred to most of the other food sectors. The communication strategy and the communication plan serve as a guide for media and public relations activities in which SAFFI is engaged in order to pursue its overall goal to develop an integrated approach to enhance the identification, assessment, detection and mitigation of safety risks raised by microbiological and chemical hazards, all along the EU and Chinese infant food chains. The Communication plan will assist the SAFFI consortium in further raising the awareness of consumers and civil society on the food safety and on the importance of ensuring safe food for infants. The targeted stakeholders involved at various levels in monitoring and supervising the infant food chain safety processes and the health of children are, namely, food authorities, food companies, healthcare professionals, consumers, civil society, technological and data science companies, policy makers and scientists. In order to reach out the different kind of public targeted, the major communication activities that will be developed by the Communication plan include in summary website and social media activities, educational activities and editorial activities. In conclusion, the Communication plan will be functional to facilitate a proper communication on the project to a wide audience.

2   Introduction

Communication Plan will include communication objectives, target audiences, channels chosen to communicate and the way these activities will be monitored. It will function as a guide for partners when speaking about or on behalf of the SAFFI consortium.

The success of any project, including SAFFI, depends on the capability of the project members and its team leaders to communicate timely and effectively between and among the project teams involved and from inside toward outside the whole project consortium. Effective communication in project management and the capability to effectively reach out the SAFFI's stakeholders, first requires a careful planning and setting of the right expectations with all the players of the project. Therefore, project communication starts with face-to-face interaction among the members to establish the goals and team dynamics and discussing how to best address the users and ultimate target's expectations. This important first step was achieved by SAFFI at the kick off meeting. Initially planned to take place in presence in order to facilitate effective interactions among the project members and leaders, it was held from 30th September to 2nd October 2020 by Videoconference, in light of the 2020 covid-19 pandemic.

SAFFI leadership is convinced that a strategic line of communication, well-planned in advanced, determines and influences the relationship between the project coordinator and project members and how the members work to attain the set project goals in a trustworthy and reliable atmosphere. The SAFFI "Communication plan" is based on transparency and openness, which are considered of fundamental importance due to their intrinsic value and the specific relevance to the object of food safety. If these two factors are overlooked in project management, misunderstanding may result among the members, causing impairment to the project. The present Communication plan aims at enhancing the contribution and sharing of ideas from all the project groups and their individual members. The SAFFI communication strategy is ought to be conducted in all directions, as this is believed to be the only way that members will feel accountable of their roles and duties for the attainment of project's goals and objectives.

The SAFFI Communication plan is based on and central to four well integrated main areas of action (Figure 1), including internal and external communication, the community engagement (including all stakeholders described in the SAFFI project) and a monitoring and evaluation system, which will provide feed-backs useful to enable effective improvements and corrections of the plan, if needed.
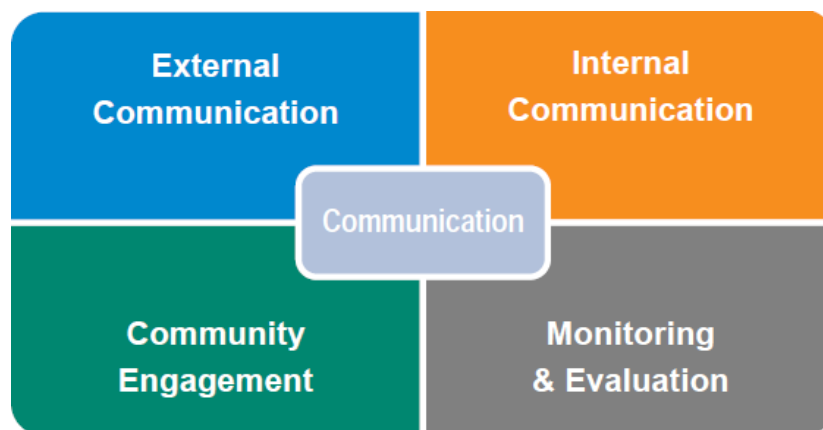
Figure 1: Integrated areas of action in SAFFI's Communication plan.

3   Planning

The Communication plan will be flexible and dynamic, and open to feedbacks from the evaluation of the activities carried out periodically, in order to make useful changes to the initial planning. As unexpected events can always occur, the process governing the communication plan should be considered as a cycle composed of six major steps, allowing the planned communication activities to be revised, adjusted and re-programmed in case of necessity (Figure 2).
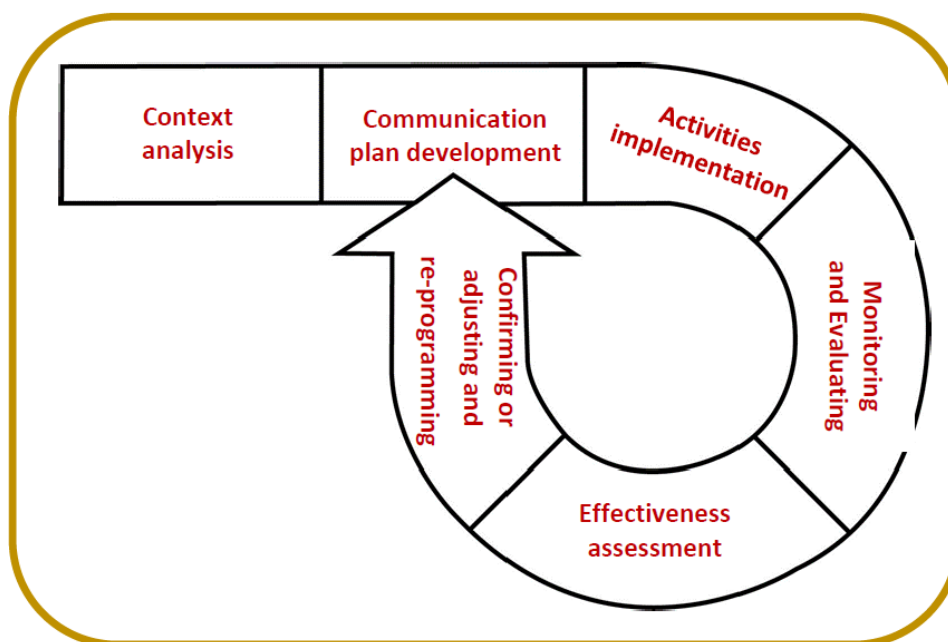
Figure 2: SAFFI Operational Cycle.

The six components of the operational cycle, established for the SAFFI communication plan include: context analysis; communication plan development, assessing of targets' profiles and strategy; activities implementation and tools; monitoring and evaluating; effectiveness assessment; validation or adjustment and re-programming of the plan.

SAFFI's Communication plan consists of the following:

a. the aims and target groups, as described in the SAFFI project;

b. the strategy and content of the information and communication measures to be taken by the leading team of the Communication task, in coordination with the project's partners and in compliance with the project's objectives.

c. the development of communication tools based on and proportioned to the budget available for the implementation of the plan;

d. the officers and structures responsible for implementation, information and communication measures;

e. the description of how the information and communication measures are to be evaluated in terms of visibility and awareness attained for the SAFFI programme and of the role played by the stakeholders.

4 Aims

The Communication Plan outlines the associated communication activities for the whole project duration in order to inform about and promote the project and its results to a wide audience. The purpose of the communication activities planned by SAFFI is to promote the project and make the research known to multiple audiences.

Starting from its general purposes, in order to be effective, the SAFFI communication plan provides details on specific objectives related to the strategic aims of the programme, as well as it takes into account the results of a careful context analysis.

The SAFFI communication plan complies with the basic principles of the EU commission communication strategy (1,2) and aims at:

- Improving information, awareness and knowledge about the general issue of "food safety"
- Raising the awareness of primary and secondary target audiences about the contents of SAFFI project and its importance for developing specific future strategies in infant food safety. Targets will include policy/decision makers, private sector/industry (including infant food companies and technological and data science companies), food safety authorities, public health officers and healthcare professionals (including but not limited to pediatricians, general practitioners and dieticians) and consumers.
- Implementing communication means, and making them easily accessible by communities and closer to citizens, in order to increase general consent on future EU policies;
- Facilitating the information, knowledge and trust in the effectiveness and transparency of current and future EU health protection procedures, through more efficient, transparent and accessible information open to public control;
- Assisting the "closing the gap" process between EU institutions and the citizens on the important issue of infant food safety.

The communication of the project will be pursued by a **SMART** approach, as it will be:

> **S**pecific
>
> **M**easurable
>
> **A**ction-oriented
>
> **R**ealistic
>
> **T**ime-bound

Ultimate goals of the communication plan are:

- increasing visibility of the SAFFI programme to the general public, raising awareness of efforts and role of the European Union in protecting the population's health;
- ensuring clearness and transparency regarding the usefulness of current and future EU food safety programmes and policies for actual and potential beneficiaries.

5   Operation cycle

SAFFI's communication activities are performed in accordance to the operational cycle already presented on Figure 2: context analysis > communication plan development, assessing of targets' profiles and strategy > communication activities implementation and tools > monitoring and evaluation > effectiveness assessment > validation or adjustment and re-programming of the plan.

5.1   Context analysis

In order to build an effective strategy based on the available potentials, the Communication Team develops an internal review and overview on the current situation, including general information and data regarding:

- the institutions which will contribute to the plan and their experience in communication;
- the targets of communication, including the various national contexts and different populations;
- the programme itself and the potential of its issues to enable stimulation of attention and interests in the targeted audience

In order to make effective the Context Analysis, the SAFFI's Communication Team adopts the SWOT analysis (Strength, Weakness, Opportunities, Threats). A Swot analysis is in fact useful and helps to identify potential areas where the Communication plan should concentrate its efforts with more strength.

Strengths and weaknesses are key internal factors in the SAFFI context analysis, as they depend on features of the internal organisation. However, it also takes in account what people think about the institution/s involved in the project, as good or bad reputations must respectively be dismantled or reinforced by the communication plan. Opportunities and threats are external factors, which depend on the environment outside the organization.

SAFFI

Furthermore, an organizational analysis is also taken into account in this section as it provides useful hints on the institutions participating in the plan and helps selecting best roles for the different participants. (Table 1)

Table 1: Strengths and weaknesses in SAFFI context analysis.

STRENGTHS	OPPORTUNITIES
✓ Good links with European, national and local authorities ✓ Good and experienced technical experts ✓ Good reputation of participating centers for creating a favourable interactive collaborative environment	✓ Organizations (consumers, NGOs, others) keen to push the project uptake and encourage interest from final beneficiaries
WEAKNESSES	**THREATS**
✓ Mix of partners that are at their first experience of collaborating together to a joint communication task ✓ Scarce familiarity of some part of the audience with the communication tools used by the project ✓ Relatively untested cooperating staffs	✓ Traditional concern of civil society about the lack of transparency by public institutions and a lack of knowledge on the project's topic by targeted audiences which may reduce their receptivity ✓ External unexpected factors (ie: pandemics)

5.2 Communication plan development, assessing targets' profiles and strategy

The communication plan pursues the achievement of the strategic objectives described by the aims of the SAFFI project. It is developed along the strategic lines indicated in the project, in order to properly disseminate its results to various key players and stakeholders involved at various levels in monitoring and supervising the infant food chain safety processes and the health of children.

Specific SAFFI objectives which will be communicated by the plan are: i) Engaging all stakeholders in a two-way approach about the growing importance of infant food-chain and its current issues identified in the project. ii) Raising further awareness of decision and policy-makers (government, legislators) and end-users (consumers and healthcare professionals involved in child care and nutrition) on the impact of the food chain risks on food safety, and in general on health protection of children. iii) Communicating at large on project findings and solutions proposed. iv) Informing by media tools and editorial initiatives civil society, including advocacy groups and NGOs, and by meetings and educational activities involving them in the dissemination and exploitation process. v) Contributing to set EU-China common schemes for regulatory standards and harmonize control practices.

The Communication team will monitor and ensure throughout the project, that objectives will not be confused with strategies and tools by the teams contributing to the communication plan (Table 2). This is considered a key element in pursuing the success of the communication task.

Table 2: Clear and measurable vs. incorrect objectives.

INCORRECT OBJECTIVES	COMMENTS	CLEAR AND MEASURABLE OBJECTIVES
To believe that key objectives include building strong relationship with the media through the organization of a press office	This is not an objective, but a strategic approach and a tactic.	Communicating the SAFFI project to the community of project targets (ie: legislators, industry, consumers) through a good coverage in the opinion press.
The consortium shall use innovative media	This is not an objective but a method	Communicate the SAFFI website to the target audiences using internet, through on-line and off-line communication

5.2.1 Targets

The Communication plan identifies the following key target groups:

- **Final beneficiaries**. They are specific subjects preliminarily identified by the Communication Team, as they belong to the categories of beneficiaries of the different measures and outcomes of the project. They include national and international food authorities, food companies, healthcare professionals, academics, other companies, consumers.
- **Potential beneficiaries**. Subjects within this group are selected for further segmentation, by using information from the context analysis. They include public and private institutions and organizations not previously identified as final beneficiaries.
- **General public**. It includes the audience of consumers, as well as the large group of public health professionals of different type and role. The segmentation of the public needs a detailed analysis, and most of the time, the public segmentation leads to the identification of a wide number of target groups.

Profiling target groups will be helpful during the project to assist the Communication Team to better understand how best to shape relevant messages for different new target groups identified at a later time-point of the project and what channels should be used to reach them.

Regarding the wide target group of consumers, there are different ways to develop a public target segmentation. The most traditional segmentation ways, which can also be used in an integrated manner, are the following:

geographic segmentation: the target group is divided according to area of geographic origin (countries, regions, headquarters, areas), population number, city centre dimension, climate environment); local cultural backgrounds, including but not limited to type of public health care delivery and food habits.

socio-demographic segmentation: the target group is divided on the basis of demographic variables like age, sex, family dimension, income level, occupation, educational level, religion etc.;

psycho-graphic segmentation: the target group is divided according to their lifestyles, user status and on the characteristics of the main character;

segmentation based upon the use of a service: the target group is divided on the type of a specific service offered (ie: public health), and to the level of trust towards the public health authorities, to the awareness of the value of the service used and to the behaviour towards that specific service;

segmentation based upon the required benefits: the target group is divided according to advantages for the users in the use of a specific service.

Geographic and socio-demographic segmentation are usually the methods most used because they are easier and simpler to be adopted. However, the communication plan will adopt a type of approach based on integration and flexibility. In fact, the choice of which segment, or which combination of segments to use will be finalized during the project, and it will depend on the analysis of the results attained and on the communication strategy adopted at operational level at a certain time-point of the project in response to the need for changes.

5.2.2 Strategy

Choosing the strategy for communication means defining how to reach aims and targets. The strategy adopted by SAFFI integrates multimedia communication, network with institutions and partners (defining different roles and information flows). The strategy is not given once for ever, and it will be updated according to experiences, results, mistakes, new events throughout the 4 years duration of the project. The Communication team will operate in network involving:

- internal staff and the partners participating to SAFFI as well as its advisors and external experts to properly and effectively inform potential and final beneficiaries about the results of the project and the possible related opportunities
- Media experts (ie: journalists) in order to best reach both potential/final beneficiaries and the general public.

The strategy of communicating the results achieved by SAFFI will consider four key elements:

- What is the message
- Where it is going
- Who needs it
- How aims and target are going to be reached

With specific reference to the SAFFI project:

Throughout SAFFI, communication activities and tools will be developed and used to reach a large audience including food companies, health and food safety authorities, healthcare professionals, consumers, civil

society, technological and data science companies, policy makers and scientists. Communication tools and messages will be developed and adapted, when necessary, for the targeted audiences with the aim to inform about and promote the project and its results. To increase the project impacts, partners will use their local media and communication channels to disseminate results and engage with local actors.

SAFFI' communication activities particularly aim to:
- Raise public awareness on infant food chain risks, and new opportunities and integrated strategies to control or mitigate them;
- Engage and reach more food companies and health/food safety authorities to increase knowledge in the detection of chemical and microbial hazard detection and the integrated strategies to control or mitigate them.
- Inform policy makers to influence regulations consistent with societal, health, and economic considerations raised in the SAFFI project.
- Inform the scientific community (including students) about the SAFFI project progress and findings.

Communication to and with the public will include activities to be implemented at central level to give a uniform image of all the information activities, with some differences at local level which underline the peculiarities of the territory. This helps to create a unique identity for the project. A coordinated image means that when SAFFI will organize its initiatives during the project, people can immediately recognise that they refer to that specific programme.

Following the principle of flexibility in the approach to the project's targets, the SAFFI communication plan will adopt a mixt strategy including the following three strategic operating lines, depending on the actual context and current situation:

- *non-differentiated strategy*: a single message is used for all the target groups identified without any differences. It is less expensive from an economic point of view but also the least efficacious in terms message impact on the target group because it is less flexible and too general. However, it may be effective to target selected contexts.
- *differentiated strategy*: foresees a different kind of message depending on the target group to be reached. It is more expensive but also more effective from a communication point of view.
- *concentrated strategy*: this is an evolution compared to the differentiated strategy. Once the target groups to be reached are identified, the specific message can be concentrated and made group-specific. This offers a well-targeted message but it penalizes the other target groups identified.

As regards the choice of strategy compared to the communication style SAFFI will adopt the following:

- *educational style*: the communicator plays an educational role and so he/she (or the anonymous means used) is able to instruct the end-user about the message content;
- *informative style*: the communicator is neutral in disseminating the message. He/she (or the anonymous means used) just provides useful information, data and news;
- *a mix of the previous categories*: derives from a mix of the above-mentioned styles. It uses some combinations of the above categories educational/informative style.

5.2.2.1   Key strategic factors contributing to SAFFI's Communication plan

The recognized excellence of the 20 SAFFI partners (Table 3) is considered the ground on which to build an effective Communication plan.

Active and constant contribution of data, analysis and material by partners and an effective Project Identity are considered two main key factors in SAFFI's communication plan.

Table 3: SAFFI partners.

N°	Participant organisation name (acronym)	Country	Type[a]
1	Institut national de recherche pour l'agriculture, l'alimentation et l'environnement (INRAE)	France	Re
2	Agence Nationale de la sécurité sanitaire de l'alimentation, de l'environnement et du travail (ANSES)	France	Auth
3	Wageningen University (WU)	The Netherlands	He

4	Universita degli studi di Torino (UNITO)	Italy	He
5	Institut de Recerca I Tecnologia Agroalimentaries (IRTA)	Spain	Re
6	Fraunhofer-Gesellschaft zue Foerderung der Angewandten Forschung E.V. (Fraunhofer)	Germany	Re
7	European Paediatric Association UNEPSA EV (EPA-UNEPSA)	Germany	Oth
8	Creme software LTD (CremeGlobal)	Ireland	SME
9	BioDetection Systems B.V. (BDS)	The Netherlands	SME
10	Computomics GmbH (Computomics)	Germany	SME
11	HiPP-Werk Georg Hipp OHG (HiPP)	Germany	Ind
12	FrieslandCampina Nederland BV (FC)	The Netherlands	Ind
13	Yiotis Anonimos Emporiki & Viomixaniki Etaireia (YIOTIS)	Greece	Ind
14	INRAE Transfert (IT)	France	Oth
15	Zhejiang University (ZJU)	China	Re
16	Zhejiang Academy of Agricultural Sciences (ZAAS)	China	Re
17	Jiangsu Academy of Agricultural Sciences (JAAS)	China	Re
18	Zhejiang Academy of Science & Technology for Inspection & Quarantine (ZAIQ)	China	Auth
19	Beingmate (Hangzhou) Food Research Institute Co., Ltd (Beingmate)	China	Ind
20	Yangzhou Fangguang Food Co., Ltd. (YZFG)	China	Ind

[a]He, Higher education organisation; Re, Research organisation; Ind, Industrial company; SME, Small-and Medium Enterprise; Auth, food safety authority, Oth, Other

5.2.2.2 *Data and info contribution flow by partners*

All SAFFI partners are part of WorkPackages (WPs) and directly involved in the communication and dissemination strategy, as they are expected to provide input and resources to enact the present Communication plan. (Figure 3).

DEVELOPING & PROMOTING A PANEL OF COLLABORATIVE INTEGRATED WPs ACTIVITIES FOCUSED ON:

- Information on the risks of food contaminants for infants' health and the importance of a proper and effective identification and monitoring
- Dissemination-exploitation of principles underlying the concept of food safety and the results achieved by SAFFI
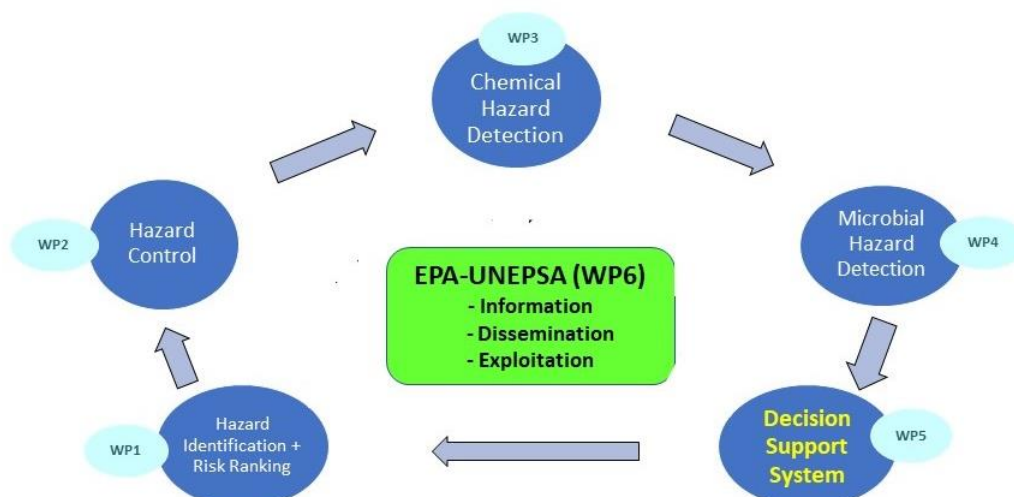

Figure 3: SAFFI's WorkPackages integrated activity.

In particular, SAFFI is organised into seven actively and strongly interacting WPs.

In their integrated and interactive effort, all 20 partners contribute with their specificity to the activities of the SAFFI WPs, which are summarized below:

- **WP1** develops DSS prototypes to carry out hazard identification (HI DSS) and risk ranking (RR DSS) within the infant food chain.
- **WP2** develops a prototype of a decision support system for hazard control (HC DSS) and set preservation technologies / mitigation strategies for enhancing the food safety management throughout the four infant food chains chosen as case studies from raw materials to consumer.
- **WP3** focuses on the development of novel methods based on analytical chemistry and bioassays for the detection, monitoring and discovery of chemical hazards.
- **WP4** focuses on the implementation of novel omics methods for microbiological hazard detection including the application of i) WGS as biotyping method to improve targeted microbial hazard detection, ii) metataxonomics, metagenomics and metabolomics for determining microbial dynamics and associations of the food microbiota with particular emphasis on tracing the microbial contamination source, iii) transcriptomics and volatolomics to identify biomarkers that describe and may predict microbial hazard behaviour.
- **WP5** integrates the DSS prototypes (HI, RR and HC DSS) designed in WP1 and 2 and the DSS module dedicated to hazard detection designed in WP3 and 4 (HD DSS) into a beta version of a generic DSS for safety control throughout the infant food chain.
- **WP6** ensures a proper communication on the project and the dissemination of its results to various key players and stakeholders involved at various levels in monitoring and supervising the infant food chain safety processes and the health of children, namely food authorities, food companies, healthcare professionals, academics, other companies, consumers.
- **WP7** coordinates the SAFFI project in an effective and efficient manner thanks to the project coordinator, together with the experience of the coordination assistance team and the WP leaders, highly experienced in the management of H2020 projects.

Each WP and its participating SAFFI-member partners, will contribute with a constant flow of info-data to the successful project communication, managed and coordinated by the Communication plan team of WP6, as described in Figure 4.
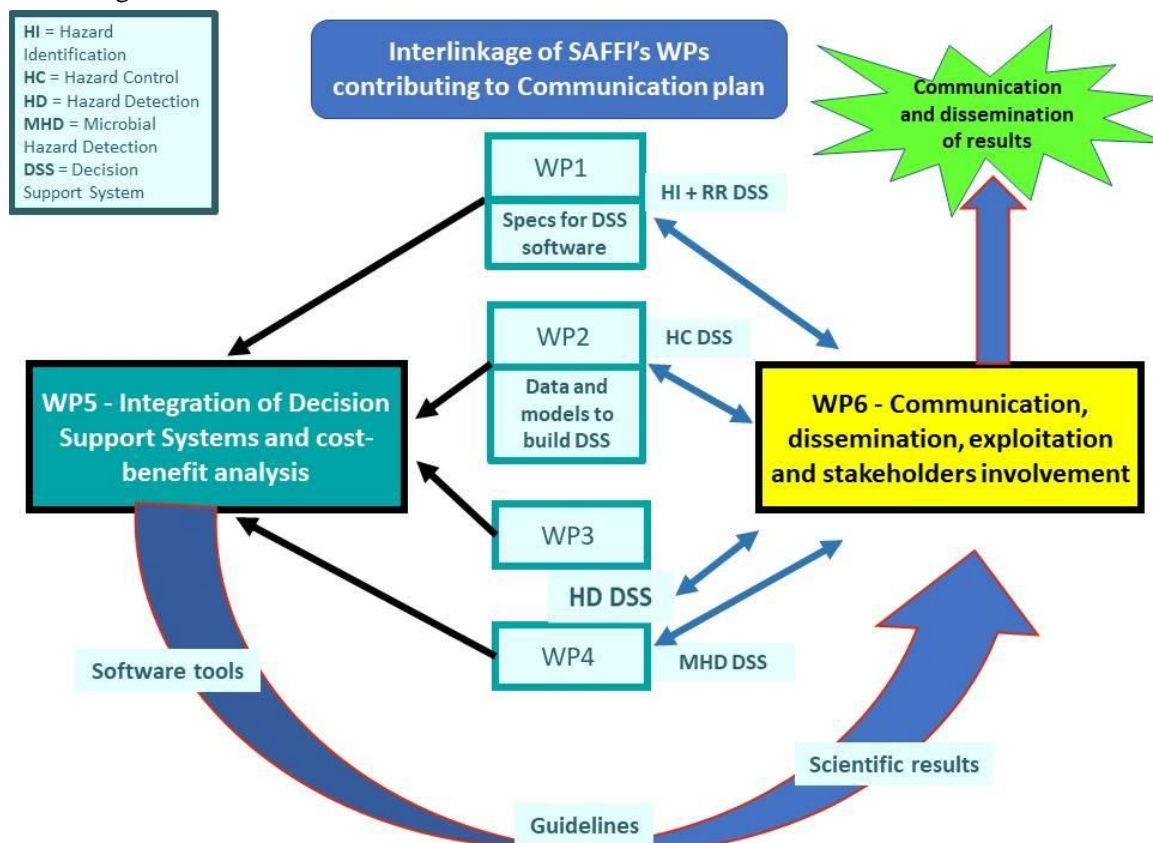

Figure 4: Information flow diagram adopted by SAFFI's WorkPackages in their integrated activity.

5.2.2.3 Project identity

Project Logo

The aim of the project logo is creating a distinguishable brand for SAFFI project identity. SAFFI considers it a key element in its communication plan in order to grabbing attention, making a strong first impression, being the foundation of SAFFI's identity, being memorable, separating SAFFI from competition, fostering sympathy and empathy to the principles and aims of SAFFI, and to raise expectation by the audience. The logo is to be displayed on the entire set of project materials and tools, in compliance with the EC rules. Following discussions and analysis among the project members the final logo to be used for SAFFI was finalized (Figure 5).

Figure 5: SAFFI project Logo.

5.3 Communication activities implementation and tools

The implementation phase foresees the choice of the tools to be used to communicate with the previously identified target groups, which will all contribute to the success of the information and communication campaign. Tools used by SAFFI are not mutually exclusive, as they will give the best results when used in combination. The exclusive use of just one tool e.g. a website rather than media is never enough. The purpose of the implementation phase in SAFFI's communication plan is to:

- deliver the results, achieve the purpose(s) and contribute effectively to the overall objective of the project;
- manage the available resources efficiently;
- monitor and report on progress.

This phase will be managed effectively through the drawing up of an annual action plan, with a detail of the monthly activities performed and their sequence. The practice of the action plan provides the opportunity to identify the main activities and develop the level of detail needed to best manage the communication plan at a practical level, as well as monitoring its implementation.

The implementation phase foresees the carrying out of the different activities, which will all contribute to the success of the information and communication campaign.

Following the identification of aims and strategies and the selection and segmentation of target groups the communication of contents related to SAFFI project will take place at various national and super-national levels, and are implemented by three main tools:

- Website and social media activities
- Educational activities
- Editorial initiatives

An active communication activity pursued by these three means, ensures that the messages related to SAFFI and its contents and achievements are clear and relevant to the target audience, with complex messages broken down into a number of simple messages. In particular it will be stressed the benefits of what it is proposed, and the information and call to action will be easy to remember. With reference to the accessibility principle, the information will be designed to reach all the targets in a manner to be understood without any difficulty, as the messages will be visible, clear and easily identifiable.

To further enhance the effectiveness of the messages, they will be adapted to the different form and communications tools, and the use of originality will help to capture the audience increasing noticeability.

The messages will not be formed of only words, as the texts will be associated to images and the creation of efficacious symbols which allow to transmit complex contents in a simple way, while at the same time to elaborate messages which are stimulating interest and not boring, too serious or alarming. Summarizing, the information will be delivered following the criteria of:

- *Simplicity* – (Removing key SAFFI information and achievements from all secondary and less important data that can be afforded to be excluded).

- *Consistency* – (Minimizing multiple information reports when key SAFFI information are reported. If different activities say different things the overall effect is weakened, as if the message spread is always the same, a multiply effect is guaranteed).

5.3.1 Website and social media activities

5.3.1.1 Website

SAFFI's Communication plan includes the development of a website as an essential interface tool to reach out the different project's stakeholders, including consumers. In parallel, a similar website will be developed by the SAFFI partners operating in China, with the aim to specifically target the Chinese audience.

In building the website, a special attention is dedicated to the consumers' perception of the risk involved in the infant food and to provide information on the existing safety measures, as well as to the achievements of SAFFI in this area. To this regard, a dedicated, friendly usable and informative interface will be available to consumers within SAFFI's website. The information provided will include the possibility to access a consumer guidelines built in WP5.

Web sites allow improving contents easily. As Its efficaciousness depends on:
- usability
- update frequency
- accuracy in content updating

SAFFI website will be targeting the subjects identified by the project and the information contained structured while keeping in mind the different audiences who might use it, notably local, national and international authorities, intermediary organisations, consultants and entrepreneurs, programme beneficiaries, stakeholders and the general public.

The following sections will be included:
- *The Operational Programme* (OP), where a brief presentation to explain the OP in a language accessible to all
- *OP News*, which includes calls for tenders and deadlines as well as other news
- *OP Management*, with information on the SAFFI leadership and the Monitoring Committee (composition and internal regulations), as well as official documents and a list of beneficiaries;
- *OP Service*: with information organised by target groups who participate in the programme or are interested in its progress (local, national, international authorities, intermediary organisations, associations and consultants);
- *OP Media*: with press releases, newsletters, links, a glossary and information on the programme's information service.
- *OP questions and answers* – feedback section where potential beneficiaries and all stakeholders can post questions, make comments and receive answers
- links – useful links to other relevant websites, both national and European websites (ex. www.eufunds.bg, etc.)

The website is planned to contain the Really Simple Syndication (RSS), a family of web feed formats used to publish frequently updated digital content, such as blogs, news feeds or podcasts. Users of RSS content use software programs called "feed readers" or "feed aggregators". The user subscribes to a feed by entering a link of the feed into the reader program. The reader can then check the user's subscribed feeds to see if any of those feeds have new content since the last time it was checked, and, if so, retrieve that content and present it to the user. Based on a programming language (XML, or eXtensible Markup Language) already used to create many Web sites, R.S.S. enables to post short site summaries describing recently added or updated items and links. Those postings are then scanned automatically by R.S.S. program readers to deliver specialized news-wire-style "feeds" to interested readers. These feeds, or news channels, are like personally tailored executive summaries containing dozens or even hundreds of headlines on a specific topic. Therefore, it will be used to update readers about new calls for proposals and for updating the reader continuously on any news related to the Operational Programme.

5.3.1.2   Social Media

5.3.1.2.1   Overview

Although Social media is not all-inclusive and needs to be part of a larger communications effort, SAFFI's Communication plan includes Social media channels as they continue to be a major focus and growing component of the Web, with more users signing up every day for websites and applications as new platforms are developed (Figure 6). SAFFI is convinced that Social media presents an opportunity for additional channels through which it can reach stakeholders with promotion of news, publications, programs and other resources. In addition to disseminating information, social media offers the opportunity to engage with stakeholders and form online communities. Contents are chosen based on audience and relevance, using each channel's unique strengths to best present the information.

Figure 6: Social media infosphere.

Guiding principles

To ensure that our stakeholders get the most out of their social media experience with SAFFI, the Communication team will be constantly monitoring best practices of social media use and experimenting with content types that work best with each channel.

The general operational principles governing the SAFFI activity by Social media will be on:

- being reliable and positive
- being available to listen to followers
- responding to comments and questions
- providing content that is focused on quality over quantity

General tactics

SAFFI Communication Team will post content from all WPs areas through its social media efforts, choosing news information, updates, items, links, videos, photos and other resources on an as-needed basis. The goal is not to post a large quantity of content, but to choose quality content that would be of interest to the audience. Furthermore, focusing either on strengthening the image or recognition of SAFFI or on activities that have some form of follow up for readers, such as a program, or action (ie: webinars) they can participate in, or information they can use in their professional and personal activities.

Program specialists will work with the Communication Team to identify suitable content and topics for use with the main SAFFI social media accounts, as opposed to working through separate accounts. The Communication Team will monitor safety food for infants-related sites for content and also accepts submissions of content for review and posting.

On Facebook, any user connected to the SAFFI page can post news, information, links, photos and videos to the page's wall. Posts made show up with the user's name.

SAFFI pages will also have a consistent personality, through a communication approach that aims to be perceived as helpful, friendly, personal and engaging as well as professional and reliable. These are all traits stakeholders should see in the online, social personality of SAFFI. One main content stream allows for a consistent SAFFI personality, strengthening the personal connect with stakeholders.

5.3.1.2.2   Facebook

www.facebook.com/safefoodforinfant.SAFFI

Overview

SAFFI plans to use Facebook platform, because as it is widely known, Facebook is a social networking website which allows users to become "followers" of pages and trace the page's activity, share page's content and interact by commenting on the posts. Pages will be used to post news, events, links, photos and video. Pages offer some custom usability as well. More than 1 billion people worldwide use Facebook daily, including over 65% percent of adults with Internet access, it is therefore considered a key social media tool by SAFFI

Tactics

One goal is to give SAFFI a voice or personality through the use of Facebook, offering a way for users to engage and talk back to SAFFI. The Facebook page is also used to showcase a "behind-the-scenes" look at SAFFI, including videos and photos of activities and events. Audience-relevant news and information relevant to SAFFI will be posted or shared.

- o *Engage followers*: Effort is made to quickly answer questions and provide direction to resources, as well as actively "talk" with followers and provide feedback, comments or general conversation.
- o *Photo/video posting*: Facebook is a media-rich site, and Videos and info shared are either uploaded and unique to the Facebook page or linked from other sites, such as the SAFFI consortium participant sites and Facebook pages (or YouTube channels if any).
- o *Highlight news/activities/events*: Share information and links for upcoming events and activities or news related to the audience, both European, Chinese and global, as well as share information during or after events.
- o *Push media mentions*: Links to stories are shared to promote SAFFI in third party outlets.
- o *Promote educational materials*: Relevant items are promoted and linked to, usually timed to tie to an event, news, etc.
- o *Highlight trends/topics*: Portions of hot topics that are relevant to the audience are promoted and shared, linking to resources and news.
- o *Community page interaction*: As community pages relevant to SAFFI are identified, attention is paid to using keywords that pushes the content out to those community pages.

5.3.1.2.3   Youtube

www.youtube.com/user/safefoodforinfant.SAFFI/

Overview

SAFFI plans to use the opportunity provided by You tube, as this media tool is one of the top video sharing websites. The site allows a person to upload videos that can be viewed, commented on and rated on the site itself, or embedded to other websites.

Tactics

There is not a specific targeted audience on the video-hosting sites. All SAFFI material will be housed for all program areas and audiences. Interested users can also subscribe to the channels to receive alerts on the latest videos as they are posted. The nature of the videos produced will be educational/informative on food safety and its risks (1 video) and informative on the SAFFI project achievements (1 video).

5.3.1.2.4   Instragram

www.instagram.com/safefoodforinfants

Overview

SAFFI plans to use Instagram as it is an online, mobile, photo and video-sharing service that allows users to share information and images relevant to SAFFI, both publicly and privately through its network, while also giving them the ability to cross-post on other social media networks that include Facebook and Twitter. It is a fast-growing social media network which limits posting to a smartphone app, although its site is also accessible on the Web solely for viewing of pictures and videos. Instagram is growing quickly in popularity among millennial and younger audiences, with over 400 million active users. Its user base grew by over 15 percent in 2019 and is projected to increase in coming years.

Tactics

Through posting and tone, the account is given a personality, or voice, so followers know a person is behind the account and can be engaged.

- o *Engage followers*: Effort is made to quickly answer questions in the comment section below posts and provide direction to resources.
- o *Brand cross-promotion*: An effort is given to promote other SAFFI and consortium members accounts and engage with them actively
- o *Highlight news/activities/events*: Share information and links for upcoming events and activities or news related to the audience, both European, China and global.

o *Retweeting/link sharing*: If relevant to the purpose of SAFFI, info from followers are shared, or "regrammed." This helps keep the account active, and builds relationships and brand recognition with followers.

5.3.1.2.5 Pinterest

www.pinterest.com/safefoodforinfants.SAFFI

Overview

SAFFI plans to use Pinterest as it is a website which has been described as a "visual discovery tool" where users can save ideas for projects and interests with virtual bookmarks called "pins". With the pins, they could save data and information related to SAFFI. Users may personalize their experience by using multiple boards and categorizing their interests: they are also able to "re-pin" others' content to their board with a click of a button, sharing it for other users. According to available reports, Pinterest has over 70 million active users, which are 68 percent female.

Tactics

Through posting and tone, the account is given a personality, or voice, so followers know a person is behind the account and can be engaged.

o *Engage followers*: Effort is made to quickly answer questions in the comment section below posts and provide feedback, comments or general conversation.
o *Brand cross-promotion*: An effort is given to promote other SAFFI and consortium members accounts and engage with them actively
o *Highlight news/activities/events*: Share information and links for upcoming events and activities or news related to the audience, both European, China and global.
o *Retweeting/link sharing*: Pins are "repinned" only if they meet SAFFI standards and fit with its mission and priorities in health and nutrition.

5.3.1.2.6 Linkedin

https://www.linkedin.com/organization/safefoodforinfants.SAFFI

Overview

SAFFI plans to use LinkedIn as it is a largely used business and employment-oriented social networking service. It is used for professional networking, with employers posting jobs and job seekers posting resumes. The site has over 410 million total users, who can connect with each other and build their networks and build relationships. As part of the SAFFI project is dedicated to build professional knowledge and expertise through educational programs, LinkedIn is an excellent site for professional development and ideas about careers related to food safety research and monitoring.

Tactics

The audience of LinkedIn accounts typically includes followers from public and private organizations professionals and university sectors. Through posting and tone, the account is given a personality, or voice, so followers know a person is behind the account and can be engaged.

o *Engage followers*: Effort is made to quickly answer questions and provide direction to resources, as well as actively "talk" with followers and provide feedback, comments and general conversation about the topics discussed.
o *Highlight news/activities/events*: Share information and links for upcoming events and activities or news related to the audience, both European, China and global.
o *Push media mentions*: When SAFFI achievements or progresses are featured in third-party outlets, they will be highlighted here. Google Alerts will be also used to promote them.

5.3.1.2.7 Snapchat

Overview

SAFFI plans to use Snapchat, as it is an emerging social media network for short videos and images that is very popular with millennial-and-younger audiences. 60 percent of its users are under 25 years old, and over 80 percent of mobile phone users 18-24 use it, as well as over 45 percent of 25-to-34 year-olds. It is growing fast, with more than 200 million daily users worldwide.

The mobile-only site allows users to send "snaps" to individuals in their network privately or post the snaps to a "story" which can be seen by all of the people they're connected with. The private snaps disappear after 15 seconds, while the stories remain viewable for 24 hours.

Tactics

Through posting and tone, the account is given a personality, or voice, so followers know a person is behind the account and can be engaged.

- o *Engage followers and build buzz*: Snapchat is ideal create buzz around events considered relevant to promote information and updates on SAFFI.
- o *Highlight news/activities/events*: Share information and links for upcoming events and activities or news related to the audience, both European, China and global.
- o *Use filters*: Filters (both those automatically generated and those created through Snapchat) can also be used to enhance posts.

5.3.1.2.8   *WeChat*

Overview

SAFFI plans to use WeChat to interact with stakeholders in China. This social media involves several features, including text messaging, hold-to-talk voice messaging, broadcast (one-to-many) messaging, video conferencing, images and video sharing. WeChat also allows contacting people at random if desired (if people are open to it). It can also integrate with other social networking services such as Facebook and Instagram. WeChat supports different instant messaging methods, including text message, voice message and stickers. Users can send previously saved or live pictures and videos.

Tactics

WeChat is a social media widely used in China, therefore SAFFI considers the availability of this media tool an opportunity to provide essential important information to a vast public, such as:

- o Highlight news/activities/events: Share information and links for upcoming events and activities or news related to the audience, both European, China and global.
- o Updates on SAFFI's achievements: share information on the project scientific advancements.

5.3.2   Educational activities

Overview

A significant segment of the SAFFI communication plan is dedicated to the improvement of knowledge of professionals, and involves public health officers, healthcare professionals, industry and government officers involved in infant health.

SAFFI will develop physical and virtual educational courses, addressing the risks implicated in the infant food chain which will educate the audience on existing solutions that can be adopted to properly identify and control possible hazards, including primarily chemical and biological contaminants.

Tasks

- ✓ Continuing Education Courses (CEC) – this task will develop specific CEC on different topics of SAFFI (e.g. chemical hazards, microbial hazards, risk assessment) which will be held in Academic Environments and cared for by academic partners of SAFFI
- ✓ Higher education academic webinars and master in infant food chain risks and protection – SAFFI's Communication plan relays on these activities as they aim at developing a class of professionals able to introduce and further disseminate their knowledge within the different business environments they will be working in (i.e. industry, governmental organizations, public and private academic institutions, schools systems, NGOs).

5.3.3   Editorial initiatives

Overview

A significant part of the SAFFI communication plan includes the development of informative and educational editorials and commentaries to be published on relevant editorial platforms. The Communication activities will be well supported by concurring WPs, by mean of effective editorial dissemination of the results achieved by SAFFI. Scientific articles and a dedicated Newsletters (published quarterly and circulated to an international community of 35.000 healthcare professionals worldwide) will be the core activity of this section of the SAFFI

communication plan. Furthermore, e-news service will be periodically e-mailed to the large international community of professionals selected by the Communication Team. Editorial initiatives will also target policy makers via the production of position papers and policy briefs, and consumers/civil society via briefing sheets in specialized magazines. With the contribution of all WPs the Communication Team will also develop a leaflet within 6 months from the beginning of the project, providing a short overview over the main features, objectives and expected results

Scientific publications

Scientific articles will be published, possibly "open access", in relevant PubMed, scopus listed journals and are considered by SAFFI the "core business" of the SAFFI project and its Communication plan. In fact, these activities will include and show the relevant results achieved in fulfilling its obligations toward the EU Commission. This task is based on the key contribution of the partners, and well-grounded on their professional expertise. The Communication plan projects the publication of individual articles by partners, as the results will be produced during the timeline of the project. Furthermore, the Communication plan includes the publication of special issues in scientific journals at half time of the project, which will be dedicated to the issue of safe food for infants, its importance and risks, and at the end of the project's timeline, including the results achieved by the consortium. Both are based on the essential contribution of the partners participating to all WPs.

Newsletters

SAFFI plans to develop a dedicated newsletter to be published quarterly, as this is considered a very efficacious communication tool. The strength of a regular newsletter is that it can develop a new theme for every issue and focus a number of articles on this theme. The newsletter also will allow the Communication team to write about projects, update the readers about new calls for proposals, recent Operational Programme changes, new initiatives, events and highlighting interesting case studies. It is also a way to record all the initiatives which are being implemented during the programming period. The success of the newsletter will be based on the joint work performed between the Communication Team and the other WPs teams who are expected to actively and timely contribute with articles or editorials. Instead of been printed, SAFFI plans to publish the newsletter in electronic format and made it available through the website or as an e-book or PdF to be e-mailed.

Other forms of publication

Posters and leaflets: SAFFI plans to use posters and leaflets, as they are the cheapest and most immediate communication tool. In fact, it allows a simple message elaboration and the possibility to use images, colours and texts at the same time. Leaflets and posters will be made available and disseminated in material and immaterial/virtual form. The leaflet allows for the dispersion of the message in more locations in a single day in occasion of meetings or disseminated by an emailing campaign with the possibility of making the message available to a large audience. Leaflets and posters contain general information and are meant for the general public, therefore particularly to communities of consumers by attracting their attention to a specific message.

Brochures: will be succinct in language and eye-catching in design. Compared to a flyer or handbill, SAFFI will develop brochures characterized by higher-quality design, and folded. Brochures contain more information than leaflets, and are designed for potential beneficiaries, beneficiaries, and all other stakeholders involved in the Communication programme.

5.4 Monitoring and evaluation

Communication and information activities will be monitored and evaluated during the project, and after the end of it. This in order to check for its effectiveness, cost-efficiency and relevance. The monitoring activity will be based also on a retrospective analysis of the data preceding the beginning of the project. As evaluation establishes the quality and effectiveness of the measures, this is why it is first of all important to define the quality and effectiveness criteria, as well as it is important to remember that monitoring and evaluation, even if correlated, are different activities implemented by different bodies in different phases of the plan's implementation.

Monitoring is a systematic and continuous collecting, analysis and using of information for the purpose of management and decision-making, while evaluation is a periodic assessment of the efficiency, effectiveness, impact, sustainability and relevance of a project in the context of stated objectives (Table 4).

Table 4: Monitoring and Evaluation in SAFFI's Project Cycle.

	Monitoring	**Evaluation**
Who	Internal WP6 management	Involves all SAFFI's Boards and WP's leadership
When	On going	Periodic
Why	Check progress, take remedial actions, update plans	Verify whether or not the aims and strategies chosen are appropriate

SAFFI will monitor and evaluate information and communication activities as necessary to have:

- *a description of the baseline position*, a baseline information on the level of knowledge of different aspects of the project and its progresses;
- *a monitoring system* for data collection on project's results achieved;
- a commitment to carry out internal *evaluations* (annual and final).

As evaluating means measuring, for this purpose, SAFFI will identify and use specific indicators including:

- *output indicators*, such as measure the direct outcome of information and communication activities, such as newsletters or number of meetings taking place;
- *result indicators* in order to measure the immediate effects of outputs on those receiving or benefiting from them (e.g. number of people receiving newsletters or attending meetings);
- *impact indicators* in order to measure the possible direct or indirect consequences of information and communication activities, such as the awareness of, and attitude to, the programme by different audiences and their response in terms of high-quality results applications resulted by the project.

To develop an effective monitoring system SAFFI's communication plan will take into account the following key steps

- Summarising communication *aim and objectives*
- Selecting *indicators* to fit the objectives
- Set *targets* against which to assess and report on progress
- Selecting data collection methods and data recording systems

SAFFI Communication plan key points in monitoring:

- ✓ It is an internal management responsibility
- ✓ It measures progress in relation to budget, activities, expectations and output
- ✓ It finds problems and identifies solutions and puts them in place.
- ✓ It takes place at all levels of the Communication Plan implementation
- ✓ It uses both formal and informal data gathering methods
- ✓ It focuses on resource allocation, expenditure and activities, planned outputs, people involvement and organisational capacity
- ✓ It is a key source of data for evaluation

5.5 Effectiveness assessment

SAFFI Communication plan will ensure a reliable and transparent effectiveness assessment of the results achieved by the plan, through developing an internal and external system of periodical assessments of the activities performed in the various areas (Table 5). The following key performance indicators will be used:

Table 5: Key performance indicators

COMMUNICATION TOOL	**KEY PERFORMANCE INDICATORS**
Official website	Web analytics (e.g. page views, visiting countries,)
Facebook page	Number of posts, number of friends
Instagram page	Number of posts, number of friends

WeChat account	Number of posts, number of friends
E-newsletters	Number of newsletters issued during the project, number of subscribers
Videos	Number of views and number of comments
Webinars	Number of events and number of participants
Scientific publications	Number of products

5.6 Validation or adjustment and re-programming of the plan

The analysis of data provided by the previous steps of the SAFFI operational cycle (5.1 to 5.5), provides useful elements enabling the validation of the communication plan and to decide whether to make adjustments in the sections where critical issues are identified, and ultimately reprogramming specific tasks.

- To validate data regarding the communication plan, appropriate tests will be used: usability testing, usability inspection and case models.
- To validate fluctuating data, the Communication Team will first authenticate the information previously collected.

6 Integrated, harmonized activities with the China Communication plan

Chinese partners will ensure a proper and timely communication on the project to various key players and stakeholders, such as food authorities, food companies, healthcare professionals, academics and other companies involved at various levels in monitoring and supervising the processes of infant food chain safety and the health of children. The civil society and consumers are also the targets of the communication activities. Communication will be pursued by an optimal approach **SMART** (**S**pecific, **M**easurable, **A**ction-oriented, **R**ealistic, and **T**ime-bound).

The overall goals are to increase visibility of the SAFFI programme to the general public, raise awareness of efforts and role of the European Union and China in protecting the population's health, and ensure clearness and transparency regarding the usefulness of current and future EU-China food safety programmes and policies for actual and potential beneficiaries. Specific goals are to 1) raise public awareness on infant food chain risks; 2) engage more food companies and health/food safety authorities to increase knowledge in the detection of chemical and microbial hazard detection and the integrated strategies to control or mitigate them; 3) inform policy makers to influence regulations consistent with societal, health, and economic considerations raised in the SAFFI project; and 4) inform the scientific community about the SAFFI project progress and findings.

Throughout SAFFI, a Chinese website (www.saffi-cn.xx) similar to the EU one will be developed by the SAFFI partners in China (ZAIQ and ZJU). SAFFI plans to use **WeChat** to interact with stakeholders in China by setting up an **official SAFFI-China WeChat account**. WeChat also has several features, including text messaging, hold-to-talk voice messaging, broadcast (one-to-many) messaging, video conferencing, images and video sharing. Both the website and the official WeChat account will be cross-linked for different formats of information (with the WeChat information as abstract-type, i.e. more simple and precise). With these two social media, **highlights and updates** will be the important components: highlight news/activities/events for sharing information of upcoming events and activities or news related to the audience, both European, China and global, and updates on SAFFI's achievements.

Educational and training activities will be conducted for specific target groups, mostly those from the infant food industry. Online or offline workshops (depending on the COVID-19 situation) will be organized for SAFFI partners, academics and major stakeholders. Editorial initiatives will include Newsletters and Abstracts of published articles in peer-reviewed international journals that will be uploaded in the website and WeChat.

In the Chinese website and WeChat account, the following modified EU Logo will be used:

Figure 7: SAFFI logo in chinese

7 Conclusion

The SAFFI communication and dissemination activities will consider the effect that the strategy aims to have on conveying key messages on the importance of ensuring safe food for infants, the significance monitoring the food chains and the SAFFI's project results to the wider community of stakeholders in Europe and worldwide. Furthermore, the SAFFI dissemination and communication activities are to establish a channel of exchange of information and a relationship with users that are expected to provide ongoing feedback through their involvement. The document provides the framework for SAFFI external and internal communication, public relations and dissemination of the results as part of the overall communication plan of the overall safe food for infants' policies and efforts pursued by the EU Commission. It is intended that these communication activities are carried out in cooperation with the Chinese centers that are part of the programme.

The different activities and related actions included in the Communication plan will be developed throughout the duration of the project, in accordance to a timeline under the responsibility of a task supervisor as described in the Table 6 below:

Table 6: SAFFI Communication plan summary

Tools	Actions	Timing	Responsability
SAFFI Website (EU and China)	Development Publication Update	M1 – M4 M4 Every 3 months and when necessary	EPA-UNEPSA & ZJU
Facebook page	Information of SAFFI contents and project's advancement	Contents posted every 3 months and when necessary	EPA-UNEPSA
Instagram page	Information of SAFFI contents and project's advancement	Contents posted every 3 months and when necessary	EPA-UNEPSA
WeChat account	Information of SAFFI's project contents	Implemented monthly	ZJU
E-newsletters	Development and publications of 4 e-newsletters	1 newsletter per year	EPA-UNEPSA & ZJU
Videos	Information of food safety (1 video); Information of SAFFI achievements (1 video)	2 videos	EPA-UNEPSA
Webinars	Informative and educational Webinars	1 per year	EPA-UNEPSA & ZJU
Scientific publications	Scientific Articles Informative on food safety risks and protective measures and SAFFI's achievements	Minimum 1 per year	EPA-UNEPSA & ZJU

This document describes the target audience and relevant stakeholders and the relevant tools to ensure both a proper communication and an effective exchange of the programme's results with other EU Commission initiatives.

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