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FOODQA - Fostering Academia-Industry Collaboration in Food Safety and Quality

**WP6: DISSEMINATION, EXPLOITATION OF RESULTS, AND
SUSTAINABILITY**

WP Leader: HTWK & UJ

November 30, 2017



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Communication Plan

HTWK

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I. INTRODUCTION

FOODQA – Fostering Academia-Industry Collaboration in Food Safety and Quality, is the ERASMUS+ project, which addresses one of the national priorities in Jordan in providing safe food and food quality. Thus, it responds to the need for a professional and well-designed courses and facilities able to offer answers and provide solutions in the interdisciplinary approach of food industry and business. This will integrate knowledge and expertise in academia on one hand and in industry on the other hand. Currently, Jordan regulatory bodies hold massive responsibilities in these fields, but still the lack of integration in between different regulatory and legislative bodies resulted in difficulties in decision making. The initiation of the FoodQA will help in bridging the gap between all of the Jordanian governmental authorities and the industrial community. With the creation of interface Centers for food safety and food quality in Jordan, FOODQA intends to support the organization and structure of the interfaces between Academia and Industry; making available to the food sector technical and scientific services that can contribute to the development of the industry and to strength its competitiveness in the direction of a future integration in the European Union in particularly in the area of food safety and quality.

II The FOODQA PARTNERSHIP

The FoodQA Project involves 13 organizations from 6 countries. The project is being carried out by the partners:

P1	Jordan University of Science and Technology (JUST)	Jordan	P1 -JUST (JO)
P2	The University of Jordan (UJ)	Jordan	P2 -UJ (JO)
P3	Mutah University (MU)	Jordan	P3 -MU (JO)
P4	Al Balqa' Applied university (BAU)	Jordan	P4 -BAU (JO)
P5	MONOJO	Jordan	P5-MONOJO
P6	Jordan Food and Drug Administration (JFDA)	Jordan	P6 -JFDA (JO)
P7	Hochschule für Technik, Wirtschaft und Kultur Leipzig HTWK Leipzig (HTWK)	Germany	P7 -HTWK (GE)
P8	University of Teramo (UNiTE)	Italy	P8 -UNiTE (IT)
P9	University of Split (UNIST)	Croatia	P9 -UNIST (HR)
P10	Jerash University (JU)	Jordan	P10 -JU (JO)
P11	Agricultural University of Athens (AUA)	Greece	P11 -AUA (GR)
P12	Paulo & Beatriz – Consultores Associados, Lda (P&B)	Portugal	P12 -P&B (PT)
P13	Creative Thinking Development (CRE.THI.DEV)	Greece	P13 -CRE.THI.DEV

II.1 FoodQA Project aims and objectives

The FoodQA project aims at reinforcing and structuring a Jordanian network for promoting entrepreneurship and innovation in the food area, while improving the flow of knowledge and cooperation between HEI and industry. To achieve this ambitious goal, the consortium identified a set of activities to be carried out through the creation of the FoodQA centers. These activities will lead to key changes in teaching and learning approaches and will build strong & durable bridges between academia and industry.

The FoodQA project will notably allow:

- To specify the needs in food companies in order to better shape training courses and encourage close interactions of authorities with the concerned companies. The short-term objective is to define roadmaps to guide future innovations of food businesses, and to allow ideas to better fit industrial constraints and address current market needs. The long-term objective is to offer mentoring services to all partners and to give help to companies interested in developing new technologies and products.
- To develop a more professional and complete approach that will federate experts of several disciplines to support the best projects and allow their transfer within a food company partner of the project or in HEIs' incubators. The new training model will be disseminated and promoted through this project network and during related competitions after the end of the project.
- To analyse and address the skills and needs of food companies in order to propose new training sessions (some in common with students) thus enhancing and normalizing interactions.
- To put together revised and new training courses for all stakeholders. The FoodQA ambition is to ensure the training of number of staff on project management and thus to organize 30 hours/year of teaching on innovation processes and management in industries in each HEI. Legislative authorities will provide the legal advices and solutions for the obstacles.

I.2 Expected results

- ✓ Identification of skills needed for capacity building
- ✓ Establishment and equipment of food safety centres
- ✓ Adapting the experience of European Center for transfers of food safety and food quality management systems by the staff of the PC food safety centres
- ✓ Establishment of Academia Industry Council (AIC)
- ✓ Defining, realization, and production of 8 e-books, 8 posters, and 5 videos
- ✓ Preparation of 8 seminars and workshops for the members of the AIC
- ✓ Building an educational e-platform

- ✓ Definition of 3 e-learning training courses to be used as a pilot to test the model of e-learning to be built. The 3 e-learning training courses will be in the following topics:
 1. Food safety management systems-ISO 22000:2005.
 2. Quality management systems-ISO 9001:2008.
 3. Personnel Hygiene.
- ✓ Training of students for 2 weeks in the labs and food safety centres in Porto-Portugal.
- ✓ 6 newsletters
- ✓ The website of the project which will contain all of the project activities and documents
- ✓ Activity of the Centers
- ✓ Quality control and monitoring
- ✓ Exploitation and sustainability
- ✓ Dissemination
- ✓ Coordination and management

II.3 Target Groups and Stakeholders

FOODQA shall be disseminated to **4 strategic target groups**, all of them will benefit from the results and outcomes of this project:

1. Staff/ Researchers: better comprehension of all industrial constraints.
2. Students/ Trainees: stimulation of entrepreneurship spirit, foster innovation and improve entrepreneurial skills.
3. Food companies (especially SMEs) and entrepreneurs: training staff on specific and up-to-date subjects.
4. Policy and legislative makers, being informed through press releases and dissemination seminars, consulted through thematic meetings, participating in town meetings, drawing up memoranda of understanding.

III. DISSEMINATION STRATEGY AS FORESEEN IN THE PROJECT PROPOSAL

The dissemination strategy will be developed through the dissemination plan focusing on three main threads:

- a) promoting of adopting quality management systems by companies and institutions in Jordan
 - b) linking universities with the food industry sector
 - c) equipping graduates of JO universities with needed competencies in the food industry
-
- a) In the first case, informative workshops will be held at University partners of the FOODQA project and informative materials distributed using an interactive approach to elicit ideas during the info sessions and to encourage an ice-breaking climate among participants to share knowledge. Students and researchers are involved for an active role during the events and for the choice of most appropriate channels and tools for communication. In process of dissemination results of the activity of Food Safety Centers, achieved during project activity will be represented and distributed to a public. Results will be presented as publications, advertising of activity of the Food Safety Centres in mass media, carrying out of seminars, workshop, and conferences, distribution of results through a web site, and by participation in exhibitions and fairs. Presentation of results will serve as means of distribution of the information on activity of the project and will provide a continuous communication with visitors of a web-site.
 - b) In the second case, An Academia Industry Council (AIC) will be established. Most of the food industries companies in Jordan will be invited to join the council. The council will be chaired by one key figure in the area of food industry and who should also be a decision maker so that the recommendations of the council can have access to the government. The council will organize seminars and workshops for its members benefiting from the experience of EU partners.
 - c) In the third case, the website will host a repository of information on courses, training, e-books, videos, posters, etc.). All e-books, videos, poster, training workshops on Food Safety, Quality Management Systems and Tools, Pest Control, etc., will be uploaded to the FOODQA website.

IV. STRATEGY OF THE COMMUNICATION PLAN

General objectives

- to ensure that the project is addressing the needs of its target groups and is creating awareness and understanding of the project themes
- to communicate the project outputs and the benefits gained for the communities involved

to promote collaboration between academia and food industries in Jordan.	
Specific objectives	Activities
a) Promoting adopting food quality systems in the JO food industries	<ul style="list-style-type: none"> a.1- Information campaign a.2 - Informative workshops, seminars and conferences a.3 - Direct involvement of students and researchers a.4 - Advertising of the activities of the centers in mass media a.5 - Participation in exhibitions and fairs a.6 - Publications a.7 - Web site (platform including news and training on the different food quality systems)
b) Linking universities with the business sector	<ul style="list-style-type: none"> b.1 – Establishment of the Academia Industry Council b.2 - Web site (courses, training materials, videos, posters, etc. b.3 – Seminars and workshops to the food industry sector b.4 – Conducting food quality systems on 8 JO companies chosen as a pilot
c) Fostering the HEIs students and entrepreneurial attitude of young people in the area of food safety and food quality systems	<ul style="list-style-type: none"> c.1 - Web site c.2 - Social media c.3 – AIC workshops and seminars c.4 – Training in EU and in JO food safety centers
Additional objectives	Activities
d) Ensure the project's visibility	<ul style="list-style-type: none"> d.1 – Logo and visual identity of the project d.2 - Web site (design and contents on the development of the project's activities) d.3 – Capitalization tools
e) Communicate the project's objectives and results	<ul style="list-style-type: none"> e.1 - Logo and visual identity of the project e.2 - Information material e.3 - Project newsletter e.4 - Advertising on social media, on the press and through web communities e.5 – Workshops and seminars e.6 – Pilot studies

	e.7 - Local final conference in Jordan
f) Sensitization of stakeholders and decision makers	f.1 - Information circulated and direct contacts with stakeholders f.2 – Establishing the AIC f.3 – Workshops and training of the members of AIC f.4 - Local final conference in Jordan
g) Ensure continuous information on the project between partners	g.1 - Intranet tool to implement internal communication

V. FOODQA COMMUNICATION TOOLKIT

Communication plan proposes, in previous pages, a range of communication channels and tools in relation to the target audiences to be reached. Here we are presenting the tools with which to vehicle that communication, with a toolkit consisting of different elements that can be used in different combinations for each channel.

Tool	a.1 - Information campaign
Objective	To increase public awareness of the project and disseminate project activities and results
Description	The information campaign will be the strategy governing the use of all the other tools foreseen in the communication plan. It will develop strategies to affect target audiences widening communication skill sets and shaping public understanding. A coordinated layout for the information campaign will increase visibility for the project and the partnership who promotes it. Students and researchers will be involved for an active role during the events and also for the choice of most appropriate channels and tools for communication.
Partner responsible	MONOJO
Partners involved	All
Target groups	General public
Outputs	Nr. of Information campaign
Indicators	Nr. of tools used for disseminating information on the project

Tool	a.2 – Informative workshops, seminars and conferences
Objective	To disseminate project's contents and increase the involvement of local actors
Description	Informative workshops and info-days will be held at the Jordanian Universities and informative materials will be distributed using an interactive approach to elicit ideas during the info sessions and to encourage an ice-breaking climate among participants to share knowledge.
Partner responsible	JUST
Partners involved	All Jordanian partners
Target groups	General public and stakeholders
Outputs	Nr. of realized workshops / info days
Indicators	Nr. of participants in the workshops / seminars / conferences

Tool	a.3 - Direct involvement of students and researchers
Objective	To increase local participation to project's activities
Description	Students and researchers will be involved through targeted meetings for an active role during the events and also for the choice of most appropriate channels and tools for communication.
Partner responsible	JUST
Partners involved	All Jordanian partners
Target groups	Students Researchers
Outputs	Involment of young audience
Indicators	Nr. of students involved Nr. of researchers involved

Tool	a.4 – Advertising of the activities of the Food Safety Centres in mass media
Objective	To disseminate activities fostering adopting food quality systems
Description	Some of the communication tools described in this plan will be used with a specific attention to the dissemination of the activities developed by the food safety centers.
Partner responsible	MONOJO
Partners involved	All partners
Target groups	<ul style="list-style-type: none"> • junior researchers and post graduate students who will benefit from the enhancement of training programmes and workshops on food quality and management systems, • technicians from industry who will benefit from the training and workshops conducted at the centers • SMEs and SMEs clusters
Outputs	Communication tools (articles, posts, publications, etc.)
Indicators	Nr. of tools produced including the above described information

Tool	a.5 – Participation in exhibitions and fairs
Objective	To increase knowledge exchange and promote adopting food quality and management systems

Description	Food Safety Centres at HEIs will be helped in increasing their exchange of knowledge with other similar organizations and centers
Partner responsible	JUST
Partners involved	All partners
Target groups	General public
Outputs	Nr. of exhibitions Nr. of fairs
Indicators	Nr. of exhibitions visited Nr. of carried out fairs

Tool	a.6 - Publications
Objective	To bridge the scientific production with the food industry sector, convey information on events, conferences, publications and technical reports.
Description	Publication of information about activities of the Food Safety Centers and upload of a set of training materials, e-books, posters, videos, and services offered by the centers on the web tools.
Partner responsible	JUST
Partners involved	Jordanian Partners
Target groups	<ul style="list-style-type: none"> • researchers and post graduate students • food companies in Jordan • young researchers and students • scientists • policy makers
Outputs	Nr. publications on scientific magazines and journals
Indicators	Nr. of publications about the centers activities Nr. of publications in applied research

Tool	a.7, c.1, d2 – Web site and e- platform
Objective	To increase public awareness of the project and to facilitate the exchange and information on food safety, quality, and management systems among interested users.
Description	A part of the website will be specifically addressed to the dissemination of food quality and management systems.

	The contents of the web-site will work as a database of food industry. Database will store information which will be provided by European co-beneficiaries, university researchers and scientists. Links to other websites providing information on EU food safety standards and regulation, labeling, etc. will be also placed. The e-platform will contain all materials produced as well 3 e-courses.
Partner responsible	HTWK
Partners involved	All partners
Target groups	University researchers Scientists
Outputs	Nr.1 specific section of the website
Indicators	Nr. of contacts to the section Nr. of ideas uploaded

Tool	b.1, c3, e.5, f.2 – Academia Industry Council (AIC)
Objective	To allow wide interaction and discussion among project's stakeholders regarding food safety and quality management systems.
Description	The AIC will be established in order to promote adopting food safety and food quality systems in Jordan. All food industries in Jordan will be invited to be members of the council
Partner responsible	JUST
Partners involved	Jordanian partners
Target groups	Local Stakeholders: <ul style="list-style-type: none"> • Teaching staff • Food industries • JFDA • Students • Trainees • Administrative and technical staff
Outputs	Nr.5 AIC Meeting
Indicators	Nr. of participants

Tool	b.2 and 3, f.3 - Web site (courses, training materials, videos, posters, etc.)
Objective	To provide food industries with the needed training materials that can be used on-site training
Description	Food companies members of the AIC who apply to the website (see d.2) will be able to leave information on needs of their enterprises for food safety and food quality management systems in a special section of the website. Furthermore, this information turns into topic of scientific researches. Students of universities will be involved in research activity. The objective of linking science with the industrial sector will be achieved through the platform. Workshops, seminars, and all training materials will be uploaded to the website for all public.
Partner responsible	HTWK
Partners involved	All partners
Target groups	Food companies Scientific researchers University students
Outputs	Nr.1 specific section of the website
Indicators	Nr. of contacts to the section Nr. of registered users

Tool	b.4 , e.6, f.3- Conducting food quality systems on 8 JO companies chosen as a pilot
Objective	To qualify food industries to be able to be certified in one of the food quality systems
Description	8 Food companies members of the AIC will be selected as pilots so that they can be qualified to apply for a certificate in one of the quality management systems. Selection criteria will be set and agreed by all partners and will be announced on the website. It is expected that the process of training these companies to take one year.
Partner responsible	JFDA
Partners involved	All partners
Target groups	Food companies Technical staff University students
Outputs	Nr.8 food companies ready for certification
Indicators	Nr. of contacts to the section Nr. Of trained staff Nr. Of food quality systems adopted

Tool	c.2 – Social media
Objective	To let ideas circulate among interested subjects and to raise public awareness on the issues of the project.
Description	The project will be advertised by the Applicant on social media websites, referenced sites/web professional communities, relevant regional and national media. The Applicant will animate the social media tools (such as Twitter and Facebook) to enhance a broad interest in the project and to enrich the community of the project.
Partner responsible	JUST
Partners involved	Jordanian partners
Target groups	<ul style="list-style-type: none"> - researchers and post graduate students; - technicians from industry; - SMEs and SMEs clusters; - Food industries - general public.
Outputs	Nr.1 Facebook page Nr.1 Twitter account Nr. Press releases
Indicators	Nr. “likes” on Facebook (> = 500 in the total duration of the project) Nr. Twitter followers (> = 100 in the total duration of the project)

Tool	c.4, e.5, f.3 – Training in EU and in JO food safety centers
Objective	To build the capacity of JO staff and employees of the food companies
Description	A capacity building plan will be developed based on the local needs. A survey will be distributed among the food companies in order to identify their needs. Based on the analysis of the results, a capacity building plan will be prepared and implemented in EU for the staff of the partnership. The JO trained staff in EU will provide training for other JO staff of the partnership and of the AIC members
Partner responsible	UNiTE
Partners involved	All partners
Target groups	Food companies Technical staff University students
Outputs	Nr.8 Training workshops in EU

Indicators	Nr. Of trained staff
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Tool	d.1 – Logo and visual identity of the project
Objective	To disseminate project information and increase its impact to the public
Description	To diffuse the project information a logo and coordinated image to make the project easily recognizable and to mark each document, deliverable and product and different multilingual (English and Arabic). For example brochures and other information material (see e.2) will be elaborated for informing stakeholders on events and for awareness rising on adopting food quality and management systems will be elaborated.
Partner responsible	MONOJO
Partners involved	JUST
Target groups	General public
Outputs	Nr.1 project's logo Nr.1 handbook on visual identity
Indicators	Nr. of communication tools respecting the project's identity

Tool	d.2 – Web site (design and contents development of the project's activities)
Objective	To increase public awareness of the project and disseminate project activities and results and to ensure continuous information on the project for all.
Description	Website will be a multifunctional facility presenting the activities of the food safety centers, helping to keep contacts with all beneficiaries, being effective in studying needs of local food industries, practices distance consultation activities for EU partners, storing information EU about food safety and food quality management systems in form of database. The work will also be to design, manage and update the project's website and ensure its visibility as main source of information concerning the project's development. The project website will be designed by experts recruited by HTWK & JUST and will have a twofold purpose: to provide an overview on project objectives, work programme and expected results, tracking main steps of project development for management purposes and to spread out ongoing information on project activities. It will include static (i.e. objectives, WPs, partners, etc..) and dynamic sections (news, results, events, project material, links, etc..), where text will be

	uploaded and relevant documents can be added by partners through the website administration facility. The project web site and the IT management tools will be constantly updated during the whole project, ensuring full access to project deliverables, feeding the news and events section and the repository with relevant documents for the partnership and for all the users interested in the project theme.
Partner responsible	HTWK & JUST
Partners involved	All partners are involved
Target groups	General public
Outputs	n.1 project public web site
Indicators	Nr. accesses to project web site (target ≥ 500 per month the 2nd year). Statistical data of the site will be tracked with the Google Analytics tool (unique visitors, number of absolute unique visitors, page views, number of returning visitors and country or origin of visitors).

Tool	d.3 - Capitalization tools
Objective	To support adopting food safety and food quality management systems within the network and the capitalization of methodology and tools developed during the project
Description	Participation to dissemination seminars of other projects and planning new networks in order to project the development of food safety centers activities in the future.
Partner responsible	JUST
Partners involved	All partners
Target groups	Stakeholders Universities Food companies
Outputs	Nr. participations to events
Indicators	Nr. of events where INVENT project has been presented

Tool	e.1 – Logo and visual identity of the project
Objective	To disseminate project information and increase its impact to the public
Description	To diffuse the project information a logo and coordinated image to make the project easily recognizable and to mark each document, deliverable and product and different multilingual (English and Arabic). For example

	brochures and other information material (see e.2) will be elaborated for informing stakeholders on events.
Partner responsible	UJ
Partners involved	JUST
Target groups	General public
Outputs	Nr.1 project's logo Nr.1 handbook on visual ideantity
Indicators	Nr. of communication tools respecting the project's identity

Tool	e.2 - Information material
Objective	To achieve an effective communication plan, both as regards the graphic identity and the textual communication.
Description	<p>Starting from the logo and the visual identity, the WP leader and the Communication Manager will work out and edit the other info materials. Project BROCHURES present a general description of the project, with a text that reinforces those of the website and primarily aim to engage the audience to seek further and more updated information there. Brochures will be edited and printed in Arabic (nr. 500 copies) and English (nr. 500 copies).</p> <p>BANNERS to be used during seminars and exhibitions and held at partners' premises will be also printed. They are intended as a backdrop for public events, stands, etc.</p> <p>POCKET FOLDER: the A4 Pocket Folder is intended to contain the project brochure, info sheets specific to the occasion, and any other partner or event-specific material.</p> <p>INFO SHEETS are provided as empty Word templates. They are intended to be printed on demand and generally inserted into the A4 Pocket Folder with the brochure, as needed on specific occasions. Examples of use of the info sheets include: Local language translation of the brochure, Event agendas, Questionnaires and similar, Profiles of local Labs, pilot scenarios, etc., Newsletters of local activity.</p> <p>JUST will be responsible for translation of info materials (brochures, web site sections, documents and posters) in English.</p>
Partner responsible	JUST
Partners involved	All partners
Target groups	<ul style="list-style-type: none"> - Researchers and graduates - Technicians from industry - SME and SMEs clusters - Business communities.

Outputs	Nr. Bruchures Nr. Banners
Indicators	Nr. of info materials circulated /Nr. info materials printed

Tool	e.3 – Project newsletter
Objective	To increase public awareness of the project and report periodically on the project's progresses to the beneficiaries.
Description	A six-month project newsletter in English, edited by the WP leader, will be circulated by email within the stakeholders' network, starting from April 2017, to project direct beneficiaries and to project partners. The newsletter will include updating on project activities, outputs and events, news from the partners and news from the world concerning the themes of the project.
Partner responsible	JUST
Partners involved	All partners
Target groups	<ul style="list-style-type: none"> - Researchers and graduates - Technicians from industry - SME and SMEs clusters - Business communities.
Outputs	Nr.6 quarterly project newsletters
Indicators	Nr. of newsletter recipients

Tool	e.4 - Advertising on social media, on the press and through web communities
Objective	To increase public awareness about the project and to raise public awareness on the issues of the project.
Description	<p>The project will be advertised by the Applicant on social media websites, referenced sites/web professional communities, relevant regional and national media.</p> <p>The Communication Manager will keep contacts with referenced media, producing and diffusing press releases about the main advancements and results of the project.</p> <p>Press releases are envisaged on occasion of main events or project milestones, such as the AIC workshops and seminars, the project meeting, the final conference. The Applicant will create and animate the</p>

	social media tools (such as Twitter and Facebook) to enhance a broad interest in the project.
Partner responsible	JUST
Partners involved	Jordanian partners
Target groups	<ul style="list-style-type: none"> - researchers and post graduate students; - technicians from industry; - SMEs and SMEs clusters; - research centers; - business communities; - local and regional authorities and local stakeholders of the chosen project sector; - general public.
Outputs	Nr.1 Facebook page Nr.1 Twitter account Nr. Press releases
Indicators	Nr. "likes" on Facebook (> = 500 in the total duration of the project) Nr. Twitter followers (> = 100 in the total duration of the project) Nr. Press releases

Tool	e.7 – Local final conference in Jordan
Objective	To present the project to a large audience, communicate the project outputs and the benefits gained for the communities involved and to give visibility to the project's results
Description	<p>A final conference will be organized in Jordan, under the coordination of WP leader, hosted by the Applicant, with the participation of all project partner delegations.</p> <p>In this event the expected target would be from 50 to 100 participants. As an alternative communication method, smaller events for door-to-door presentation of project objectives and strategies can be organized, provided that the expected target is reached, in this case the audience will be between 10 and 25 people.</p>
Partner responsible	JUST
Partners involved	Jordanian partners
Target groups	<ul style="list-style-type: none"> - researchers and post graduate students; - technicians from industry; - SMEs and SMEs clusters; - research centers; - business communities;

	<ul style="list-style-type: none"> - local and regional authorities and local stakeholders of the chosen project sector; - general public.
Outputs	Nr.1 Final conference
Indicators	Nr. of participants in the public event (>= 100)

Tool	f.1 Information circulated and direct contacts with stakeholders
Objective	To ensure an ongoing flow of information on project activities with stakeholders
Description	Individual meetings will be the most appropriate channel to get stakeholders and decision makers soon involved in the project development. Each partner, in order to best achieve its stakeholders, will organize meetings in different ways, eg by using «barcamp» approach, which consists in getting feedback from final users and professionals gathered in an informal setting
Partner responsible	JUST
Partners involved	All Jordanian partners
Target groups	Local and regional authorities and local stakeholders of the chosen project sector
Outputs	Nr. Meetings with local stakeholders
Indicators	Nr. of stakeholders involved in the network

Tool	f.4 – Local final conference in Jordan
Objective	To present the project to a large audience, communicate the project outputs and the benefits gained for the communities involved and to give visibility to the project's results
Description	<p>A final conference will be organized in Jordan, under the coordination of WP leader, hosted by the Applicant, with the participation of all project partner delegations.</p> <p>In this event the expected target would be from 50 to 100 participants. As an alternative communication method, smaller events for door-to-door presentation of project objectives and strategies can be organized, provided that the expected target is reached, in this case the audience will be between 10 and 25 people.</p>
Partner responsible	JUST
Partners involved	All Jordanian partners

Target groups	<ul style="list-style-type: none"> - researchers and post graduate students; - technicians from industry; - SMEs and SMEs clusters; - research centers; - business communities; - local and regional authorities and local stakeholders of the chosen project sector; - general public.
Outputs	Nr.1 Final conference
Indicators	Nr. of participants in the public event (>= 100)

Tool	g.1 - Intranet tool to implement internal communication
Objective	To ensure continuous information on the project between partners.
Description	The aim of this tool will be to design, manage and update the project's intranet and ensure the communication among the partners as main source of information concerning the project's development. The intranet will be useful for sharing project's objectives, and sharing the task planning document, where each partner can easily locate the assigned tasks and deadlines. Also a tool to share all project documents and implementation guides. A possible software to be used for this purpose is 'Smartsheet', a spreadsheet-easy online project management tool with an unlimited number of collaborators to power the team with automated reminders, attachments, Gantt charts, and a mobile app. Other possible solutions will in any case be decided by the Applicant.
Partner responsible	HTWK
Partners involved	All partners
Target groups	Project partners
Outputs	Nr. 1 intranet tool
Indicators	nr. of shared members nr. of documents uploaded

Note: All communication tools will have to carry the EU logo and the acknowledgement foreseen in the Grant Agreement: "This project was funded by the European Union's ERASMUS+ programme under grant agreement No".

All project partners should be aware that this acknowledgement is a requirement to accompany all communication and dissemination actions, including local Facebook pages and websites, locally printed material, and so forth.

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I. INTRODUCTION

I.1 What is Project's Sustainability?

A project is sustainable when it continues to deliver benefits to the project beneficiaries and/or other constituencies for an extended period after the Commission's financial assistance has been terminated. Figure 1 illustrates the difference between sustainable and non-sustainable project.



Figure (1): Sustainable Project Vs Non Sustainable Project

I.2 Sustainability planning

Sustainability plan is the Continuation of a project's goals and efforts to achieve desired outcomes, and finding the resources to continue it beyond the grant period, also make sure that the goals of the project continue to be met through activities that are consistent with the current conditions and workforce development needs of the region, including the needs of both workers and industry. Thus, sustainable planning is the process of sitting down to develop specific strategies and an action plan to help ensure the long-term sustainability of an initiative. This Includes considering the full range of resources and competencies – financial, political, administrative, managerial – needed to meet long-term goals.

II. FOODQA SUSTAINABILITY

FOODQA project proposal explains how the impact of the project will be sustained beyond its lifetime, describing in a short way the strategy to ensure the long lasting use of the deliverables beyond the project's life. It also explains how the results will be mainstreamed and multiplied in the sector of activity and in the participating institutions. Finally it gives some indication on the strategy foreseen to attract co-funding and other forms of support for the project.

For FOODQA, key stakeholder groups will include food companies, future program funders, policy makers, enterprise networks, business districts. Several initiatives promoted by the partnership will converge to raise awareness among territorial stakeholders about the opportunity offered by the deployment of networks between R&D performers and private players to generate technology transfer flows, knowledge-based companies and definitely more qualified jobs for young people as well as highly competitive food companies. Mapping in progress the stakeholders interested in the project results will help to customize the approach, to get them actively involved through ongoing consultation and to prepare follow-up actions under the end of EU funding.

Final dissemination events will present to the general audience the project outcomes, whereas thematic meetings with policy makers will be used to show the lessons learnt, the benefits gained and the return on investments of food companies in food safety and food quality systems. As a result, Memoranda of Understanding will be drawn up and signed by local authorities, higher education institutes, food companies, business communities and research/innovation centres to foster technology transfer in food safety and food management systems. It is envisaged that these agreements could be taken into account by policy makers in the strategic planning documents.

From the financial sustainability point of view, the consolidation of a qualified scientific and technological offer from the Universities will increasingly attract food companies will be able to find within the academic system the expertise, research infrastructure and/or technical equipment needed to satisfy their needs at a cost-effective ratio. The training programmes developed within the project will be also structured for further replication thanks to the combination of thematic contents and interdisciplinary sessions.

In order to support the development of the FoodQA Centres, an Academia-Industry Council has been established. This council includes representatives both from Academia and Industry. The representative from the Academia has been nominated by the university among the professors from the faculties more directly related with the activities of the FoodQA Centres, it is envisaged to be created one Academia — Industry Council in Jordan Partner Country. As representative of the Industry it will be invited representatives from the most important food associations and companies in each country. This will be of great support for the sustainability of the project later, as this cooperation between the academia and industry will be complementary and necessary for both.

The web-platform, the critical mass created will make the results of this project self-sustainable (paying training sessions for company employees, solving problem services, link with a group of students, etc.).

Contacts will be made with enterprises, enterprises associations, employers' associations, employment agencies, universities, university students and graduates interested to use the results of the project. This will allow commercial exploitation of several contents types on the web-platform supporting FoodQA activities mainly through subscription, with crowd founding actors and/or thanks the putative benefits of the first innovative projects transferred into business.

Database and web platform will allow faster spreading the results in Jordan, MENA and Europe and multiplication of FoodQA results after the end of the project. One part of the activities created in this project may be taken up by the universities and industrial chambers and will lead to promoting cooperation and exchanges between SME and universities, research institutes, public and private entities concerned with food Innovation.

The development of the FoodQA centres includes the creation of a collaborative workspace for all stakeholders of food industry innovation for fostering academia and industry. The use of this web-platform will be extended through partners' networks beyond the project thanks to universities and industrial SMEs. The industrial food network will support networking between the different stakeholders in different countries and the development of new services, and allow the cooperation between different institutions and the spreading of the results

The exit strategy will also consider inclusion by partner organizations of the results of the project in their regular activities. For example, the new educational and training contain resulting from the paradigm shift introduced by the FoodQA will spread among HEIs participating to the project and maybe even infect others.

II.1 Sustainability Factors for FoodQA project

✓ Establishment of FoodQA Centers

The FoodQA center in each Jordanian University has been established and equipped with FoodQA equipment such as computers. The centers are located within the school of agriculture at each Jordanian university and it was established to be a part of the university and/or school structure. So, the FoodQA center will continue to offer its services such as training and community service during and after the funding phase of the project. The sustainability of the established FoodQA center has been taken into consideration from the first day of the project to guarantee the continuation of the operation of the center after funding phase of the project. Also, each university has been asked to develop a business plan for FoodQA center from the beginning of the project. The sustainability committee will review the business model for each university and send some recommendations to improve such a model.

✓ Establishment of Sustainability Committee

A sustainability committee has been established from the project partners and consists of the project coordinator (JUST), representatives from UJ, UNiTE and MONOJO. The committee is responsible to follow up with the project partners to sustain the operation of FoodQA center beyond the funding phase. The committee is responsible also to collect the information from the project partners about the structure of FoodQA center in each university in addition to the center activities such as training courses for local staff and stakeholders.

Also, the committee will follow training activities in the FoodQA center which will be carried out by the staff who got training in Europe and will be delivered to the local staff, stakeholders and students. The first report will be delivered to the project coordinator in the next steering committee meeting and after the training workshops in Europe.

✓ **Development of training materials:**

The training materials like advertisement for the project not only for its stakeholders but also to the general public serves as a meaningful predictor of sustainability of the project.

Training materials have two main objectives

- ✓ To support the development of training courses by FoodQA centres.
- ✓ To provide the industry with training materials that can be used or accessed to provide internal training to their staff.
- ✓ The training materials that have been developed include:
 - Book in e-form.
 - 2. Videos.
 - 3. posters.

These training materials will be used for the training of the students, technical workers in the food industry and all other workers in the field of food industry and technology.

✓ **Staff training and expertise building:**

We have strong competences in food safety and quality cause the involvement of the staff of the universities, which make it easy to give and continuously developed the training courses, lectures, seminars.

✓ **Management:**

A sustainability is being elaborated under the supervision of Steering Committee (STC) and the Scientific and Technical Committee (STeC). This plan will set guidelines for orienting the implementation of all activities following a sustainability perspective.

✓ **- Methodology**

Sustainability activities are designed to ensure implementing and exploiting the results of the project during and after its lifetime. The sustainability plan will have activities that enable the partners to continue with the implementation and possibly the improvement of the teaching modules.

The methodology is based on the following criteria:

- Institutional viability (crediting, commitment of universities);
- Social viability (interest of companies and training demand of students);
- Economic viability (crediting and integration of the modules in the universities, support from sponsors);
- Technological viability (ensured by FoodQA Centres).

A successful exploitation is highly related to a successful and timely dissemination. Therefore, the project partners will become the disseminators and promoters of the project results and outcomes. The established network, mainly universities and training centers on both national and regional levels, shall continue through its experts and decision makers to exploit the resulted teaching and training modules in their institutions to prepare students and trainees (target groups) for a more competitive and innovative food safety and quality market.

To reach the goals

- The main outputs of the projects are 1 e-book, 5 videos, 8 posters and 8 training course, 1 model of e-learning course, 15 pilot training courses, 2 e-learning training course, Installation of e-learning facilities, 5 international seminars, 10 training courses for staff and industrial (These training courses will have an involvement in terms of lecturing of partners), 24 food safety and quality management systems implemented, 1 web portal, Creation of Academia-industry council in Jordan and Establishment of (5) food centers in Jordan.
- Training investigates the presence of programmes on Food, the level, the number of staff, students and stakeholders involved and the number of credits
- Scientific and Didactic Facilities includes an in-depth list of equipment for Food center, installed at the University
- National and International collaboration aims to keep transfer the EU experience and to understand the level of international collaboration of the university, in term of outreach activities and research projects.
- Development of sustainable plan:
 - Description for post project action continuity,
 - Clear listing of activities to be done and the cost/sponsor of these after the end of the project,
 - Reviewing of the implantation of a frame work that ensure and realize the perfectness of the following pillars in activities of all partners: independence, self-reliance, self-sustaining, lasting, institutionalization, mainstreaming, continuation, durability, maintenance, reutilization, stabilization.

- Designing a frame work that ensure and realize the perfectness of the following pillars in the activities of all partners: adoption, appropriation, consolidation, integration, longevity, permanence, perpetuation, persistence, survival, viability, devolution, graduation.
- Reach consensus on a project's exit strategies from the beginning based on greed upon sustainability criteria;
- Develop a results-oriented sustainability strategy;
- Ensure that sustainability objectives are clearly reflected in the project's guiding documents, including logical frameworks, monitoring and evaluation plans, timelines, and budget;
- Communicate clearly with the partners and stakeholders from the beginning about the need to plan for sustainability;
- Include organizational capacity strengthening in the project design as an integral part of increasing sustainability readiness.

II.2 Ensuring Sustainability for FoodQA project

Sustainability of the project is a main concern for the consortium. This will be defined within the Exploitation Plan. For defining it, we will identify activities linked to project sustainability: usable knowledge obtained protection of results, putative markets, pre-agreements to be made with potential businesses, organizations and customers or other mainstreaming /cooperation contracts, best approaches towards marketing of services and business plan for main exploitable outcomes, commercially exploitable services.

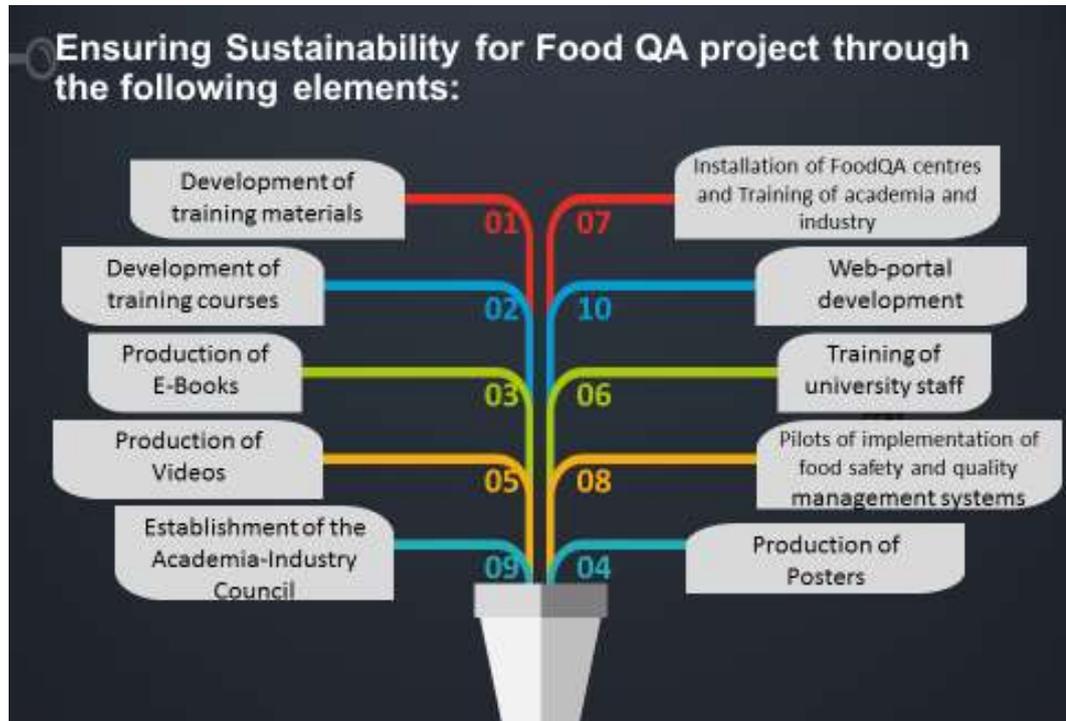


Figure (2) Sustainability for FoodQA Project.

How elements from 1-5 can ensure project's sustainability?

- ✓ videos can be a way to reach specific target groups including the stakeholders and the general public.
- ✓ Videos can be upload to an online video service such as YouTube, Vimeo, Google Video.
- ✓ E-books, posters and videos can be disseminated widely and continuously through social media and networks.
- ✓ E-books can be offered within the syllabus as reference books.
- ✓ Training courses and materials can be included within the curricula of the pilot department.



How elements from 6-10 can ensure project's sustainability?

- ✓ Centers will offer training activities for staff and stakeholders on specific and up-to-date subjects.
- ✓ Staff who will be trained in EU will be able to transfer the knowledge to their institutions.
- ✓ The participants in training and mobility actions will facilitate the set-up of a favorable environment to develop the FoodQA centers.
- ✓ Database and web platform will allow faster spreading the results in Jordan
- ✓ The established of an Academia-Industry Council will be of great support for the sustainability of the project later, as this cooperation between the academia and industry will be complementary and necessary for both.

- ✓ The academia-industry council will have a key role in the validation of the materials, and this will strongly support the sustainability of the project.

