

Project: <b>FSFA Strategic Communications Project</b>	Issue Date/By: 10.12.2018 JOF
Doc Name: Project Initiation Document (PID)	Revision No. : PID COMMS (Rev4.1)

## PROJECT INITIATION DOCUMENT

1. General Project Information	
<b>Project Name:</b>	<b>FSFA Strategic Communications Project</b>
<b>Sponsor:</b>	
<b>Project Manager:</b>	
<b>Impact of project / Benefits:</b>	<p>The benefits arising to DAFM on completion of this project include:</p> <ul style="list-style-type: none"> <li>- A greater awareness amongst both external and internal stakeholders of the importance, the breadth and the professionalism of DAFM activity in the area of food safety and food authenticity</li> <li>- An improved consistency and quality of communication in relation to food safety and food authenticity</li> <li>- Greater stakeholder engagement with the Department's work in the areas of food safety and authenticity</li> <li>- A greater understanding on the part of both external and internal stakeholders of the benefits of compliance</li> <li>- Improved collaboration and dialogue between the networks of external and internal stakeholders</li> </ul>
2. Project Team	

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### 3. Stakeholders (e.g., those with a significant interest in or who will be significantly affected by this project)

#### High Power/High Interest

FSAI  
 Safe food.eu  
 DAFM Staff with direct involvement in FSFA controls  
 DAFM management Board  
 Minister for Agriculture, Food and the Marine  
 Department of Health (HSE)  
 Local Authority Veterinary Services  
 European Commission  
 Third Country Export Markets  
 Press – Farming  
 EFSA  
 Farmers & primary Producers  
 Food Retailers  
 Farm Orgs -IFA/ICSFA/ICMSA/MnaF  
 Statutory & reg Bodies - EPA/SF/MI/SFPA/CC/EI  
 Statutory Marketing & Promotional Orgs - Bord Bia/Iascaigh Mhara  
 Business Representation Associations -Meat Industry Ireland/Food Drink Ireland/Irish Co-Op Org/Small Firms Association/Irish Whiskey Association  
 Educational bodies e.g. UCD (VPH & Ag/Food Science)

#### High Power/Low Interest

NIL

#### Low Power/High Interest

Consumers Representative Bodies -Bee Keepers/Softfruit Growers/Grain&Feed/Honey Bee/Apple Growers/Oriel Sea Salt/Egg Association/Slow Food/Irish Fish exporters & processors  
 Producer Organisations & Groups -Quality Green/Commercial Mushroom Producer Society/Conemara Hill Lamb Producer  
 Organic Producers - Organic Trust/ IOFGA  
 Certifying Bodies - Organic Trust/Global trust Certificate, BDA certification  
 Non-statutory bodies - ICBF/Animal Health Ireland

#### Low Power/Low Interest

DAFM Staff NO direct involvement in FS controls  
 Press - National Mainstream

### 4. Project Scope Statement

#### Project Purpose / Business Justification *Describe the business need this project addresses*

The stakeholder consultation phase of the strategy development identified the need for DAFM to enhance its capability to:

1. Engage with, inform, educate and listen to stakeholders at all stages of the food chain.
2. Engage in active, two-way communication with its own staff.
3. Deploy a broad range of communications tools to facilitate active, targeted engagement by internal and external stakeholders.

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#### Objectives (in business terms)

1. To further promote clear, consistent, two-way communication on food safety and food authenticity with our own staff, stakeholders and the wider public to facilitate their engagement with DAFM in this policy area.

#### Deliverables (Expected high level, physical outputs of the completed project work)

1. A comprehensive documented analysis of the Department's stakeholders in the area of Food Safety and Food Authenticity.
2. A documented review of national and international practice in the field of communication in the FSFA area, and more broadly.
3. A documented review of the Department's current communications in the FSFA area, identifying areas for improvement through comparison with the review of national and international practice.
4. A comprehensive, documented communications strategy, based on the stakeholder analysis and the review of national and international practice, which establishes for each major stakeholder group the key messages, the delivery channels, and the optimal frequency of interaction.

#### Scope

1. The project will provide an overarching strategic framework to guide all programme communications created by the other project teams and the PMO, to both internal and external stakeholders.
2. The project will align with and complement the existing communications strategies of Government, DAFM and regulatory bodies, such as the FSAI.

#### Out of Scope

1. The development of content for communication by the Programme Management Office and the other six Project Teams.

#### Project Milestones

1. Launch by the Minister of the FSFA programme (July 2018)
2. Completion of the Project Initiation Document and Project Initiation Plan (Q1 2019)
3. Completion of stakeholder mapping (Q4 2018)
4. Completion of the national and international communications review (Q? 2019)
5. Completion of the review of DAFM communication activity in the FSFA area (Q? 2019)
6. Commencement of communications activities engaging internal stakeholders (Q? 2019)
7. Commencement of communications activities engaging external stakeholders (Q? 2019)
8. Review of effectiveness of plan and lessons learned (Q? 2019)

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#### Major Known Risks (including significant Assumptions)

Risk	Risk Rating (Hi, Med, Lo)
Failure to identify and engage appropriately with all relevant stakeholders	High
Inadequate resource allocation (e.g. IT, external experts, training, time)	High
Lack of coherence with other project teams, PMO or overall Programme Goals	Medium
Failure to embrace new communications tools and techniques	Low
Lack of clarity in objectives and scope	Medium
Misalignment with DAFM or other key stakeholder communications	Medium
Misalignment between objectives/scope and available resources	High

#### Constraints

Resource availability including funding and IT support.  
 Ability of members to contribute given their work commitments.  
 Reliance on other teams to have substance to communicate.  
 Limited audience for the messaging from this Programme

#### External Dependencies

Political situation (esp. Brexit)  
 Crisis events occurring in agri-food sphere.  
 Economic developments.  
 Management Board buy-in.

### 5. Communication Strategy

The overarching communications strategy for the FSFA Programme, which is the key deliverable of this Project, will encompass communications between this Project and key internal stakeholders, such as the PMO the other Project Teams and Corporate Affairs.

### 6. Sign-off

	Name	Signature	Date (MM/DD/YYYY)
<b>Project Sponsor</b>			
<b>Project Manager</b>			

### 7. Notes

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