

DETAILS OF PROPOSED ACTIONS

ACTION PMa: Project Management

Description:

All the activities related to Project Management are included under Action PMa. These activities are: Administrative, financial and technical management; Training Workshop, Meetings among Beneficiaries staff and Networking. All the activities will be running for the entire (5 years) duration of ManFor C.BD.

Coordination

Project Coordination, administrative and financial Management will be under the responsibility of the Coordinating Beneficiary (CNR).

Coordination and Administrative Management: Coordinator of the Project will be Dr. Giorgio Matteucci. Dr. Giorgio Matteucci, graduated (summa cum laude) in 1991 in Forest Science at the University of Tuscia (Viterbo, Italy), hold a PhD in Forest Ecology from the University of Padova (Italy, 1998). Between 1998 and 2001 he was a post-doc working on carbon budget of forest ecosystems. From October 2001 to July 2004 he was Research Officer at European Commission, Joint Research Center, Ispra (VA, Italy), Institute for Environment and Sustainability, Climate Change Unit, dealing with biosphere-atmosphere interactions of forest ecosystems; coordinating the Biosphere-Atmosphere Interaction Lab; acting as Technical-Scientific support and consultancy for EU Environment Directorate General for Greenhouse Gases emissions and removals in Land Use, Land-Use Change and Forestry. Since July 2004 he is researcher at the Institute for Mediterranean Agriculture and Forest Systems of the National Research Council, working on carbon cycle of forest ecosystems, coordinating three forest experimental sites. Since 1991 he has been involved in several international projects, mostly funded within the EU Framework Programmes for Research. Among those, he was co-Principal investigator for the projects CANIF (IV FP) and FORCAST (V FP) dealing with biomass and productivity of European forest ecosystems; he participated to the projects EUROFLUX (IV FP), CarboEuroflux (V FP) and CarboEurope-IP (VI FP), all dealing with canopy fluxes of forest ecosystems; ECO-CRAFT (III and IV FP), LTEEF-II (V FP) and CIRCE (VI FP) dealing with impact of elevated CO₂ and climate change on terrestrial ecosystems. He has been co-PI of Italian-EU National Forest Monitoring Program CONECOFOR (1997 – 2009). Within the EU Regulation Forest Focus, he has been Coordinator of the project CarbonFlux (2005-2007, 100'000 Euro) and of BioSoil-Soil (2006-2008, 1'060'000 Euro). Since 2009 is involved in LIFE+ project FutMon. From 2006/2007 to 2008/2009, he was contract professor of Forest Ecology at the Bachelor Programme in Forest and Environmental Science at University of Reggio Calabria. Since October 2007, he is contract professor of Forest Landscape at the Bachelor Programme in Environmental Management (University of Roma). He has published 101 papers, 30 of which in ISI journals, including two papers in Nature and one in Science.

Administrative management will ensure timely reporting to LIFE+ offices, both in terms of Actions progress and of relevant financial information and cost statements.

The Coordinator will be helped by a **Steering Committee (SC)**, composed by one-two reference persons for each of the Associated Beneficiaries, the financial and Technical Manager. When needed, the Steering Committee will be enlarged to Actions coordinators, in order to ensure straightforward implementation of the project. Furthermore, in all the Actions, some of the person/time is devoted to Action Management and Monitoring that will be used to ensure Actions implementation. The SC will meet at least once per year. In other occasions, meetings will be organised using teleconferencing and VOIP phone services in order to reduce both travel expenses and the carbon footprint of the project.

Financial management: one part-time financial expert will be employed to coordinate financial management of the project, together with permanent administrative staff of the Coordinating Beneficiary. The **Financial Manager** will also coordinate financial staff devoted to the project

by the Associated Beneficiaries in order to secure correct budgeting and spending and smooth cost reporting to the Coordinated Beneficiary.

Technical Management: technical management will be assigned to an ad-hoc experienced person, who will be hired at the start of the Project and will work full-time under day-to-day direct responsibility of the Coordinating Beneficiary. The **Technical Manager** will help the Project Manager in project coordination and will ensure proper information exchange among Associated Beneficiaries. Furthermore, the Technical Manager will have the responsibility of chairing the Actions' Coordination group.

Actions' Coordination Group: Project's management will be also ensured by the Actions' Coordination Group that will be formed by the Technical Manager (Chairperson) and one coordinator per Action. The main aim of the ACG is to ensure smooth project operation, coordinate information exchange between Actions and supervise operations in text areas. The ACG will meet at least one per year, most of the time back-to-back with the Steering Committee.

Training workshop and meetings: During project duration, a number of training workshop and staff meeting will be organised to steer project implementation, prevent delays in Action and correct, if and when needed, possible arisen problems.

A training workshop on administrative and financial matters will be organised for Beneficiaries interested staff within the first year of the project, involving also persons of the external monitoring team and, if needed, EU officers.

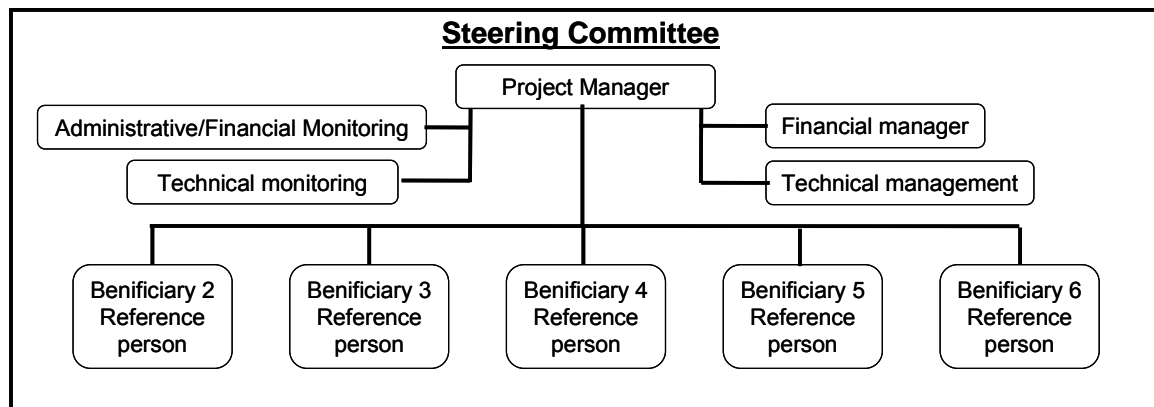
Reporting: all the main reporting activities will be coordinated within Action PMA. This will include the preparation of the Inception Report (within 9 months of project's start), the main Progress Reports, the Midterm and Final Reports with payment requests. The Actions' reports are under the responsibility of the Actions' coordinators and will be supervised by the Action Coordination Group.

Networking: Particular attention will be devoted at networking, both internally (e.g. among project partners) and externally (stakeholders, other research and forest policy institutes, research projects on topics relevant to ManFor C.BD., etc.). All Beneficiaries will participate in Networking activities, under the coordination of the Coordinating Beneficiary.

Action PMA will run through all the five years of the project

Methods employed:

The organigramme of Project Management is reported in the following scheme:



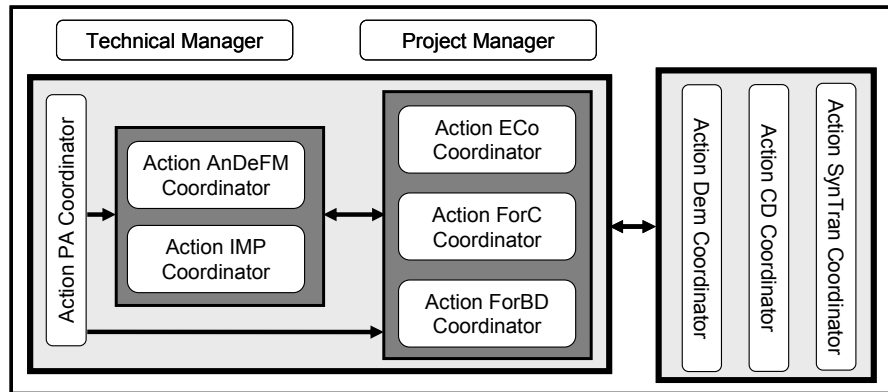
Project Manager, Financial Manager and one-two persons per Associated Beneficiary will form the Steering Committee of the Project.

Other main Methods will be:

- annual meetings of Steering Committee and Actions Coordination Group
- project's annual meetings
- workshops for training of personnel
- internal dissemination and discussion on methodological aspects and on results
- teleconferencing and e-mail discussions
- reporting (Inception, Progress, Midterm and Final Reports)

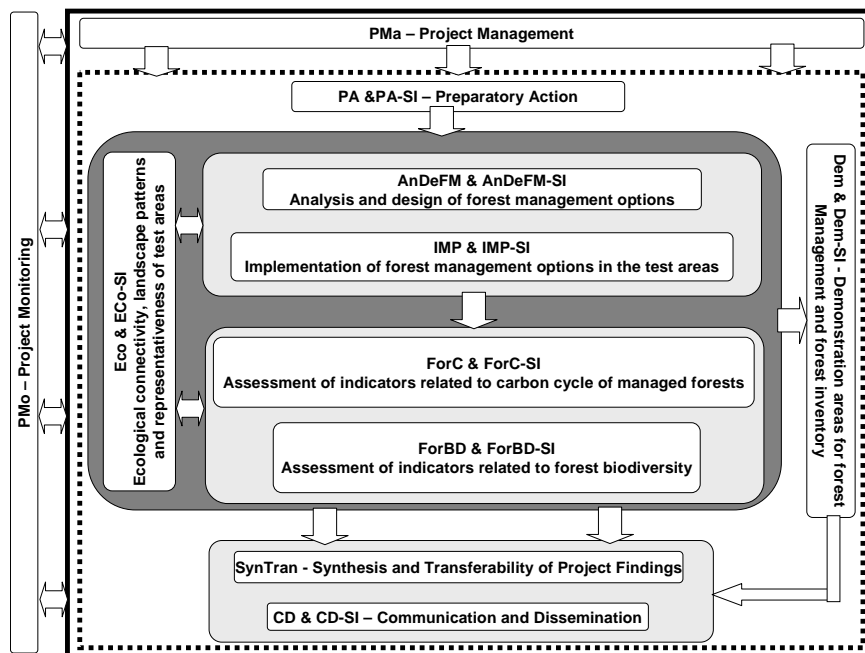
On a day-by-day basis, Actions coordinators will work under the control of the relevant Beneficiary. At the same time, the Implementation Actions will cooperate together to fulfil ManFor C.BD. objectives.

The scheme of the Actions Coordination Group is reported below:



In ManFor C.BD., the Implementation Actions are planned to run in parallel, which will also favour exchange and sharing of sampling burden between technical/scientific staff of the Beneficiaries. Proper coordination among action will be ensured by Project Management, specifically by the Action Coordination group

A structural scheme is presented in the following graph, where the connections and hierarchy among the Actions are reported (with Action PMo for the overall project's monitoring, Action PMA supervising all the technical and implementing action and the links between Action's groups).



Under the coordination of the Project and Technical Manager, all partners will contribute to Communication and Dissemination (see Action CD), Synthesis and Transferability of Project's Results (see Action SynTran) and Internal/External Networking that will be cross-cutting through the Project.

Constraints and assumptions:

The action aims at implementing a sound and efficient management for project's duration. The action will cover all the necessary activities for the network set-up, smooth functioning over the contracting period and for facilitate the interface with the European Commission. To reach the best final results, the active cooperation of all involved Associated Beneficiaries is fundamental. Active cooperation will be monitored and corrected if needed. The action is also important for an early warning for delays or problems met in the project implementation.

Beneficiary responsible for implementation:

Coordinating beneficiary: CNR

Other Beneficiaries involved: all

Expected results:

- Smooth project management
- Financial management
- Training of Beneficiaries staff
- Effective internal and external networking

Indicators of progress:

Administrative structure established

Financial management established

Training workshop realised

Number of meetings held and Number of persons attending meetings

ACTION PMo: Project Monitoring

Description:

In order to verify the overall effectiveness of ManFor C.BD. and of its Actions, the Monitoring activities of the Project will be coordinated within Action PMo.

Specifically, the Action will monitor administration/coordination, financial and technical aspects of the project. Furthermore, this Action will put together all the information on the status and implementation of the main Actions. Within the single Actions, internal monitoring is planned and will report summary monitoring results to Action PMo.

The monitoring of financial and administrative aspects will be under the responsibility of the Coordinating Beneficiary that will devote a part time financial/administrative technician to perform and coordinate the work. Within Action PMo, a specific role will be assigned to audit activities that will be contracted through external assistance. Audit will certify the proper utilisation of funding.

Technical Monitoring will have the objective to measure and document the effectiveness of the project actions as compared to the initial situation, objectives and expected results. Progress will be evaluated on the basis of what expected and what will come out from the final planning (Action PA). Technical Monitoring will evaluate the progress against project milestones and deliverables. Progress in project implementation will be discussed and evaluated in all technical meetings scheduled for the whole project and for each relevant Action.

The technical monitoring will be subcontracted to warrant an independent analysis of Project development. The subcontractor will report directly to the Coordinator.

In this respect, a specific report about technical monitoring will be produced, targeting the evaluation of project actions as compared to the initial situation.

The Steering Committee will have the duty to prepare a Monitoring Protocol, expected at month 6, that will include the main Monitoring Indicators and the possible sources of verification.

The Monitoring Protocol will define the guiding principles for monitoring. In particular the protocol will set control/evaluations procedures and methodologies, as well as corrective actions and improving measures that will be implemented in the project. The protocol will also define in detail the monitoring indicators (quantitative and qualitative indicators).

A list of some of the possible indicators is reported below:

- number of project meetings (Source of verification: Meeting dates and Agendas)
- number of participants to meetings (Source of verification: list of attendants)
- number of contacts of the web site (Source of verification: web site counter (excluding IP numbers of project's participant))
- number of scientific articles/publication/newsletter (Source of verification: printed material, PDF of papers)
- number of sites surveyed (Source of verification: reports from partners)
- parameters assessed in the field (Source of verification: data submitted to Action database)
- number of demonstration areas set-up (Source of verification: announcement on project's web site, notice boards erected)
- reports submitted (Source of verification: printed and PDF versions of reports)

A Session of the project's annual meetings will be devoted to Monitoring. During the Session, the results of the Monitoring activities will be reported as well as any problems in the project's schedule. In case of arising problems (implementation, timing, delays, etc.), proper actions will be decided in order to correct and come back to the planned schedule.

Monitoring and Audit reports will be included in the Mid term, Progress and final Reports of the Project and, if applicable, in the other interim reports.

Monitoring will start at month 2 and will run until end of the project

Methods employed:

- Analysis of administrative, financial and technical activities of the project (deadlines matching, fulfilment of reporting schedule, etc.)
- Analysis of effectiveness of Project Actions by review and control of timing and success level of the finalised deliverables and milestones.
- Analysis of interaction among Beneficiaries and proper functioning of Management scheme.
- Analysis of project's data and products exchange for common implementation among Actions
- Supervision of the effective management of subcontracts, which will be under direct responsibility of the awarding Beneficiary.
- Session at annual meetings
- Financial Audit (outsourced)
- Monitoring reports

Constraints and assumptions:

No relevant constraints expected. It is assumed that Associated Beneficiaries will cooperate for successful Actions monitoring.

Beneficiary responsible for implementation:

Coordinating beneficiary: CNR (including external assistance)

Contribution by all other Beneficiaries

Expected results:

- Administrative and Financial monitoring of the project
- Financial audit
- Technical monitoring of the project
- Assessment of the effectiveness of Project's Actions
- Monitoring reports (to be included in project's reports)
- Report on the evaluation of project's action against initial situation

Indicators of progress:

Monitoring and Audit reports

Number of Sessions dedicated to Monitoring at annual meetings

Number of monitoring reports produced (at least one at the end of each year)

Action PMo will have the responsibility to monitor and verify that each Action will respect its schedule concerning the Indicators of Progress. Each Action coordinator will have to report to the Technical Monitoring about fulfillment of specific progress, according to the planned indicators.