

# LIFE PASTORALP



LIFE16 CCA/IT/000060

## Pastures vulnerability and adaptation strategies to climate change impacts in the Alps

Deliverable F.1

Project Management Plan (PMP)

December, 2017 Updated to  
June 2020



## Acknowledgements

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The project is being implemented by the following beneficiaries:

	<b>University of Florence - UNIFI</b>
	<b>Agenzia Regionale Protezione Ambiente - Valle d'Aosta - ARPA VDA</b>
	<b>Centre National de la Recherche Scientifique - CNRS</b>
	<b>Institut Agricole Régional - IAR</b>
	<b>Institut National de Recherche pour l'Agriculture l'alimentation et l'Environnement - INRAE</b>
	<b>Parc National des Ecrins - PNE</b>
	<b>Ente Parco Nazionale Gran Paradiso - PNGP</b>

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# 1 Executive Summary

This deliverable establishes the Project Management Plan (PMP) for the LIFE PASTORALP project and it is meant to facilitate teamwork within the consortium, assure the quality of the work carried out, ease the collaborative work of the partner, and therefore it may be considered key for the overall success of the project.

The Plan describes the project management organization and processes and standards that will be followed throughout the project life cycle with regards to project management. Moreover, the plan includes all the processes and articulates the responsibilities at person/beneficiary level in order to ensure the production of high-quality results in line with the project plan as defined in the Description of Actions of the proposal. In addition, it will ensure that the consortium meets all the requirements related to the contract with the European Commission (EC).

The document clearly exposes the consortium structure, people directly involved in the project, Action Leaders, the work plan, allocated resources and documents' generation process (official and informal), in order to guarantee the expected quality.

Moreover, it establishes the different processes and responsible persons together with an estimated timing of each phase of the process. The plan includes also all the processes and their responsible person/body that will ensure the management and the preventive and mitigation actions in case of incidents, as well as decisions' taking for each of the identified risk, foreseen or happened at any phase of the project execution.

Finally, the document establishes how project documents and information are exchanged and shared amongst beneficiaries.

The project management plan is a living document that will be updated during the course of the project if some updates will be considered relevant.

Annex 1 and Annex 2 have to be considered as integral part of the document.

## 2 Introduction

This report has been elaborated in the framework of Action F.1: *Project management, monitoring and evaluation*, sub action F.1.2 (*Project Monitoring and evaluation*). Sub-action F.1.2 foresees the development of a Project Management Plan so as to better monitor and evaluate project progress, proposing corrective actions when necessary, ensuring that goals, objectives, schedules and budget are respected, overseeing that the project proceeds with minimal risks.

This document entails the Management Plan for LIFE PASTORALP project produced by the coordinating beneficiary (UNIFI), which is the leader of this action and submitted to the Technical Committee (formed during the PASTORALP kick-off meeting) for evaluation.

Its purpose is to establish the project management organization, processes and standards that will be followed throughout project life cycle with regards to project management. Some updates of the document may be done if relevant changes occur during the course of the project.

### 2.1 How to read the document

The document consists of 4 sections. Each section contains a complete description of a set of operations or processes or links to additional internal documents where the topic is developed in more detail.

The sections are organized as follows:

- LIFE PASTORALP management structure (Section 3)
- Working plan and resources (Section 4)
- Risk management and mitigation (Section 5)
- Document and information exchange/sharing (Section 6)

Moreover, the document refers to the Grant Agreement and the Partnership Agreement (the latest annexed to the document as **Annex 1**) and to the Excel file for Project management (**Annex 2**).

This document has been updated once the amendment request, to include INRAE, the new partner created from the fusion of INRA and IRSTEA.

## 2.2 List of acronyms

Acronym	Description
<b>AL</b>	Action Leader
<b>CA</b>	Consortium Agreement
<b>CB</b>	Coordinating Beneficiary
<b>DoA</b>	Description of Actions of project proposal (Annex II of the Grant Agreement)
<b>EC</b>	European Commission
<b>MR</b>	Monthly Report
<b>PA</b>	Partnership Agreement
<b>PM</b>	Project Management
<b>PMP</b>	Project Management Plan
<b>SCs</b>	Steering Committees
<b>SAL</b>	Sub-Action Leader
<b>TC</b>	Technical Committee

### 3 LIFE PASTORALP management structure

The LIFE PASTORALP project is based on the following management structure (Figure 1) envisaging 4 specific bodies: 1 Project Management, 2 Steering Committees, 1 Technical Committee. As established in the Description of Actions (DoA) of project proposal, this organization has defined different figures for the governance, execution, control and monitoring of the project.

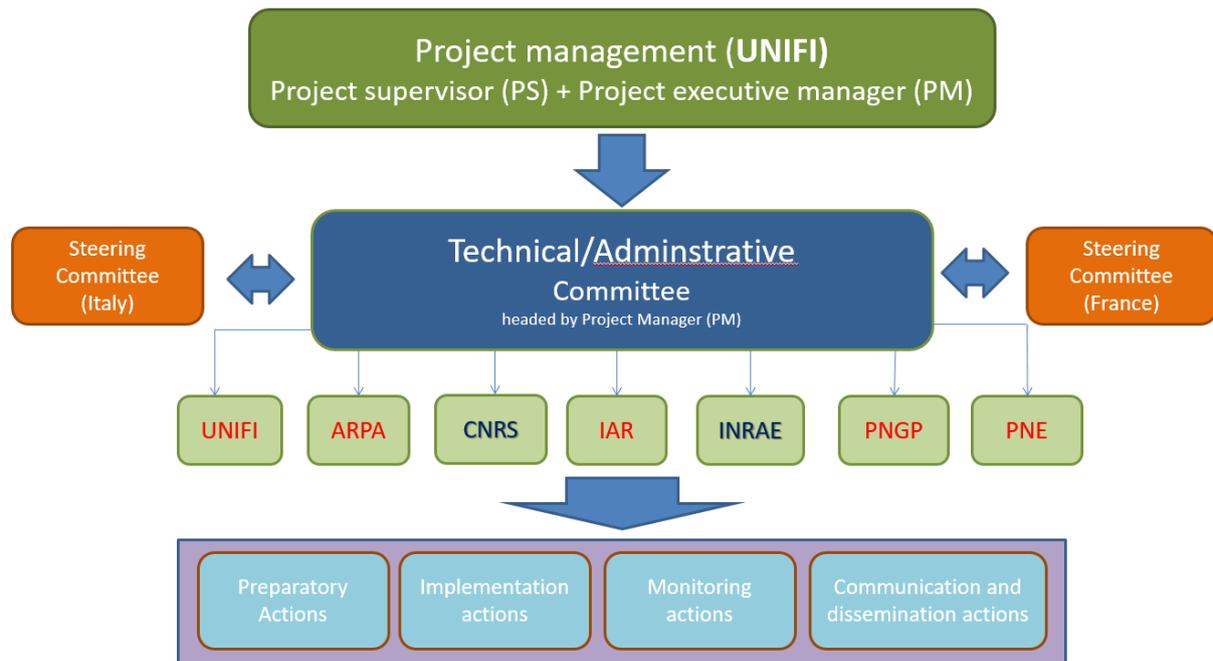


Figure 1. PASTORALP project management structure

#### 3.1 Project Management (PM)

The **Project Management**, represented by the staff of the coordinating beneficiary (UNIFI), has the duty of the overall project supervision and management. Specifically, it is in charged to:

- i) efficiently manage and coordinate the financial issues and technical implementation of actions;
- ii) facilitate and ensure completion of all activities and aspects of the project respecting quality standards, deadlines and budget constraints;
- iii) make as intermediate between beneficiaries and EC;
- iv) ensure regular reporting (1st progress, mid-term, 2nd progress, final report)

The Project management encompasses three figures:

*Project Supervisor* (Prof. Marco Bindi) who shall be the intermediary between the associated beneficiaries and the European Commission (EC), ensuring correct communication on the progress of the project. Moreover, the project supervisor shall:

- Supervise that the associated beneficiaries comply with their obligations under the Grant Agreement (GA), the Partnership Agreement (PA) and the Project Management Plan (PMP);
- Receive and distribute amongst associated beneficiaries the EC financial contributions in accordance with the PA and the GA;
- Monitor the scientific and technical relevance and dissemination outreach throughout the project;
- Collect project report, and review them to verify consistency;
- Submit reports and other deliverables (including financial statements and related certifications) to the European Commission;
- Providing the associated beneficiaries, upon request, with official copies or originals of documents, which are in the sole possession of the coordinating beneficiary when such copies or originals are necessary for the parties to present claims.

*Project Executive Manager* (full time researcher who will be specifically recruited for the project). She/he shall be in charge to:

- overall organize and lead project work, ensuring that actions are undertaken according to the project proposal in respecting deadlines and reporting;
- coordinate and monitor the project ensuring internal communication, scientific and technical relevance and dissemination;
- chair the Technical Committee and convene ordinary and/or extraordinary meeting at any time upon request of any member;
- directly contribute to implement some actions UNIFI is responsible for;
- act as contact point between Project supervisor, Financial Manager and beneficiaries;
- support the financial manager to keep the records and financial accounts relevant for the community financial contributions and informing the Project supervisor of their distribution;
- assisting the financial manager in the collection of information from the associated beneficiaries, the consolidation of management reports and financial summary sheets, and the monitoring of expenses against budget allocations;
- be the intermediary between the associated beneficiaries and the Project monitor ensuring correct communication on the progress of the project;
- transmit documents and information connected with the project between the parties concerned;
- collect information and financial documents at least every 6 months on the progress of the project, examining the compliance of the project with the Annex II to the GA, Description of Actions (DoA) and, if necessary, proposing modifications of the DoA to the Technical Committee;
- coordinate the delivery of project monthly, progress, mid-term and final reports that will be transmitted to the project monitor for evaluation.

*Financial Manager* (Dr Silvia Borselli) who is in charge of:

- collecting and coordinating the financial reporting from all beneficiaries to the EC;
- collecting information and financial documents at least every 6 months on the progress of the project;
- supporting associated beneficiaries in the financial management and reporting activities;
- providing administrative support to the project executive manager and assist associated beneficiaries on specific administrative/financial issues;
- providing reporting administration, creating templates and instructions for the associated beneficiaries in order to facilitate the gathering of information and reporting input;

- providing assistance to budget control and financial follow-up, establishing and maintaining financial records;
- organizing and updating the PASTORALP shared folder as an infrastructure to support efficient remote use and collaboration from all associated beneficiaries and information sharing.

### 3.2 Technical Committee (TC) and Administrative Committee (AC)

The Technical Committee is composed by one representative of each project beneficiary. It is chaired by the Project Executive Manager and its tasks are:

- give support to the Project management in coordinating the project ensuring that all actions are successfully implemented and that all administrative issues will be in place at any time;
- sustain Project Supervisor in evaluating and monitoring scientific and technical relevance and dissemination of project outreaches;
- review the Action deliverables and provide comments, suggestions of improvements, corrections;
- review the final draft of project reports (progress, mid-term and final) and provide comments, suggestions of improvements, corrections;
- evaluate the ‘End-of-Action internal reports’ as well as the results of the evaluation of the indicators of progress (table 8) in order to assess the progress of the project. The ‘End-of-Action internal reports’ will be short reports containing information on the work done within the A and C Actions, and a comparison with the original objectives that have been set up at the beginning of the project through an analysis on the progress indicators.

Each member of the TC will be asked to provide a short feedback statement categorizing the report as: *very good, good, satisfactory or non-satisfactory* through a checklist that will be developed for this purpose by the Project Executive Manager. In case the TC accounts that the project objectives have not been achieved satisfactorily, corrective actions will be suggested by the TC and afterwards taken. For any important variations from the foreseen time schedule, the European Commission will be notified and informed on the corrective actions that the TC has decided to undertake. Deadlines to submit the End-of-Action reports are reported in table 1.

**Table 1. Deadline for “End-of-Action” internal reports**

NAME OF THE ACTION	DEADLINE	BENEFICIARY RESPONSIBLE
A1 Communication, Dissemination and Stakeholder engagement plan (CDSp)	31/01/2018	IAR
A2 Review and assessment of the national and European policy framework on pastures and evaluation of the available adaptation options	30/10/2018	PNGP
C1 Data collection and harmonization, and downscaling of climate scenarios	31/07/2018	ARPA VDA
C2 Pastures typologies survey and mapping	31/01/2021	IAR
C3 Environmental and socio-economic indicators	30/10/2018	INRAE
C4 Modelling framework	30/10/2019	INRAE
C5 Vulnerability analysis	31/01/2021	INRAE
C6 Feasible adaptation strategies: identification and test on pilot areas	31/01/2022	PNE

C7 Platform tools for adaptation improvement strategies: implementation, optimization and demonstration	30/03/2022	UNIFI
C8 Development of an adaptation strategy plan and policy recommendations of alpine pastures to climate change impacts	30/03/2022	PNGP

The members of Technical Committee were elected during the kick-off meeting and are the following:

**Table 2. List of members of the Technical Committee**

<b>Surname and Name</b>	<b>Beneficiary</b>
Giovanni ARGENTI + Camilla Dibari + Chiara Aglietti	UNIFI
Gianni BELLOCCHI	INRAE-UREP
Mauro BASSIGNANA	IAR
Marta GALVAGNO	ARPA VDA
Richard BONET	PNE
Ramona VITERBI	PNGP
Philippe CHOLER	CNRS
Claude NAPOLEONE,	INRAE-Ecodev
Isabelle ARPIN	INRAE-IRSTEA

The administrative committee is headed by UNIFI and handles all necessary administrative and financial issues. The people of the associated beneficiaries have the duty to support the administrative manager to collect the administrative and financial documents along the project according to specific templates and instructions provided by the Administrative manager and/or the coordinating beneficiary. Documents will be regularly uploaded onto the PASTORALP shared folder as an infrastructure to support efficient remote use and collaboration from all associated beneficiaries and information sharing.

**Table 3. List of members of the Administrative Committee**

<b>Surname and Name</b>	<b>Beneficiary</b>
Silvia BORSELLI	UNIFI
Stephanie LILIAZ	ARPA VdA
Florence SAGNIMORTE	CNRS
Maria Grazie LUMETTA	IAR
Mireille LALANDE	INRAE
Eric PERRET	INRAE (exIRSTEA)
Emmanuelle BRANCAZ	PNE
Stefano BELLORO	PNGP

### 3.3 Steering Committees (SCs)

Two Steering Committees (one for each case study region: Italy and France) are envisaged in the project, consisting of relevant stakeholders belonging to different target groups interested in PASTORALP topics. The Steering Committees will be formed during the launching events organized by PNE and PNGP by June 2018 at latest. The duties of the two Committees are:

- help steering the project, promoting active stakeholder involvement;
- ensure widest dissemination, and capacity building;
- provide suggestions and opinions on ongoing project activities and outcomes.

The Steering Committees will meet one time per year with members of the Technical Committee according to project stage and needs.

List of people belonging to the Steering Committees are listed in the following tables:

<b>LIST OF MEMBERS OF STEERING COMMITTEE AT PNE</b>			
	<b>Name and Surname</b>	<b>Affiliation and role</b>	<b>Email</b>
<b>1</b>	HARET Alain	Chamber of agriculture of Isère	-
<b>2</b>	PELLISSIER Charles	Farmer and Président of federation of pastoral groupings	charles.pellissier@orange.fr
<b>3</b>	LEBAUDY Guillaume or his representative	Director of sheperd's house	contact@maisonduburger.fr
<b>4</b>	BRAULT Isabelle	Sheperds association	isabelledemars@gmail.com
<b>5</b>	GIRAUD Laurent	farmer	elisabeth.crete0241@orange.fr
<b>6</b>	GARDE Laurent or his representative	Deputy director of CERPAM	laurent.garde@cerpam.fr
<b>7</b>	CARAGUEL Bruno or his representative	Director of FAI	bruno.caraguel@alpage38.org
<b>8</b>	MAZOYER Lionel or other representative ONF	National forest office	lionel.mazoyer@onf.fr
<b>9</b>	MOTTE Pierre Yves or his representative	Chamber of agriculture of hautes-Alpes	pierre-yves.motte@hautes-alpages.chambagri.fr
<b>10</b>	ANDRE Michel or his representative	Head of energy, Climate and Forest division in the county council of Hautes-Alpes	michel.andre@cg05.fr
<b>11</b>	MONTANIER Aymeric or his representative	Agriculture and forestry service of the county council of Isère	aymeric.montanier@isere.fr
<b>12</b>	MAHOUY Franck	President of pastoral land association of Réallon	reallon.mairie@wanadoo.fr

<b>LIST OF MEMBERS OF STEERING COMMITTEE AT PNGP</b>			
	<b>Name and Surname</b>	<b>Affiliation and role</b>	<b>Email</b>
<b>1</b>	Alessandro ROTA	Valle d'Aosta Regional Administration – Agriculture RDP – <i>Policy maker</i>	a.rola@regione.vda.it
<b>2</b>	Vittorio BOSSER PEVERELLI	Piemonte Regional Administration – Agriculture – <i>Decision making</i>	-
<b>3</b>	Simona BONELLI	University of Turin – <i>scientist</i>	simona.bonelli@unito.it
<b>4</b>	Giampiero LOMBARDI	University of Turin – professor on pastoral resources - <i>Scientist</i>	giampiero.lombardi@unito.it

5	Ezio TUBEROSA	Locana (TO) Municipality – <i>policy maker</i>	ezio.tuberosa@gruppouiren.it
6	Marino BUSSONE	Veterinary service ASL TO4 – <i>veterinary retired</i>	marinobussone@gmail.com
7	Marco RONDOLETTI	Veterinary service ASL TO4 – <i>veterinary</i>  Councilor of Locana Municipality – <i>policy maker</i>	mrondoletti@aslto4.piemonte.it
8	Edi HENRIET	Association of breeders of Valle d’Aosta Region (AREV) - <i>director</i>	-
9	Riccardo FORTINA	WWF - <i>volunteer</i>	riccardo.fortina@unito.it
10	Antonello PROVENZALE	CNR – <i>scientist</i>	Antonello.provenzale@cnr.it
11	Paolo Varese	Free lance, PNGP consultant	p.varese@alice.it

Persons who will be in charge of keeping contacts and inter-acting with members of the Steering Committees are:

- STAGLIANO’ Nicolina (UNIFI)
- VITERBI Ramona (PNGP)
- DELLA VEDOVA Muriel (PNE)
- GALVAGNO Marta (ARPA)
- BASSIGNANA Mauro (IAR)
- NAPOLÉONE Claude (INRAE)
- CHOLER Philippe (CNRS)

Communications amongst beneficiaries and members of the three Committees will strongly rely on e-mail, telephone and teleconference meetings. Face-to-face meetings (i.e. project meetings, monitoring visits, advisor meetings) will be organized regularly and noticed in advance as established in the Partnership Agreement with a scheduled agenda.

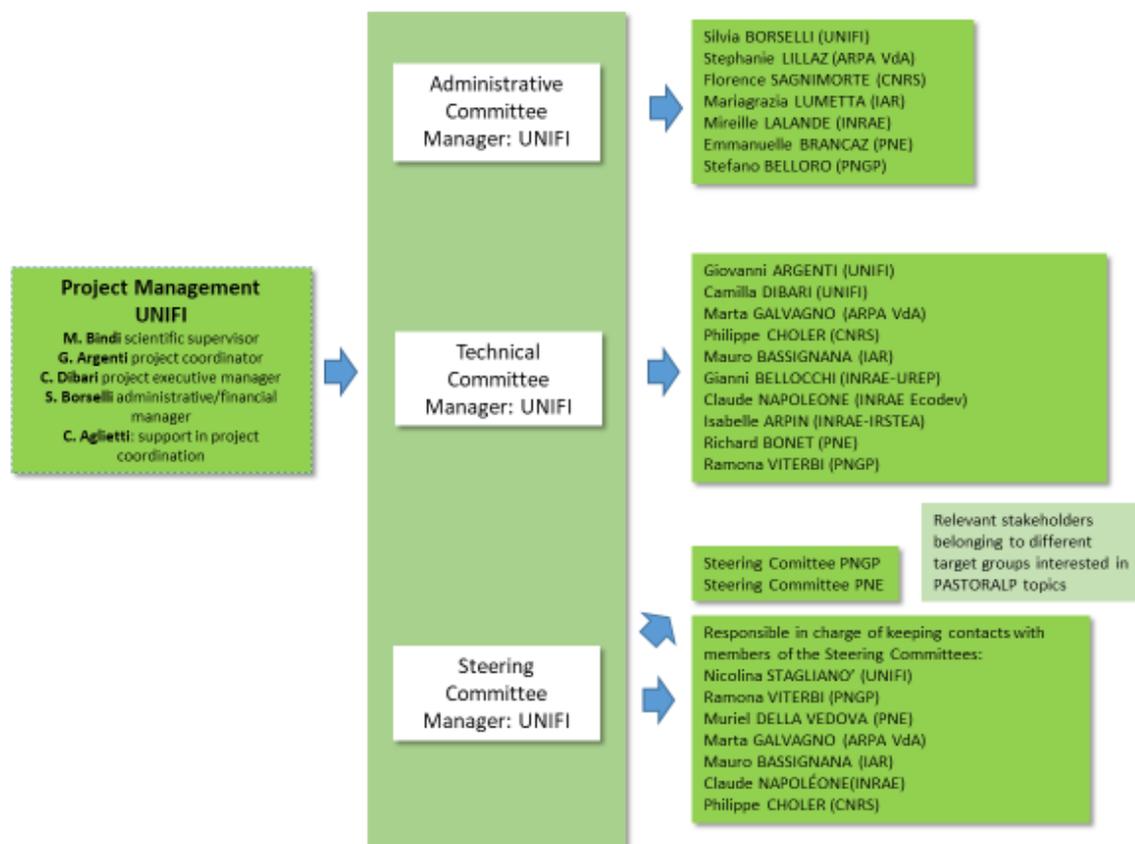


Figure 2. Project Management structure

### 3.4 People directly involved in PASTORALP project

During the kick-off meeting (Turin, 23<sup>rd</sup>-24<sup>th</sup> October, 2017), the list of people (scientists, technicians and administrative) directly involved in the project has been appointed and are the following:

- 1. University of Florence – UNIFI (coordinating beneficiary)**
  - a. Marco BINDI (full professor, supervisor)
  - b. Giovanni ARGENTI (associated professor, coordination)
  - c. Camilla DIBARI (researcher, project executive manager)
  - d. Chiara AGLIETTI (fellow research, support project management)
  - e. Marco MORIONDO (researcher, modelling)
  - f. Nicolina STAGLIANO' (technician)
  - g. Giacomo TROMBI (research fellow, support in communication activities)
  - h. Lorenzo BRILLI (research fellow, modelling)
  - i. Silvia BORSELLI (administrative)
  - j. Chiara Aglietti (Research fellow, support in project coordination))
- 2. Agenzia Regionale Protezione Ambiente - Valle d'Aosta - ARPA VDA**
  - a. Umberto MORRA DI CELLA (technician, supervisor)
  - b. Marta GALVAGNO (technician, reference contact)
  - c. Edoardo CREMONESE (technician)

- d. Technician (to be recruited full time)
  - a. Stéphanie LILLAZ (administrative)
- 3. Institut Agricole Régional – IAR**
- a. Mauro BASSIGNANA (senior researcher, supervisor)
  - b. Francesca MADORMO (researcher, supervisor)
  - c. Researcher (to be recruited full time)
  - d. Mariagrazia LUMETTA (administrative)
- 4. Centre National de la Recherche Scientifique – CNRS**
- a. Philippe CHOLER (senior researcher, supervisor)
  - b. Sandra LAVOREL (senior researcher)
  - c. Arthur BAYLE (researcher, remote sensing expert)
  - d. Florence SAGNIMORTE (administrative)
- 5. L'institut National de Recherche pour l'Agriculture, l'Alimentation et l'Environnement – INRAE**
- a. UREP Clermont-Ferrand
    - i. Gianni BELLOCCHI (senior scientist, supervisor)
    - ii. Raphaël MARTIN (engineer)
    - iii. Engineer (to be recruited full time)
    - iv. Mireille LALANDE (administrative)
  - b. ECODEV Avignon
    - i. Claude NAPOLÉONE (research engineer)
    - ii. Naoufel MZOUGHJI (senior scientist)
    - iii. Michel MOULERY (GIS engineer)
    - iv. Leonith HINOJOSA (senior scientist)
    - v. Simon JOUINOT (administrative)
  - c. (ex IRSTEA)
    - i. Isabelle ARPIN (senior scientist, supervisor)
    - ii. Arnaud COSSON (scientist)
    - iii. Claire DELEGLISE (scientist)
    - iv. Jean-Jacques COLLICARD (administrative)
- 6. Parc National des Ecrins – PNE**
- a. Richard BONET (senior scientist, supervisor)
  - b. Cédric DENTANT (scientist)
  - c. Muriel DELLA VEDOVA (scientist)
  - d. Clotilde SAGOT (scientist)
  - e. Pierre COMMENVILLE (scientist)
  - f. Emmanuelle BRANCAZ (administrative)
  - g. Fenouillet LAURENCE (administrative)
- 7. Ente Parco Nazionale Gran Paradiso – PNGP**
- a. Bruno BASSANO (senior scientist, supervisor)
  - b. Laura POGGIO (scientist)
  - c. Ramona VITERBI (scientist)
  - d. Fabiola CASA (administrative)
  - e. Stefano BELLORO (administrative)

Roles and obligations as well as decision-making (including Intellectual Property Rights) amongst coordinating beneficiary and associated beneficiaries are those established in the Partnership Agreement, subscribed by all legal representatives and annexed to this document (see Annex 1).

### **3.5 Action and sub-action leaders**

The beneficiaries' role is the one identified in the DoA of project proposal. The management responsibility for each action is attributed to the appointed partner, who has nominated an individual as Action Leader (AL) and Sub-Action Leader (SAL). The AL and SAL are responsible for coordinating the activity done by all participants in the action. Under request of the Project Executive Manager, the AL shall prepare a brief monthly report regarding the ongoing activities of the action he/she is responsible for. Technical Committee may ask ALs to provide reports on the progress of the Action if considered necessary. Moreover, ALs are in charge of coordinating the preparation of deliverables of the action they are responsible for, respecting the templates provided by the Project Executive manager.

Table 4 reports the names of the Action Leaders and Sub-Action Leaders, the appointed person and beneficiaries involved in the activity of the action.

**Table 4. List of Action and Sub-Action leaders (beneficiaries and responsible)**

LIST OF ACTIONS		BENEFICIARY	RESPONSIBLE	OTHERS
<b>A. Preparatory actions (if needed)</b>				
A1	<b>Communication, Dissemination and Stakeholder engagement plan (CDSp)</b>	IAR	Mauro Bassignana	ALL
A2	<b>Review and assessment of the national and European policy framework on pastures and evaluation of the available adaptation options</b>	PNGP	Ramona Viterbi	IAR, PNE
<b>B. Purchase / lease of land and / or compensation payments for use rights</b>				
B1	<b>Purchasing of lands</b>	PNGP	Ramona Viterbi	-
<b>C. Implementation actions (obligatory)</b>				
C1	<b>Data collection and harmonization, and downscaling of climate scenarios</b> C1.1 Data collection and harmonization (ARPA) – Marta Galvagno C1.2 Downscaling of climate scenarios (UNIFI) – Giovanni Argenti	ARPA	Marta Galvagno	UNIFI, PNGP, IAR
C2	<b>Pastures typologies survey and mapping</b>	IAR	Mauro Bassignana	CNRS, PNGP, PNE, UNIFI
C3	<b>Environmental and socio-economic indicators</b>	INRAE	Gianni Bellocchi	CNRS, PNGP
C4	<b>Modelling framework</b>	INRAE	Gianni Bellocchi	UNIFI, CNRS
C5	<b>Vulnerability analysis</b> C5.1 Biophysical vulnerability analysis (INRAE-UREP) – Gianni Bellocchi C5.2 Economic analysis (INRAE-ECODEV) – Claude Napoléone C5.3 Stakeholders analysis (INRAE-IRSTEA) – Isabelle Arpin	INRAE	Gianni Bellocchi	PNE, IAR
C6	<b>Feasible adaptation strategies: identification and test on pilot areas</b> C6.1 Test sites (PNE) – Richard Bonet C6.2 Identification of feasible adaptation strategies (CNRS) – Sandra Lavorel	PNE	Richard Bonet	ARPA, CNRS, INRAE, PNGP, UNIFI, IAR
C7	<b>Platform tools for adaptation improvement strategies: implementation, optimization and demonstration</b> C7.1 Implementation, evaluation and optimization of the tools (UNIFI) – Giovanni Argenti C7.2 Demonstration of the tools on pilot areas (PNGP) – Ramona Viterbi	UNIFI	Giovanni Argenti	IAR, PNE, PNGP
C8	<b>Development of an adaptation strategy plan and policy recommendations of alpine pastures to climate change impacts</b>	PNGP	Ramona Viterbi	IAR, PNE
<b>D. Monitoring of the impact of the project actions (obligatory)</b>				
D1	<b>Monitoring and evaluation of the project impact on the climate change problem targeted</b>	UNIFI	Giovanni Argenti	ALL

<b>D2</b>	<b>Monitoring and evaluation of the project socio-economic impact on the local economy and population</b>	<b>INRAE</b>	<b>Claude Napoléone</b>	<b>IAR</b>
<b>E. Communication and dissemination of results (obligatory)</b>				
<b>E1</b>	<b>Information and awareness to general public and stakeholders</b> E1.1 Project website and logo (UNIFI) – Giovanni Argenti E1.2 Notice boards (UNIFI) – Giovanni Argenti E1.3 Informative layers (UNIFI) – Giovanni Argenti E1.4 Layman's report (UNIFI) – Giovanni Argenti	<b>UNIFI</b>	<b>Giovanni Argenti</b>	<b>ALL</b>
<b>E2</b>	<b>Participatory and demonstration events</b> E2.1 Participatory events (PNE) – Richard Bonet E2.2 Demonstration events (PNGP) – Ramona Viterbi	<b>PNE</b>	<b>Richard Bonet</b>	<b>ALL</b>
<b>E3</b>	<b>Training seminars and conferences</b> E3.1 Training seminars (PNGP) – Ramona Viterbi E3.2 Scientific conference (ARPA) – Marta Galvagno	<b>IAR</b>	<b>Mauro Bassignana</b>	<b>ALL</b>
<b>E4</b>	<b>Technical publications, participation in conferences and media work</b>	<b>ARPA</b>	<b>Marta Galvagno</b>	<b>ALL</b>
<b>E5</b>	<b>Networking with other LIFE and/or non-LIFE projects</b>	<b>UNIFI</b>	<b>Giovanni Argenti</b>	<b>ALL</b>
<b>F1 Project management (obligatory)</b>				
<b>F1</b>	<b>Project management, monitoring and evaluation</b> F1.1 Project management (UNIFI) – Giovanni Argenti F1.2 Project monitoring and evaluation (UNIFI) – Giovanni Argenti	<b>UNIFI</b>	<b>Giovanni Argenti</b>	<b>ALL</b>
<b>F2</b>	<b>After-LIFE Plan</b>	<b>PNGP</b>	<b>Ramona Viterbi</b>	<b>ALL</b>

## 4 Working plan and resources

### 4.1 Work plan

The working plan is following the contractual document (DoA, Annex II of the GA), both in terms of activities and scheduling. The different outcomes are also identified in the list of deliverables, in the mentioned document.

Annex 2 (Excel file) of this document includes a detailed Gantt Chart (deliverables, milestones, start and end date, duration, responsible) together with the tables with the allocated personnel and financial resources for each project action and each beneficiary. In the specific, in each sheet of the Excel file, the Gantt chart includes start/end date, duration of the Action and the partners responsible for it, as well as the project deliverables and milestones. The sheet with the resources contains the beneficiary responsible for each action together with the name of the Action Leader and Sub-Action Leaders and the allocated person days, and budget. This Excel file will be the main tools used by the Project Manager so as to have the overall supervision of project implementation, progress and respect of the due timeline.

### 4.2 Reporting and documentations

The Grant Agreement mentions some mandatory documents to be generated and delivered by the Consortium. The consortium shall transmit the reports and other deliverables through the coordinating beneficiary to the European Commission.

#### 4.2.1 Milestones

Milestones are tasks adding significant value to project scheduling, and allowing project managers accurately determine whether or not the project is on schedule. In that respect, through the supervision of Milestones schedule, the Project Executive Manager shall better monitor the progress of the Actions, asking the Action Leaders on their achievement. LIFE PASTORALP planned milestones are reported in Table 5.

**Table 5. List of Milestones and schedule**

DATE	ACTION	MILESTONES	RESPONSIBLE
31/12/2017	E1	Project web site launching	UNIFI
31/12/2017	A1	Stakeholders list identified	IAR
31/03/2018	E1	Leaflet and newsletter design, Notice boards settled	UNIFI
31/05/2018	E2	Stakeholders' proof commitment	PNE
30/06/2018	C6	List of adaptation strategies tested in test sites	PNE
30/06/2018	C3	List of environmental and socio-economic indicators	INRAE
30/06/2018	C1	Set-up of geodatabase and harmonized datasets	ARPA
30/09/2018	C7	Design of platform tools	UNIFI

30/09/2018	A2	List of adaptation option identified	<b>PNGP</b>
08/10/2018	C7	Receipt of permits for tests sites in PNE	<b>UNIFI</b>
31/12/2018	C6	List of test sites chosen	<b>PNE</b>
30/04/2019	B1	Notary deeds of land purchase	<b>PNGP</b>
30/06/2019	C7	PASTORALP Platform tools launched	<b>UNIFI</b>
30/09/2019	C4	Models calibrated and validated	<b>INRAE</b>
30/09/2019	C5	Vulnerability indicators analysed	<b>INRAE</b>
30/03/2020	C2	Pastoral typologies mapped	<b>IAR</b>
31/12/2020	C7	Selection of the two demonstration sites	<b>UNIFI</b>
30/06/2021	D2	List of socio-economic indicators	<b>INRAE</b>
30/06/2021	C7	Videos produced	<b>UNIFI</b>
30/12/2021	E1	Layman's report design	<b>UNIFI</b>
31/12/2021	D1	Assessment of impact indicators	<b>UNIFI</b>
31/12/2021	C7	Demonstration sites settled	<b>UNIFI</b>
31/12/2021	C7	Evaluation of platform tools by stakeholders	<b>UNIFI</b>
31/12/2021	C6	Feasible adaptation strategies identified	<b>PNE</b>
31/12/2021	E4	Media and press releases produced	<b>ARPA</b>
31/01/2022	E2	Demonstration events done	<b>PNE</b>
28/02/2022	E3	Training seminars done	<b>IAR</b>

#### 4.2.2 Deliverables

Deliverables are official documents constituted as contractual commitments for the project and serve as the basis for periodic reviews. As such, beyond being the substantial outcomes of the project they also serve as content-oriented reporting towards all the beneficiaries, the monitor and the EC. The LIFE PASTORALP consortium has defined a list of deliverables that are contractually bound to be submitted to the EC. These deliverables are listed in Form C “Deliverables products of the project” of the DoA; in table 5 deadlines and list of responsible are reported. The deadline of Deliverable A.2 (“Report on the review and assessment of national and European legislation, guidelines, plans and best available techniques”) is marked in red because it was originally expected by the 14<sup>th</sup> April 2018 (in the DoA), but it has to be postponed to the 15<sup>th</sup> October 2018, i.e. by the end of A.2 Action.

Each deliverable has a responsible Beneficiary from the consortium, as stated in the Annex 2 (sheet “list of deliverables”) and depicted in table 6. The beneficiary will nominate an accountable person inside the organization that will be in charge of the production of the deliverable.

In this step, the originating Action Leader creates the draft deliverable. Most of the work will be done inside the Action, with the contribution of the involved beneficiaries. The Action Leader may ask other beneficiaries for help or further clarifications, if needed. Each deliverable shall include an Executive Summary section, where basic/brief information about the content of document, its scope and relations with other deliverables, main findings and conclusions are reported.

Each originating deliverable owner (the responsible beneficiary, i.e. AL) shall nominate peer reviewers for his/her deliverable among those professionals from PASTORALP consortium better qualified in terms of competences, expertise and experience to provide substantial insights. At the end, it will be the responsibility of the members of the Technical Committee to formally review and accept deliverables as valid, but earlier involvement of peer-reviewers will allow for a more secured, efficient and effective production of deliverables.

The peer-reviewers will check the draft document and evaluate if the following questions are positively addressed:

- Are the goals clearly described?
- Are the results correct and well defined?
- Are the targeted beneficiaries of the Actions clearly identified?
- Are the needs and requirements of the targeted Actions appropriately outlined and considered?
- Is the content appropriate and sufficient for the purposes of the deliverable?
- Are the Action risks identified and measures taken?

The reviewed document is then returned to the deliverable owner (AL). This reviewed document, once sent to the Monitor, will be sent to the EC and then kept stored in the PASTORALP shared archive (see section 6).

**Table 6. List of Deliverables, deadlines and Responsible**

DATE	ACTION	DELIVERABLE	RESPONSIBLE	ACTION LEADER
15/12/2017	F1	Project Management Plan (PMP)	UNIFI	Giovanni Argenti
15/01/2018	A1	Communication, Dissemination and Stakeholder engagement strategy plan	IAR	Mauro Bassignana
15/10/2018	A2	Report on the review and assessment of national and European legislation, guidelines, plans and best available techniques	PNGP	Ramona Viterbi
15/07/2018	C1	Report on future climate scenarios for the two study areas	ARPA	Marta Galvagno
31/12/2018	C3	Report on list of indicators and relevant thresholds	INRAE	Gianni Bellocchi
31/10/2019	C4	Models outputs	INRAE	Gianni Bellocchi
31/10/2019	E2	Report on what emerged from consultation workshops	PNE	Richard Bonet
31/12/2020	C2	Up-to-date cartography of the mountain grasslands of the study area	IAR	Mauro Bassignana
31/01/2021	C5	Report on vulnerability analysis	INRAE	Gianni Bellocchi
30/06/2021	E2	Report on what emerged from validation workshops	PNE	Richard Bonet
31/01/2022	C6	Feasible adaptation strategies (FAS)	PNE	Richard Bonet
28/02/2022	E3	Proceedings of the international scientific conference	IAR	Mauro Bassignana
30/03/2022	D1	Compiled table of impact indicators	UNIFI	Giovanni Argenti

30/03/2022	C8	Integrated Adaptation Strategy plan and policy recommendations of alpine pastures to climate change impacts	PNGP	Ramona Viterbi
30/03/2022	E1	Layman's report	UNIFI	Giovanni Argenti
30/03/2022	F2	One (1) After-Life plan	PNGP	Ramona Viterbi
30/03/2022	C7	One (1) demonstration/tutorial video of the PASTORALP platform tools	UNIFI	Giovanni Argenti
30/03/2022	E1	Project leaflets and newsletters	UNIFI	Giovanni Argenti
30/03/2022	E4	Replication and transfer plan	ARPA	Marta Galvagno
30/03/2022	D2	Report on the assessment of the project socioeconomic impact on the local economy and population	INRAE	Claude Napoléone

### 4.2.3 Project reports

LIFE PASTORALP envisages 4 official reports (see table 7) that will be produced according to LIFE templates and instructions.

Six-ten months before the deadline, the Project Executive Manager will organize a “report team” (both technical and financial) so as to appoint a responsible person from each beneficiary who will be engaged on it and agree on list of content and schedule in the preparation.

Drafts of the reporting will circulate amongst beneficiaries so as to make corrections and improvements. The final drafts will be sent by the Project Executive Manager to the Technical Committee for a final review and afterwards to the Monitor for suggestions before formal submission.

**Table 7. Schedule of LIFE PASTORALP official reporting**

REPORT	DEADLINE
First Progress Report	31/03/2019
Mid-Term Report	30/09/2020
Second Progress Report	30/09/2021
Final Report	30/06/2022

### 4.2.4 Internal documents

Internal documents are Consortium working documents that can be considered as instrumental for the daily management of the project execution. These documents are intended to help following up the progress of the project, keeping control on the resource allocation and budget distribution, and are aimed at mitigating and resolving risks that can occur during the project implementation.

There are a number of identified internal documents for the purpose of the project:

- Monthly reports;
- “End-of-Action” internal reports;
- Internal discussions and reports (meeting minutes).

During the life of the project a certain number of internal discussions will be necessary to exchange information and to settle and agree on the different technical and operational issues that may arise within and amongst Actions. These discussions may be addressed by e-mail, Skype for

Business (or any other equivalent system) call conferences, in face to face meetings or by phone calls between the relevant beneficiaries.

For this reason, no special template is established for the discussion activities and internal reports. All relevant decisions and agreements may be included in the corresponding Action leaders' monthly reports or Meeting Minutes, whatever is appropriate.

The dissemination level of internal discussions is strictly confidential as it is relevant only to the Consortium members. Accountable persons (Action leader, or the Project Executive Manager, depending on the issue) may store the discussion documents and messages minutes in their respective archive folder in the shared documents' repository.

#### 4.2.4.1 *Monthly reports*

Monthly progress reports are prepared monthly by the Project Executive Manager with inputs from Action leaders and sent to the Monitor. These reports always refer to a determinate calendar month. These reports will state the progress and the achievements of the corresponding Action Leaders and their activities during the last month from an Action's point of view. The report must include all the deviations in regards to the work plan, and all the proposed resolution/mitigation actions. Any quality and/or risk issue must be declared despite it may have already been informed to the Coordinating beneficiary and all relevant participants.

These reports will be sent by the Project Executive Manager to the Project Monitor.

A template is delivered and will stay available to participants in the shared documents' repository.

#### 4.2.4.2 *Meeting minutes*

In order to disseminate and share the outcomes and results of any project meeting and related to an Action or sub-action, meeting minutes will be generated as soon as possible.

The minutes will include the list of participants, agreements and decisions taken, and will state the next steps to perform and a ToDo list.

The minutes will be distributed to and confirmed by all the meetings' attendees, distributed to all relevant recipients that should be aware of the results of the meeting and stored in the corresponding shared repository folder. A template is delivered and will stay available to participants in the shared documents' repository.

The Project Executive Manager will always participate to the meetings. The responsible person for the generation of the minutes is the person that has called the meeting.

The minutes of each meeting will be drafted by the Executive Project Manager and distributed to the participant beneficiaries following the LIFE PASTORALP minutes template. Draft minutes shall be circulated to the participants within fifteen (15) calendar days after a meeting for comment.

The minutes shall be considered to be agreed by the participants if within seven (7) calendar days from receipt, there are no recorded objections to the host partner.

#### 4.2.4.3 *End-of-Action internal reports*

The 'End-of-Action internal reports' will be short reports containing information on the work done within the A and C Actions, and a comparison with the original objectives that have been set up at the beginning of the project through an analysis on the progress indicators (Table 8).

The Action Leaders will be in charge of preparing these reports once the Action has been finalized. These reports will be sent to the Technical Committee providing a short feedback statement categorizing the report as: *very good, good, satisfactory or non-satisfactory* through a checklist that will be developed for this purpose by the Project Executive Manager. In case the TC accounts that the project objectives have not been achieved satisfactorily, corrective actions will be suggested by the TC and afterwards taken. For any important variations from the foreseen time schedule, the European Commission will be notified and informed on the corrective actions that the TC has decided to undertake.

### 4.3 Incidents and corrective actions

An incident is something unforeseen and currently happening that has a negative impact on the project and requires resolution for the project to proceed successfully. Incident management is the process of identifying, analyzing, responding to, and tracking incidents affecting the project. The scheduled preparation and delivery of the internal reports do not prevent the immediate reporting of any problem or abnormal circumstances detected during the course of the project by the Action leaders, and potentially affecting the achievement of the project’s objectives. In the case where deviation from the plans and/or a reported risk or problem might have a significant impact on the project performance, the General Project Assembly will decide on corrective measures to be implemented (see also “Risk management and mitigation” section)

### 4.4 Project meetings

Different type of meetings will be held during the LIFE PASTORALP project. Periodic progress meetings are:

- General Project meetings will be held at least once a year.
- Technical and Administrative Meetings will be held at least once a year, ideally in connection to the General Assembly meeting. The Technical Committee will additionally meet whenever necessary via Skype and/or conference calls.
- Steering Committee meetings will be held at least once a year, ideally in connection with a General Project meeting. The SCs will additionally meet whenever necessary using Skype and/or conference calls.
- Other project meetings will be held throughout the project, often in connection to another event, such as a planned workshop and/or participation to relevant conferences.
- Monitor and Advisor meetings for updating the Project Monitor Team and the EASME advisor team on Project progress and outcomes achieved (once a year).
- Technical/working meetings with no specific meeting schedule.
- Coordination between Actions meetings where Action and Sub-Action Leaders will participate.

*Ad hoc* case meetings:

- Dissemination events: conferences, launching events, workshops, seminars, demonstration events, etc.
- Capacity-building meetings (training, round trips, etc.).

A list of meetings envisaged during the project as well as locations is Table 8.

**Table 8. List of planned meetings**

<b>ACTION</b>	<b>WHAT</b>	<b>WHERE</b>	<b>Who organizes</b>
F1	Kick-off meeting (1 full day meeting)	Torino (IT) (c/o PNGP headquarter)	PNGP
F1	Management meeting + technical meeting + steering committee meeting + administrative meeting (1 full day meeting)	Aosta (IT)	IAR
F1	Management meeting + technical meeting + steering committee meeting + administrative meeting (1 full day meeting)	Grenoble (FR)	INRAE

F1	Management meeting + technical meeting + steering committee meeting + administrative meeting (1 full day meeting)	Torino (FR)	PNGP
F1	Management meeting + technical meeting + steering committee meeting + administrative meeting (1 full day meeting)	Gap (FR)	PNE
F1	Final project meeting (1 full day meeting)	Torino (IT) (c/o PNGP headquarter)	PNGP
F1	Project management	Bruxelles	EC
E3	Scientific conference	Aosta (IT)	ARPA
E2	Launching event with stakeholders and local authorities	PNGP (FR)	PNGP
E2	Launching event with stakeholders and local authorities	PNE (FR)	PNE
E2	Consultation workshop with stakeholders	PNGP (IT)	PNGP
E2	Consultation workshop with stakeholders	PNE (FR)	PNE
E2	Validation workshop with stakeholders	PNGP (IT)	PNGP
E2	Validation workshop with stakeholders	PNE (FR)	PNE
E2	Demonstration event	PNGP (IT)	PNGP
E2	Demonstration event	PNE (FR)	PNE
E3	Training seminars	PNGP (IT)	PNGP
E3	Training seminars	PNE (FR)	PNE

#### 4.4.1 Meeting principles

Project meetings will be announced in advance by the Project Executive Manager to the beneficiaries via emails. Meeting preparations and logistics are under the responsibility of the hosting partner organization, in collaboration with the management support team.

The hosting organization will cover the following expenses:

- Conference room rent and facilities;
- Catering during the working day.

Each participant will be responsible for the travel expenses and for the accommodation during the meeting. Participants in meetings should be directly concerned with the subject of the meeting. Where appropriate, small working meetings will be selected rather than large ones.

General Project Meeting and Monitor/Advisor meetings dates shall be selected in an *ad hoc* way through a doodle survey in order to be sure to have a wide participation. The doodle survey will be launched sufficiently in advance to ensure the possibility for all participants to attend the meeting. If possible, meetings with different purposes should be combined to save both travel time and money.

A detailed description of the travel information shall be provided (address, details of transport, schematic map of the meeting location, telephone contact), as well as a recommendation of hotels by the hosting party.

The Power Point presentations summarizing the results including the agreed action plan will be prepared by Action Leaders according to PASTORALP templates provided by the Project

Executive Manager. The minutes and the action plan shall be produced by the Project Executive Manager and revised by the Technical Committee.

#### **4.4.2 Responsibilities of the meeting participants**

Participants will contribute to the definition of meeting objectives, the agenda and the preparation of presentation on the activities carried out and eventual decisions. Moreover, each participant shall contribute to the meeting preparation and follow-up by providing:

- Working documents: discussion papers which list the main subjects to be discussed during a meeting. These papers will be distributed in advance by the Project Executive Manager and not during the meeting itself, in order for the partners to prepare for the meeting;
- Contributions to the agenda;
- Preparation of Power Point presentations targeted to the Project actions.

#### **4.5 Indicators of Progress**

The project proposal contains detailed Action and sub-action descriptions indicating the planned activities, responsibilities, partner contributions, expected products and milestones. The Action leaders through the monthly report and End-of-Action reports will provide feedback on progress and goals achieved. This information will serve as general indicator for monitoring of the overall progress of the project.

The work plan identifies activities at Action and sub-Action level, but in technical meetings more detailed decisions will be taken on who is doing what and when. At each meeting an Action Plan should be drawn up within the minutes and this will also serve as indicator for the monitoring of the work progress.

All beneficiaries will report budget expenditure in the first progress report, mid-term report, second progress report, and final report (see Table 6). If there is significant deviation, the resource consumption should be compared to the activities reported by that beneficiary at the Action level and the reasons for this deviation, and any possible problems and/or risk should then be looked at and reported.

The progress of the project should also be monitored according to higher-level criteria, in order to ensure that the results meet the expectations. Measurable Indicators of Progress (see Table 9) have been defined in the project proposal. These will help the Project Executive Manager and the Technical Committee to evaluate each action's progress (End-of-Action reports) and they will be monitored in the work progress reporting.

**Table 9. Indicators of progress for each project action**

<b>ACTION</b>	<b>INDICATOR</b>	<b>WHEN</b>	<b>EXPECTED</b>
<b>A1</b>	N° of stakeholders groups identified in each Study area	A1 completion	> 6
	N° of stakeholders identified in each Study area	A1 completion	> 15
	N° of communication channels taken into account in the Communication and dissemination plan	A1 completion	>7
<b>A2</b>	N° of adaptation options for pastures identified and evaluated	A2 completion	> 30
	N° of criteria used for the evaluation of the adaptation options	A2 completion	> 5
<b>C1</b>	N° of layers collected	C1 completion	> 20
	N° of bibliographic reference used	C1 completion	> 20
	N° of research studies/previous projects considered	C1 completion	> 5
	N° of climate change models used	C1 completion	> 2
	N° of scenarios and future periods considered	C1 completion	> 2
	N° of climate change maps produced	C1 completion	>2
<b>C2</b>	N° of pastures typologies mapped	C2 completion	> 6
<b>C3</b>	N° of environmental and socio-economic indicators	C3 completion	> 10
<b>C4</b>	N° of simulation models calibrated and validated	C4 completion	> 3
	N° of pastures typologies modelled	C4 completion	> 5
<b>C5</b>	N° of impact and vulnerability indicators studied	C5 completion	> 10
<b>C6</b>	N° of test sites	C6 completion	> 4
	N° of adaptation strategies identified	C6 completion	> 4
<b>C7</b>	N° of tools included into the platform tool	C7 completion	> 5
	N° of access to the platform tools	after 3 yrs end of project	>100
	N° of evaluators providing feedback for the optimization of the platform tools	C7 completion	> 50
	N° of people that filled the questionnaires for the evaluation of the demonstration events	C7 completion	> 30
	Percentage of stakeholders that positively evaluated the PASTORALP platform tools	C7 completion	> 90%
	Percentage of stakeholders from other areas that expressed willingness to replicate the PASTORALP tools to their areas as well	C7 completion	> 75%

<b>ACTION</b>	<b>INDICATOR</b>	<b>WHEN</b>	<b>EXPECTED</b>
<b>C8</b>	% of pastoral areas where adaptations strategies are implemented	after 3 yrs end of project	70%
	N° of copies of the final documents on the adaptation strategy distributed in paper and electronic form	C8 completion	>150
<b>D1</b>	% of the climate change adaptation final target indicators achieved	D1 completion	100%
	% of climate change adaptation intermediate targets achieved on time	D1 completion	> 90%
	% of problems identified and solved	D1 completion	100%
<b>D2</b>	N° of socio-economic indicators used	D2 completion	> 5
<b>E1</b>	N° of visitors of project web site each month	E1 completion	> 100
	N° of update of project web site/per month	E1 completion	>1
	N° of notice boards installed	E1 completion	16
	N° of leaflets distributed	E1 completion	1000
	N° of people where the newsletters are distributed	E1 completion	>200
	N° of copies of Layman's report distributed	E1 completion	> 150
<b>E2</b>	N° of people that will participate in each launching event	E2 completion	> 10
	N° of people that will participate in each consultation workshops	E2 completion	> 10
	N° of people that will participate in each validation workshops	E2 completion	> 10
<b>E3</b>	N° of people that will participate in each training event	E3 completion	> 10
	N° of people that will participate to the international conference	E3 completion	> 40
<b>E4</b>	N° of technical publications of the project findings in scientific journals	E4 completion	> 2
	N° of participation of press releases related to the project	E4 completion	> 20
	N° of press articles	E4 completion	>5
	N° of announcement to radio stations	E4 completion	> 4
	N° of press conferences	E4 completion	>1
<b>E5</b>	N° of networking projects	E5 completion	> 4
<b>F1</b>	N° of Steering Committee meetings for each study area	F1 completion	>4
	N° of members comprising each Steering Committee in each study area	F1 completion	> 10
	N° of Technical Committee meetings	F1 completion	> 6

<b>ACTION</b>	<b>INDICATOR</b>	<b>WHEN</b>	<b>EXPECTED</b>
<b>F2</b>	% of deliverable submitted in time	F2 completion	90%
	% of milestones achieved in time	F2 completion	95%
	% of problems identified and solved	F2 completion	100%
<b>F3</b>	% of Financial statements of all beneficiaries validated	F3 completion	100%
<b>F4</b>	N° of actions that will continue after LIFE project	F4 completion	>3

## 5 Risk management and mitigation

The following table (10) gives an overview of possible risks identified beforehand, at the time of proposal and confirmed at the kick-off meeting, indicating the remedial and mitigation strategy to prevent them or to reduce their impact in the project in case they may occur.

**Table 10. List of risks in actions implementation and mitigation strategies**

Action	Description of risk	Mitigation strategy
A1	Late communication of the proper messages tailored to the right target	Through the Development of the Stakeholders Engagement Strategy (DA.1) at the beginning of the project, will clearly address all communication activities, identify the target audience, and the proper communication format
	Low number and relevance of stakeholders reached	The organization of Launching events will ensure a wide engagement of stakeholders
	Effective engagement of stakeholders	Creation of two Steering Committees, Provision of Stakeholders' proof commitment
B1	Ministerial auditors, that can question about the costs per hectare	Land purchasing costs were estimated by an external expert, and in any case it can be easily solved, adjusting the surface the PNGP will purchase.
C1	Low number of pre-existent data	The two parks (PNE and PNGP) own most of the available pre-existing data on pastoral practices, and the current status of the farming systems on their respective territories
	Difficulties in vegetation (legend) data harmonization	Specific joined field surveys and meetings will ensure the establishment of common vegetation characterization keys
	Too coarse spatial resolution of climatic data	In order to fit models requirements and vegetation mapping, downscaling procedures will be implemented. Moreover, <i>ad hoc</i> meetings will be organized between modelers and pastoral experts so as to define a proper spatial resolution unit
	Low number of meteorological data, bad quality data	In case data from meteorological station will be insufficient, spatialization procedures will be implemented. Moreover, in case meteorological series will result bad under a quality check, interpolation techniques will be applied.
C2	Constraints in mapping pastoral vegetation under a same legend between the two Parks	Specific meetings and joined field surveys will be organized, in order to conform and adjust the current methods deployed in the two parks
C3	Difficulties in identifying common socio-economical indicators valid for the two Parks	In-depth analysis of the area-specific, local productive systems and their evolution in the last decade will be performed. Moreover, a

		database analysis will be coupled with interviews to the local actors both at PNGP and PNE, in order to find the socio-economical indicators best-indicating/representing the local conditions
<b>C5</b>	The translation of vulnerability indicators (and maps) into key operational tools that can be used by the stakeholders can be difficult	The multi-annual experience of INRAE in the use of specific approaches such as the participatory modelling, which implies the direct involvement of local actors and stakeholders. They will develop pathways for the creation, adaptation, abandonment or redeployment of activities, to understand the societal consequences of these choices, to anticipate the organization and resources required for innovative responses and to better understand likely reconfigurations
<b>C6</b>	Identification of representative test sites	The test sites will be the farming systems where the identified management strategies will be deployed in the field. This requires a direct involvement of shepherds and farmers, their commitment in the application of the proposed practices and the possibility to have the same farmer on the same site for the project lifetime and beyond. However, given that the parks have already contacted a number of potential users the beneficiaries are confident to be able to meet these requirements. Moreover, specific compensation measures will be estimated for the farmers/shepherds economically impacted by the proposed management practices
<b>C7</b>	Feedbacks from stakeholders on the Platform tools are not considered satisfactory	A contingency plan will be developed for increasing communication actions to already identified and additional stakeholders in order to maximize participation and feedbacks in the evaluation phase
	Low participation on the demonstration events	To ensure high participation level, participation forms will be sent along with the invitations in order to allow the organization team to know a priori the participation level and in case this is not satisfactory, to intensify related dissemination activities. The implementation of the test sites in the protected area of PNE will require specific permits in order to conduct experimental activities. A consultation with the parks scientific council will be necessary and a specific permit will be obtained in relatively short time .

If during the project unexpected risky situations or events occur, their mitigation actions will be activated through a revision of table 9 in order to modify it with updating information from the risk mitigation activities carried out, from new internal circumstances of the project and/or from external conditioning factors. This is considered an on-going activity that will be coordinated by

the Project Management in cooperation with Action Leaders through different projects meetings held regularly or ad-hoc.

## 6 Document and information exchange/sharing

During the lifetime of the PASTORALP project, many documents and data will be produced. The Project management team will create and administer a shared folder that will be used as repository/archive of all documents (financial and technical) and data. This shared folder will be used for internal information exchange considered relevant for the project.

The shared folder will help to provide a common place where information can be found, reports can be downloaded/uploaded or commented on and versions tracked. It will include documents in electronic version such as reports, maps for printing or data in any other form. All new data and applications, reports and maps produced during the project can be uploaded in this repository in their different versions.

This platform will therefore contain all the documentation for the project (from bibliography, first draft, milestones and deliverables). Each participant of the consortium will be able to upload and download data and documents following simple rules.

Some simple rules should be followed in order to facilitate the management of information produced within the project, and to ensure consistent document presentation and management.

A shared PASTORALP folder on MEGA (<https://mega.nz/>) has been created and shared with all associated beneficiaries. Even if permissions for read, upload, download documents has been provided, some French partners encountered problems to connect to MEGA service, thus UNIFI will briefly create a shared folder in its server and it will make it accessible to all associated beneficiaries.