



## Project Partners



## Deliverable: Project Management Guidelines

Action F1: Project coordination, management and monitoring

LIFE13/NAT/CY/000176 "Improving lowland forest habitats for Birds in Cyprus"

Konstantinos Dimitrakopoulos, Haris Nikolaou & Takis Tsintides

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## ACTION F.1

### Project coordination, management and monitoring

### **DELIVERABLE: Project Management Guidelines**

#### *LIFE-FORBIRDS: Improving lowland forest habitats for Birds in Cyprus*

#### Project Data

<b>Project location</b>	Kavo Gkreko (CY3000005), Koshi - Pallourokampos (CY6000009), Stavrovouni – Potamos Panagias Stazousas (CY6000007)
<b>Project start date:</b>	01/10/2014
<b>Project end date:</b>	31/12/2017
<b>Total budget</b>	978.718 €
<b>EC contribution:</b>	489.359 € (50%)
<b>(%) of eligible costs</b>	100%

#### Beneficiary Data

<b>Name of Beneficiary</b>	Department of Forests, Ministry of Agriculture, Natural Resources and Environment
<b>Contact person</b>	Mr Takis Tsintides
<b>Postal address</b>	Louki Akrita 26, 1414, Nicosia, Cyprus
<b>Telephone</b>	+357 22805501, +357 99 432686
<b>Fax:</b>	+357 22805542
<b>E-mail</b>	ttsintides@fd.moa.gov.cy
<b>Project Website</b>	under construction

Beneficiary responsible for implementation:  
Department of Forests



with the support of all consortium members



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## List of abbreviations

AsPM: Assistant Project Manager

PM: Project Manager

CFA: Cyprus Forest Association

PMT: Project Management Team

CC: Consultation Committee

PO: Partner Organisation

DF: Department of Forests

PrCo: Project Coordinator

EC: European Commission

SCo: Scientific Committee

FU: Frederick University

GFS: Game & Fauna Service

## 1. Introduction

The overall aim of the Project Management Guidelines is to ensure smooth operation of the project; the manual describes the necessary procedures which will ensure proper and successful implementation of the LIFE-FORBIRDS programme. Furthermore, it describes a clear framework within which each Partner Organisation (PO) has a distinct role through effective and efficient communication and collaboration. The Project Management Guidelines outline the following:

1. Project management
2. Role and expected activities of Partner Organisations (POs)
3. Flow of information between POs and dissemination of project results
4. Timely preparation of deliverables.

## 2. Project management

The management of the project is organized in two general categories (Fig. 1): a) the Project Management Team (PMT), and b) the Scientific Committee (SCo).

The Project Management Manual aims to achieve an effective and efficient administrative, scientific and financial coordination, which will lead to the successful implementation of the project. The structure of the project team and their competences are essential elements for proper implementation of the project. POs will give great emphasis in fulfilling all aspects of management needs by assigning explicit roles and responsibilities to team members based on the availability of personnel, their skills and experience. Also, the complementarity of POs and the balance in the workload are carefully considered so as to assure optimal quality of results, time management and budget control. Figure 1 provides an overview of the structure of LIFE-FORBIRDS project management.

### 2.1 Project Management Team

The effective administration and project management is undertaken by the **Project Management Team (PMT) under the guidance and coordination of the Project Management Team Leader (Project Manager - PM)** Mr. Takis Tsintides, who is the Director of the Department of Forests (Coordinating Beneficiary). He has extensive experience in project coordination and management, both in European and National projects concerning environmental conservation and management.

The PMT consists of nine members. The **PM**, who is the liaison between the European Commission (EC) and the LIFE-FORBIRDS beneficiaries' consortium, and acts as the sole Point of Contact between the External Monitoring Team and the POs. Any information and clarifications about the project implementation will be requested from him. In addition, the PM will monitor and verify the timely realisation of expected periodical project reports which will be sent to the

EC (Inception Report, Mid-Term Report, Progress Report, Final Report) and the External Monitoring Team (Monthly Reports).

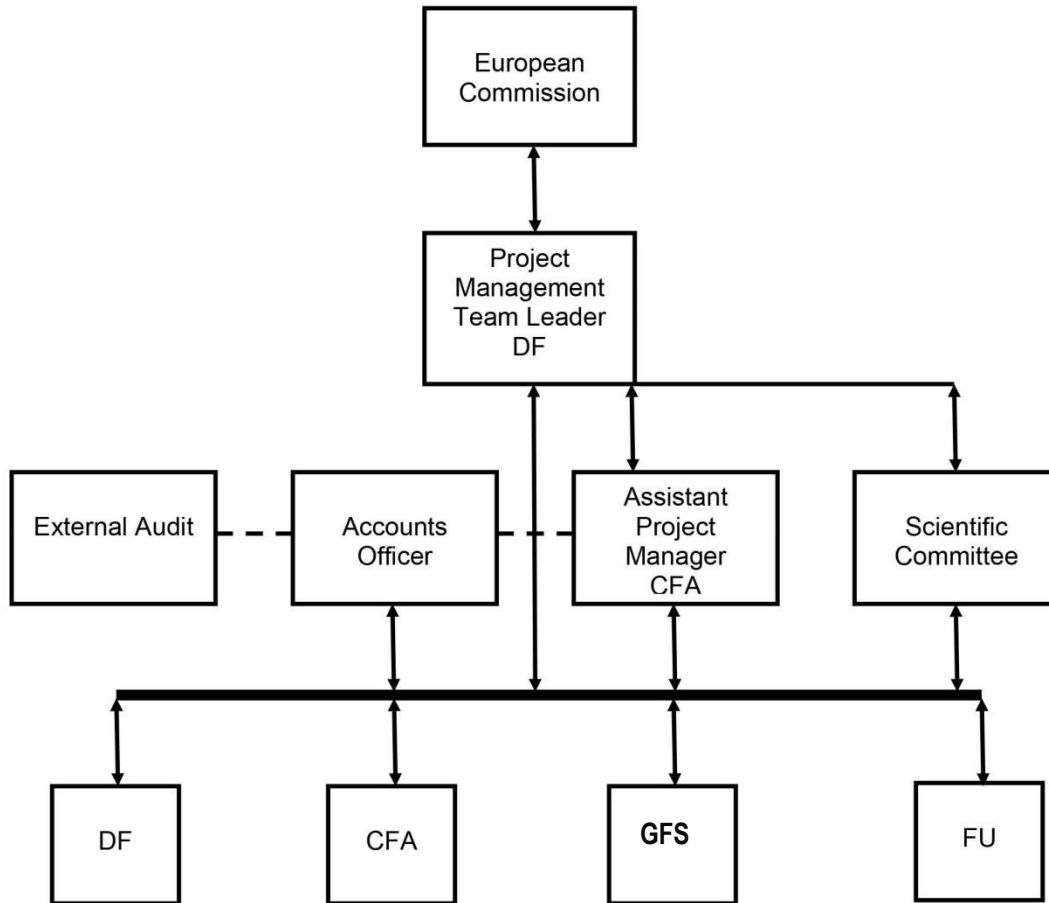


Figure 1: Organizational Structure of LIFE-FORBIRDS Project Management

The **Assistant Project Manager (AsPM)**, Mr. Konstantinos Dimitrakopoulos (Professional Forester under contract) who has a background and experience in project management, will have the responsibility to keep all records and forms of the project, prepare monthly reports to the Commission, as well as foreseen reports that will be approved by the PM prior to submission. The AsPM will be in charge of controlling the timely implementation of project actions and deliverables, as well as organize and schedule future tasks in collaboration with other members of the PMT in accordance with the PM suggestions. This management process aims to secure a constant flow of results and deliverables by close collaboration and respecting the proposed timetable and budget.

The PMT will be complemented by the **Accounting Officer**, Mr. Alexis Onoufriou (FU), who has experience in keeping financial records of LIFE projects, and will be in charge of the financial

administration of the programme. The Financial Manager will handle the financial issues and prepare the required financial forms, which will be forwarded to the PM whenever necessary (for external monitoring or for internal budget control).

The **Communication Expert**, Mr Kyriakos Pierides, who will aid in the designing of a more effective information campaign by preparing a communication strategy plan, by reviewing all the communication material produced by the programme's Actions, and by advising the Consultation Committee.

Finally, the PMT consists of the following representatives from the PO's; namely two representatives from DF: Mr. Haris Nicolaou, Mr. Takis Papachristoforou, the secretary of the CFA: Mr. Constantinos Pericleous, one from FU: Dr. George Demosthenous, and one from GFS: Mr. Nicolaos Kassinis.

The PMT will also be responsible for the overall monitoring of the project, according to the Project Progress Monitoring Protocol, which will be prepared by the end of February 2015. This protocol will be prepared by the PMT and will include specific monitoring indicators to review progress achieved. The Protocol will describe:

- the indicators of the project monitoring
- the milestones and the deliverables of the project
- the party that will be responsible for each deliverable
- the assessment criteria for each indicator
- the time-frame of the assessment for each indicator

## **2.2 Scientific Committee**

The Scientific Committee (SCo) will advise and evaluate the scientific quality of project's work and is established with the participation of the Project Management Team Leader (Chair), the AsPM, and one representative of each PO. Additionally, key members of SCo will be three external scientific experts as listed below:

1. Mr. Melis Charalambides, Chairman of the Birdlife Cyprus Council, Expert on birds
2. Dr. Jean – Marc Dufour, Applied Ecologist, Expert on the control of invasive species
3. Dr. Pinelopi Delipetrou, Biologist – Botanist, Expert on habitat types

SCo is necessary both as a support to the coordination by advising and evaluating the scientific quality of the project, as well as a body that can address the scientific and technical community on behalf of the project.

The members of SCo will be in continuous, informal contact with the PM, while SCo will spend a number of days in the project sites to help beneficiaries' personnel to do the work correctly. SCo will have four official meetings: one in March 2015, one in October 2015, one in March 2016 and the last in March 2017.



### 3. Role and expected activities of the participating organizations

The LIFE-FORBIRDS consortium has prepared a project proposal with a balanced workload among partners. Therefore, each PO is tasked to coordinate specific actions according to their expertise and experience, while the other partners provide additional support when required.

The **Department of Forests (DF)** has a multifold role, primarily acting as the coordinating beneficiary focusing on the effective and efficient project management. The main tasks undertaken by the forest personnel involve project progress monitoring (in collaboration with the AsPM), ascertaining the quality realization of results in terms of scientific approach (in close cooperation with SCo), budget and timeframe and serving as an information node both for internal and external purposes. In order to accomplish these tasks, DF controls the information flow among partners and when deliverables or milestones are completed or reached, it disseminates the information in a formal manner. Also, the EC and the PMT receive input from the DF.

In relation to project implementation, DF has to carry out a significant number of actions. As the official national forest managing authority is responsible for almost all concrete conservation actions (except C4). In particular, DF is responsible for *ACTION C.1: Creation of traditional agricultural fields*, which will result in the re-establishment of fields that will provide shelter, food and water for the avifauna of the project areas (both resident and migratory). The exact locations as well the technical specifications will be determined by Action A.1, and the success of the Action will be monitored through Action D.1.

Also, DF is in charge of *ACTION C.2: Improvement of water, food and nesting conditions*; by focusing on measures that will upgrade the availability of safe food, water, and nesting conditions for the targeted bird species throughout the project's implementation area. As with C1, The exact locations as well the technical specifications will be determined by Action A.1, and the success of C.2 will be monitored through Action D.1.

DF will undertake *ACTION C.3: Removal of alien plant species and restoration of indigenous vegetation*. The Action involves the control of invasive alien woody species over an area of 6 ha, and the re-establishment of indigenous vegetation that is currently present or existed in the past in the project sites. The habitat types that will be restored are the following: 5210 in Kavo Gkreko, 5220\*, 5330, 5420 in Koshi, and 9320 both at Koshi and Kavo Gkreko. The exact locations of the species to be removed will be mapped through Action A.1.

The measurement and documentation of the effectiveness of project's conservation actions will be achieved through *ACTION D.1: Monitoring of the impact of concrete conservation actions*. The Project's Conservation Monitoring Protocol will be prepared by DF and will be approved by SCo during its first meeting in March 2015. DF will be responsible for the evaluation of Actions C.3 and C.4, while GFS for Action C.1 and C.2 according to the Monitoring Indicators. The evaluation of the indicators will be undertaken by the responsible beneficiaries with the aid of SCo.

DF will be also coordinating two actions (E.1, E.2) concerning public awareness and dissemination of results: *ACTION E.1: Information and awareness campaign* aiming at information dissemination of the project to the local society, enhancing public awareness on the need to protect and conserve birds, and mitigating the problem of bird crime. The dissemination means of this Action include: a) a documentary on birds, b) printed information material, c) TV advertisements, d) articles in newspapers and magazines, e) lectures on birds, f) school competitions on bird-watching, g) school excursions for educational purposes, h) exhibitions, i) notice boards and information kiosks, j) information signs, k) stakeholder awareness workshops, l) training events of voluntary groups on forest fire, m) newsletters, and n) a Final-Info day. These activities will be undertaken by DF, CFA, GFS; namely (i), (j) and (l) by DF, (b), (d), (h), (m) and (n) by CFA, and finally (a), (c), (e), (f), (g) and (k) by GFS. *ACTION E.2: Website development and operation*, which will help making known the project, the sites and the species involved, but also to make aware more Cypriots of the financial tool of LIFE+ that contributes to the conservation of our natural heritage. It will also help in encouraging public discussions on bird protection issues especially the problem of illegal bird catching and bird crime. A private company will be hired to undertake the creation and regular update of the webpage.

Regarding the overall project operation and monitoring of its progress, DF is responsible for the *Project coordination, management and monitoring (ACTION F.1)*. This action will secure: an effective cooperation and unobstructed flow of information between the PO's, a rational administrative, scientific and financial coordination of the project, a timely and proper implementation of project's actions, the resolving of any problems along with the elaboration of modifications if necessary, and finally the clarification of the roles of the personnel along with specific task allocation.

Furthermore, DF will formulate and organize the *Scientific Committee (ACTION F.2)*. Its operation will ensure that each measure and activity of the project will be implemented in a scientifically sound manner and will exploit the internationally acquired knowledge and quality levels.

Finally *ACTION F4: After-LIFE Conservation Plan*, prepared by the DF, will describe the following: a) how the coordinating beneficiary (DF) will continue after project completion to communicate and disseminate the results and achievements of the project, b) a scheme regarding maintenance of infrastructure, tending of plantations, continuation of sowing of cereals/legumes in the fields, maintenance of water points and monitoring of the contribution of measures to bird populations of the sites, and c) a list of proposed ways to implement similar actions in other state forest areas that have been designated as SPAs in Cyprus.

The **Cyprus Forest Association (CFA)** will coordinate *ACTION A1: Mapping of the exact locations for the implementation of the concrete conservation actions and technical specifications*. The survey data will provide necessary information that is crucial for the successful implementation of all concrete conservation actions and for reducing execution cost. It is of fundamental importance for the success of the project to choose the best locations using criteria of sustainability, efficiency and impact on the ecosystem. DF will produce the two maps with the distribution of invasive and alien species, FU will undertake the elaboration of all Environmental Impact Assessments, the technical study for the construction of the weir will be prepared by a professional engineer, CFA will produce the three maps containing the implementation of Actions





C1, C2, C4 and a composite technical report of the various measures related to Actions C1, C2 and C4 with the provision of the necessary information by DF and the comments of the Game Fund Service (GFS). Finally, CFA will and provide the scientific data and project results through a *Layman's report (ACTION E.3)*.

**Frederick University (FU)** is coordinating *ACTION A.2: Preparation of a management plan for Koshi – Pallourokampos Natura 2000 site*. The Plan will follow the lines prescribed in the “Guidelines for the Preparation of Management Plans for Natura 2000 sites in Cyprus”, and it will place emphasis on the conservation of bird populations for which the site is considered important. DF and GF will critically review and comment the draft management plan and approve its content before submission to the Scientific Committee of the Department of Environment. FU is also is coordinating *ACTION D.2: Monitoring of the impact on socio-economic aspects and ecosystem functions*, which will identify and assess the impacts of the project on important socio-economic components of the local communities (Municipalities of Agia Napa and Paralimni, as well as Lympia, Pyrga and Anglisides villages) located near the project areas. Finally, FU will coordinate networking with other LIFE and/or non - LIFE projects (*ACTION F.3*) for useful exchange of information on conservation experiences and issues related to the project.

**GFS** will undertake *ACTION A.3: Assessment of the population of targeted bird species in the project sites*. A technical report, which will be the deliverable of this action, will provide updated information on the population size and favorable reference value for the targeted bird species. It will also provide important baseline information for the details of certain Concrete Conservation Actions and for the Management Plan (Action A.2). The information needed for the completion of the report will be completed to some extent by later observations of the patrolling members of GF (Action C.4). The data collected will lead to revision of Standard Data Forms for the project sites which will be done by the competent authority (GFS) before the end of the project.

*ACTION C.4: Combating bird crime in the project areas* will be carried out by GFS. Bird trapping is a serious conservation problem, mainly at the eastern part of the island. It is obvious that if bird crime continues at the same level, the sustainability of the project's objectives will be endangered. In order to do address the problem a Consultation Committee (CC) will be established to assess the problem and put forward suggestions mitigating it, evaluate progress and make final recommendations. CC which will have 7 meetings and consists by the following: (i) DF, (ii) Birdlife Cyprus (iii) Hotel Owners Association (iv) Cyprus Hunter's Federation (v) Union of Local Authorities, (vi) Local environmental associations and (vii) a Communication Expert who will prepare a communication strategy plan taking into account all communication means envisaged in the project proposal. CC will access and report the current situation on bird crime, and a related report will be produced by GFS. Additionally, CC will discuss and approve the patrol schedule to be implemented by GFS during main trapping seasons. A concise Action plan on bird crime which GFS will prepare will be also approved by CC, along with the final report on bird crime prepared also by GFS. DF will be responsible for limiting vehicular access on selected forest roads (about 20 km to be closed at all project sites) and for the production and installation of 25 warning/informing signs about illegal bird trapping. The goal of this Action is to decrease trapping-related incidents by 30% by the end of the project.

## 4. Flow of information between partners and dissemination of project results

### Information Flow

The smooth flow of information between the POs involved will ensure continuous and smooth progress of the project. Directly, PMT through PM will ensure the immediate and effective flow of information and communication among partners, using a range of appropriate tools such as electronic mailing, telephoning and teleconferences. In addition PMT will have 28 meetings to cope with unforeseen problems or handling urgent matters that may arise. The timetable planned will provide a guide to follow in terms of delivering results within specific time frames and preparing for future actions, both in short and longer term.

Indirectly, flow of information and communication will be further facilitated through SCo and CC meetings. During planned meetings, PMT will have the chance to induce direct discussions on the management and scientific quality of the project (outcomes and deliverables from each Action), while also controlling stakeholder awareness and active participation. The EC receives feedback through the External Monitoring Team and directly from PrCo when necessary. This information will be forwarded by PMT in a standardized manner (Fig. 1), always respecting the planned deadlines.

### Dissemination

An important aspect of the project is also the dissemination of results to European and local scientific community and authorities, as well as to the wider public. This is considered of outmost importance mainly because of the emphasis that EC gives on dissemination actions. Nevertheless, the consortium also acknowledges the facts that:

- No protection and conservation action will have a significant impact if it is not supported by local communities, authorities and visitors.
- No European added value can be achieved if successful habitat management and conservation approaches cannot reach a greater audience.
- Raising the public's awareness on the importance of bird species protection and conservation requires demonstration actions rather than plain discussion.

DF will be mainly responsible for these activities, with the assistance of the other participants. Mr. Takis Tsintides (PrCo, PM), Mr. Konstantinos Dimitrakopoulos (AsPM) and the Communication Expert will have a consulting role in preparing and finalizing all dissemination activities, most of which belong to E Actions category. These actions are planned to be achieved by:

- Promoting the project activities and outputs through the media: one 15' documentary and DVD's for distribution (500 copies), two types of informational leaflets (2000 total copies) and two types of posters to be distributed to schools etc, six TV advertisements, three articles in local media, two newsletters (3000 printings)
- Lectures in elementary schools (6)

- School competitions on bird-watching (4)
- Educational school excursions in the project sites (6)
- Exhibition participation at Agia Napa festival (3)
- 2-day awareness workshops for stakeholders (2)
- Erection of information kiosks (4)
- Installation of information signs (30)
- Training events on forest firefighting (3)
- Creating a specialized webpage
- Producing and presenting a Layman's Report

Conclusively, a project milestone for disseminating purposes will be reached by realizing a Final Info Day. It will be organized by the end of the project, aiming at presenting the final project outcomes. All target groups will be invited to participate. The target groups for this activity are the competent authorities, local authorities, universities and NGOs.

## 5. Timely preparation of deliverables:

A vital parameter of this Project Management Guidelines is the description of a procedure for effective preparation of project deliverables; their timely completion and high quality will be indicators of successful implementation.

The PMT, with the supervision of PM has the overall responsibility for coordinating the preparation of deliverables. However, the responsibility for each particular deliverable belongs to the corresponding PO as described in **Table 1**. Both PM and AsPM will be in continuous contact with the POs involved in each deliverable; the POs will regularly inform PM about the progress and any problems that may arise. According to previous experience, setbacks and unpredictable events are most of the times occurring when least expected. Furthermore, all POs participate in other projects at the same time, with obligations sometimes forming bottlenecks that require rescheduling of planned actions. Therefore, the plan should be followed as explained in the table below.

This project requires the preparation of forty four (44) deliverables in total. **Table 1** presents a short description of each deliverable, the actions within which each deliverable will be prepared, the completion months, the POs involved in preparing the deliverables and the PO mainly responsible for each deliverable.



**Table 1:** Project deliverables and respective responsible Partner organization for their compilation

Ser. No	Name of the Deliverable	Action	Deadline	Type of Deliverable	Participating Organization	Responsible Organization
1.	Minutes of the 1st meeting of Consultation Committee	C 4	31/12/2014	Document		GFS
2.	Patrol program	C 4	31/12/2014	Document		GFS
3.	Report on current situation on bird crime	C 4	31/12/2014	Document		GFS
4.	Project management guidelines	F 1	28/02/2015	Document		DF
5.	Project progress monitoring protocol	F 1	28/02/2015	Document		DF
6.	Composite technical report with the specifications of Actions C.1 and C.2	A 1	31/03/2015	Document		CFA
7.	Preliminary study on monitoring socioeconomic aspects and ecosystem functions	D 2	31/03/2015	Document		FU
8.	Project's Conservation Monitoring Protocol	D 1	31/03/2015	Document		DF
9.	Three maps with the locations of Actions C	A 1	31/03/2015	Maps		CFA
10.	Two maps with the distribution of alien plant species (C.3)	A 1	31/03/2015	Maps	DF	CFA
11.	Minutes of the 1st meeting of Scientific Committee	F 2	30/04/2015	Document		DF
12.	Publication of 1st Article on the project	E 1	30/04/2015	Document	CFA	DF
13.	Preparation of the first draft management plan for Koshi site	A 2	31/05/2015	Document		FU
14.	Report on Communication Strategy	C 4	31/05/2015	Document		GFS
15.	Environmental Impact Assessments	A 1	30/06/2015	Document	FU	CFA
16.	Minutes of the 2nd meeting of Consultation Committee	C 4	30/06/2015	Document		GFS
17.	Technical study for the weir	A 1	30/06/2015	Document	FU	CFA
18.	Deliver of an approved management plan for Koshi site	A 2	31/10/2015	Document	DF,GFS review	FU
19.	Production of TV spot on birds	E 1	31/10/2015	DVD / Media file	GFS	DF



20.	Technical Report on the population sizes assessment	A 3	31/10/2015	Document		GFS
21.	Minutes of the 2nd meeting of Scientific Committee	F 2	30/11/2015	Document		DF
22.	Minutes of the 3rd meeting of Consultation Committee	C 4	31/12/2015	Document		GFS
23.	Preparation and distribution of printed material (2 leaflets and 2 posters)	E 1	31/12/2015	Document / Posters	CFA	DF
24.	First Newsletter of the project	E 1	31/03/2016	Document	CFA	DF
25.	Power point presentation on birds for schools	E 1	31/03/2016	Slideshow	GFS	DF
26.	Minutes of the 3rd meeting of Scientific Committee	F 2	30/04/2016	Document		DF
27.	Publication of Article no. 2 on the project	E 1	30/04/2016	Document	CFA	DF
28.	Action Plan on bird crime	C 4	30/06/2016	Document		GFS
29.	Minutes of the 4th meeting of Consultation Committee	C 4	30/06/2016	Document		GFS
30.	Report on the 1st visit of networking with LIFE projects	F 3	30/06/2016	Document		FU
31.	Deliver of a documentary on birds	E 1	31/10/2016	DVD / Media file	GFS	DF
32.	Minutes of the 5th meeting of Consultation Committee	C 4	31/12/2016	Document		GFS
33.	Power point presentation on birds for schools	E 1	31/03/2017	Slideshow	GFS	DF
34.	Minutes of the 4th meeting of Scientific Committee	F 2	30/04/2017	Document		DF
35.	Publication of Article no. 3 on the project	E 1	30/04/2017	Document	CFA	DF
36.	Minutes of the 6th meeting of Consultation Committee	C 4	30/06/2017	Document		GFS
37.	Report on the 2nd visit of networking with LIFE projects	F 3	30/06/2017	Document		FU
38.	Second Newsletter of the project	E 1	30/06/2017	Document	CFA	DF
39.	Final report on bird crime	C 4	31/10/2017	Document		GFS
40.	Layman's report	E 3	30/11/2017	Document		CFA
41.	Proceedings of the expert's workshop in Cyprus	F 3	30/11/2017	Document		FU



42.	After LIFE conservation plan	F 4	31/12/2017	Document	GFS	DF
43.	Final study on socioeconomic aspects and ecosystem functions (with Final Report)	D 2	31/12/2017	Document		FU
44.	Minutes of the last meeting of Consultation Committee	C 4	31/12/2017	Document		GFS



## Acknowledgments

These guidelines have been prepared based on the relative outputs of two former LIFE+ projects; i.e. **LIFE10 NAT/CY/000717 (JUNIPERCY)** and **LIFE12 NAT/CY/000758 (LIFE-RIZOELIA)**