

EFFORTE –

‘Efficient forestry by precision planning and management for sustainable environment and cost-competitive bio-based industry’

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Coordinator: Natural Resources Institute Finland (Luke).

Deliverable 5.3.		
<i>Project management tools and communication strategy</i>		
Work Package 5 - Management and dissemination		
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RE	Restricted to a group specified by the consortium (including the Commission Services)	
CO	Confidential, only for members of the consortium (including the Commission Services)	
Nature of the Deliverable		
R	Report	R
P	Prototype	
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O	Other	

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1. Introduction

The EFFORTE project handbook has been prepared to guide project participants through all aspects of the project’s management and communication activities. The first version of the document is submitted as deliverable D5.3. The document will be updated continuously during the project and the most recent version will available at the project work space (<https://vyvi-some4.vy-verkko.fi/luke/efforte>).

1.1. EFFORTE management and communication contacts

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The contact details of the Project Officer are provided here for information. All project related contacts with the Project Officer should go through the Coordinator.

1.2. Consortium partners

The EFFORTE project consists of 23 partners of which 5 are research institutes, 13 large industry companies, 4 SMEs and 1 state owned enterprise (SOE).

Table 1. Consortium partners

Part. no	Participant name	Country	Primary contact person		
1	Natural Resources Institute Finland - Luke	Finland	Jori Uusitalo	Jori Uusitalo	jori.uusitalo@luke.fi
2	Oy Arbonaut Ltd	Finland	Jussi Peuhkurinen	Jussi Peuhkurinen	jussi.peuhkurinen@arbonaut.com
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11	Forêts et Bois de L'Est	France	Cyrille Pupin	Cyrille Pupin	cyrille.pupin@foretsetboisdelest.com
12	Office National des Forêts - ONF	France	Noémie Pousse	Noémie Pousse	noemie.pousse@onf.fr
13	sarl Sté d'Exploitation Forestiere de l'Est -SEFE	France	Etienne Lepere	Etienne Lepere	sefe@wanadoo.fr
14	Comptoir des Bois de Brive	France	Emmanuel Ripout	Emmanuel Ripout	Emmanuel.Ripout@ipaper.com
15	Woodilee Consultancy Ltd	United Kingdom	Shaun Mochan	Shaun Mochan	shaunmochan@aol.com
16	COPACEL – French Association of Paper Industries	France	Sylvain Lenet	Sylvain Lenet	sylvain.lenet@copacel.fr
17	SCA SKOG AB	Sweden	Magnus Bergman	Magnus Bergman	magnus.bergman@sca.com
18	HOLMEN AB	Sweden	Jan Ahlund	Jan Ahlund	jan.ahlund@holmenskog.com
19	Sveaskog Förvaltnings AB	Sweden	Urban Nordmark	Urban Nordmark	Urban.Nordmark@sveaskog.se
20	Stora Enso Skog AB	Sweden	Jan Gustafsson	Jan Gustafsson	jan.gustafsson@storaenso.com
21	James Jones and Sons Ltd	United Kingdom	David Leslie	David Leslie	D.Leslie@jamesjones.co.uk
22	Södra Skogsägarna Ekonomisk Förening	Sweden	Mats Wallin	Mats Wallin	mats.wallin@sodra.com
23	Creative Optimization - Sweden AB	Sweden	Mikael Frisk	Mikael Frisk	frisk@creativeoptimization.se

2. Project management structure

The project is divided into four research Work packages (WP1 Methodologies to predict trafficability of forest soils; WP2 Increased efficiency in silviculture; WP3 Big data databases and applications; and WP4 Validation and analyses of expected impacts). In addition, project Coordinator Luke is devoted to lead WP5 for Project management and dissemination and WP6 for Ethics requirements.

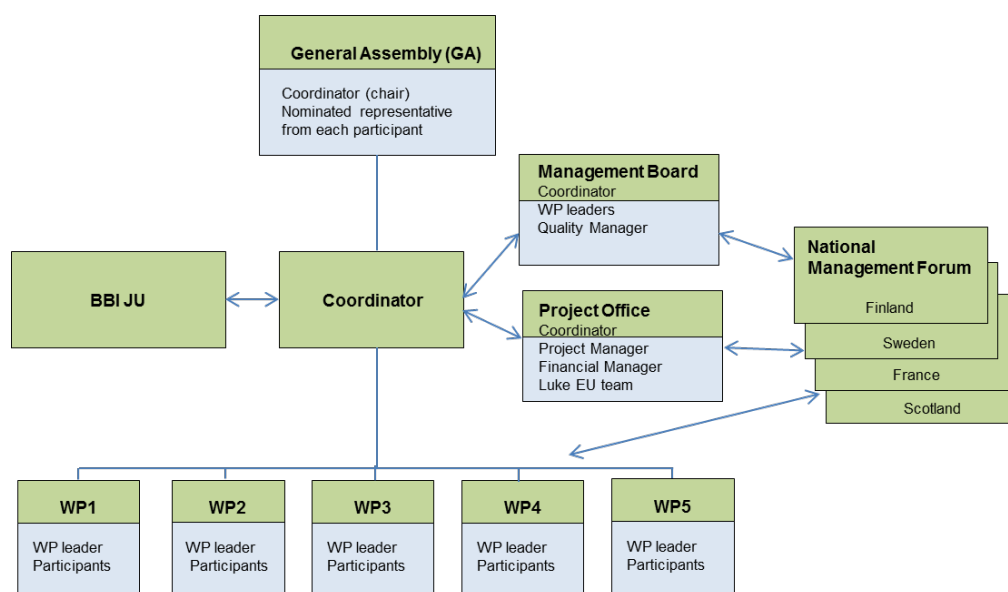


Figure 1. Organisational structure of the EFFORTE project.

2.1. Project coordinator and project office

The Coordinator, Luke, represented by Jori Uusitalo is the legal entity acting as the intermediary between the Parties and the Funding Authority. The Project Coordinator is the contact between the consortium and the EC. He chairs the Management Board which is the executive body of the project consisting of Work Package leaders in charge of their individual work packages, and the General Assembly (GA) which is the highest decision-making body of the consortium consisting of all partners.

A Project Office, consisting of the Project Coordinator (Jori Uusitalo), the Project Manager (Kari Väättäinen), the Communication manager (Niina Pitkänen) and Administrative Manager (Merja Perälä) has been established at the premises of the Coordinator. Project office is further supported by the Luke research support services (e.g. Jonna Mikkonen for project finances).

The Project Coordinator together with the Project Office is responsible for the administrative and financial management including day- to-day management and administration of the project, maintenance of the Consortium Agreement, assistance to project partners on administrative issues, transferring the payments to partners, monitoring the costs, monitoring the overall project progress, coordinating the technical and financial reports to the Commission, and identification of problems and their impact on the work plan.

2.2. General assembly

The General Assembly (GA) is the highest decision-making body of the project, and is composed of one representative per participating institution. The General Assembly is responsible for the strategic orientation of the project and also suggests re-orientation whenever necessary. It approves budget revisions, incorporation of new contractors, withdrawals of contractors, and measures towards defaulting partners.

2.3. Management board

The Management Board is the executive body of the project. It reports and is accountable to the General Assembly. It is composed of the Work Package Leaders and the Quality manager and is chaired by the Coordinator. The first General Assembly decided to extend the management board to include also the industrial contact persons from Finland, Sweden, France and UK, a representative from a Swiss partner, as well as the Project manager, Communication Manager and Administrative Manager.

The Management Board is in charge of the operational management of all the activities of the EFFORTE, and supervises project management. It prepares the decisions to be taken by the General Assembly (e.g. the description of work, budget allocation) and ensures that these decisions are properly implemented. It collects information at least every 6 months on the progress of the Project, examines that information to assess the compliance of the Project with the Consortium Plan and, if necessary, proposes modifications of the Consortium Plan to the General Assembly. It approves reports, deliverables and milestones prepared by EFFORTE, reviews progress against milestones and deliverables and resolves any organizational problems within the consortium, intervening early for corrective actions in case of delays etc. The Management Board also decides on how recommendations of the National Management forums are put into action. It ensures effective communication and practical collaboration within the project, and guides the dissemination and networking activities.

2.4. Work package leaders

Each Work Package will have a Leader who is responsible for the day-to-day management of the WP, and is in charge of the execution of the tasks included in the WP. Work Package Leaders are responsible for the design of a detailed work plan for their WP together with Task Leaders. They coordinate and monitor the progress of work under the WP and with related WPs. They are responsible for the communication within

the WP, they organize WP meetings to ensure proper execution of their work plan, and inform the Coordinator and the Management Board about the activities of the WP. If needed WP leaders reformulate the tasks and related budgets when the change does not influence other WPs or the consortium plan. If any changes are important to the success of the overall project, those will be reviewed by the Management Board. The Work Package Leaders follow up any decisions of the General Assembly of Management Board concerning the WP. They prepare the progress reports on their WP. All WP leaders are members of the Management Board.

Table 2. Work package Leaders as of February 2017

WP1	Trafficability	FCBA, Emmanuel Cacot	FR
WP2	Efficient silviculture	Luke, Timo Saksa	FI
WP3	Big data applications	Skogforsk, Erik Willen	SE
WP4	Validation and analyses of the expected impacts	Skogforsk, Isabelle Berqkvist	SE
WP5	Management and dissemination	Luke, Jori Uusitalo	FI
WP6	Ethics	Luke, Jori Uusitalo	FI

2.5. National Management Forums

The National Management Forums consist of representatives of the research organizations and industrial partners participating in the project. The National Management Forums guarantee that interests of industrial partners are taken into account, ensure that the project keeps on track regarding its expected impacts, and will add value to EFFORTE through commenting on the progress of the project and planning together coming activities.

2.6. Quality Manager

The Quality Manager ensures the quality of technical and scientific output of the project together with the responsible members of the consortium. Quality Manager is a member of the management board. Tomas Nordfjell was nominated to this position by the first GA of EFFORTE.

3. Meetings and decision making

3.1. Project meetings and participants

Joint project meetings / GA meetings will be organized as 2-day events at six-month intervals. If appropriate some GA members can participate in meetings remotely e.g. via Skype. Meeting schedules are shown in Table 3. Minutes from each meeting will be compiled and uploaded onto the password-protected project work space. Further ad hoc extraordinary meetings can be arranged and conducted in person, by telephone, Skype or video conferencing as appropriate. When possible, project meetings will be organized in conjunction with other scientific conferences or conventions related to the project topic.

Any Party which is a member of a Consortium Body should be present or represented at any meeting, or may appoint a substitute or a proxy to attend and vote at any meeting.

Table 3 Meeting dates and Participants.

Meeting	Date (month)	Participants
Kick-off meeting	1	All EFFORTE participants
Project meetings	Every 6 months	All EFFORTE participants
General Assembly meetings	Every 6 months	All EFFORTE participants; Only GA members have right to vote
Management Board	Every 6 months	Board members
National Management Forums	Every 6 months	All participants within the country in question
Final meeting	latest on month 36	All EFFORTE participants

The kick off was held 3.-4.10.2016 in Tampere, and the dates for the next project meetings have been agreed to be held on 3.-4.5.2017 (in France) and 2.-4.10.2017 (in Sweden).

3.1.1. Convening meetings

The Coordinator shall convene meetings of that Consortium Body.

	Ordinary meeting	Extraordinary meeting
General Assembly	Every 6 months	At any time upon written request of the Management Board or of 1/3 of the Members of the General Assembly
Management Board	Every 3 months	At any time upon written request of any Member of the Management Board

3.1.2. Notice of a meeting

The Coordinator shall give notice in writing of a meeting to each Member of that Consortium Body.

	Ordinary meeting	Extraordinary meeting
General Assembly	45 calendar days	15 calendar days
Management Board	14 calendar days	7 calendar days

The Coordinator shall prepare and send each Member of the General Assembly a written (original) agenda no later than 21 calendar days (ordinary meeting) and 10 calendar days (extraordinary meeting) preceding the meeting. For the Management board meeting Coordinator will send the Agenda 7 calendar days preceding the meeting.

Any Member of a Consortium Body may add an item to the original agenda by written notification to all of the other Members of the General Assembly up to 14 calendar days (7 calendar days for extraordinary meeting) preceding the meeting. Additional items to the agenda can be added 2 days before the Management Board meeting. During a meeting the Members of a Consortium Body present or represented can unanimously agree to add a new item to the original agenda.

Meetings of each Consortium Body may also be held by teleconference or other telecommunication means.

3.1.3. Minutes of the meetings

The chairperson of a Consortium Body shall produce written minutes of each meeting which shall be the formal record of all decisions taken. He/she shall send the draft minutes to all Members within 10 calendar days of the meeting. The minutes will also be stored at the common project work space. The minutes shall be considered as accepted if, within 15 calendar days from sending, no Member has sent an objection in writing to the chairperson with respect to the accuracy of the draft of the minutes.

3.2. Decision making

The General Assembly makes decisions upon simple majority with casting vote for the Coordinator in case of equality of votes (decision made by the first General Assembly meeting). Coordinator circulates to all Members of the Consortium Body a written document on the decisions including the deadline for responses. Decisions taken shall be considered as accepted if no Member has sent an objection in writing to the Coordinator. Any decision may also be taken without a meeting if the Coordinator circulates to all Members of the Consortium Body a written document, which is then agreed by the defined majority of all Members of the Consortium Body. Such document shall include the deadline for responses.

4. Financial administration

The maximum grant amount for EFFORTE is 2,230,221.00 EUR (Grant Agreement Article 5) the estimated total eligible costs being 4,203,421.25 EUR. The Coordinator administers the financial contribution of the BBI-JU to the project according to the Consortium Plan and the approval of reports by the Funding Authority. Individual partner budgets are defined on page 200-210 of the Grant Agreement. The more detailed information (e.g. on payments and possible budget changes) is maintained at the project work space (folder *EFFORTE PROJECT/Financial information*).

4.1. Payments

The Coordinator has collected bank details from all partners, and the Coordinator should also be informed on any updates or changes. The Pre-financing share was paid to the partners in the beginning of the project. In accordance of the pre-financing payment arrangements the beneficiaries were obliged to contribute to BIC's (Bio-based Industries Consortium) payment towards the BBI JU running costs by paying a fixed 4 % Project Contribution over the total attributed grant (not a project eligible cost). Within the project's runtime there will be one interim payment based on the submission of the financial report at M18. This payment is transferred within 90 days after the EC's approval of the report and is limited by the ceiling of 85% for funding to be received prior to the end of the project. The final payment will be made available after the end of the project. The payment arrangements are described in Article 21 of the Grant Agreement.

4.2. Eligible costs

The grant reimburses 100% of the action's direct costs plus a top-up of 25% for in-direct costs for partners receiving funding from BBI JU. The reimbursement is based on actual costs. In general, the costs must be incurred in connection with the action as described in Annex 1 and necessary for its implementation, must be actually incurred by the beneficiary, must be incurred in the duration of the project, reasonable, justified and documented (timesheets, project reference in the bills). More detailed instructions were compiled on the presentations "EFFORTE Administrative and Financial Guidelines MPE final" and "EFFORTE kick off meeting 3-5 Oct16_Tampere_P.Llorente. vF" (the files can be found at project work space in folder *EFFORTE PROJECT/Dissemination and communication/Project meetings/Kick off 3.-5.10.2016/Presentations/Management*).

4.3. Budget changes

The budget in Annex 2 of the Grant Agreement is an estimation. However, the maximum grant amount cannot be increased. Beneficiaries may transfer budget between budget categories without the need of a notification to the Commission/Agency or an amendment to the GA, if the action is implemented as described in Annex 1 of the GA. Budget changes should be communicated with the Coordinator and the Project Office, and accepted by the Management Board and general Assembly. Any significant change of the action tasks (e.g. if tasks are added/removed) or their division among the beneficiaries, or include of new subcontracts will require an Amendment to the Grant Agreement.

5. Reporting

5.1. H2020 Periodic reports

The action is divided into the following 'reporting periods':

- RP1: from month 1 to month 18 (1.9.2016 – 28.2.2018)
- RP2: from month 19 to month 36 (1.3.2018 – 31.8.2019)

The coordinator must submit a periodic report within 60 days following the end of each reporting period. Each reporting period will imply the submission of the Financial and the Technical reports to the Participant portal.

Periodic technical reports should include

- an explanation of the work carried out by the beneficiaries
- an overview of the progress towards the objectives of the action, including milestones and deliverables identified in Annex 1 and including explanations justifying the differences between work plan and the work that was actually carried out
- a summary for publication
- the answers to the 'questionnaire' covering issues related to the action implementation and the economic and societal impact

Periodic financial reports (including requests for payment) should include

- an individual financial statement from each beneficiary
- an explanation of the use of resources
- a periodic summary financial statement created automatically by the electronic exchange system, consolidating the individual financial statements for the reporting period concerned and including (except for the last reporting period) the request for interim payment

Coordinator will provide detailed instructions on the submission of the reports to all partners at M18 and M36.

All partners, including those not receiving funding, should keep records and supporting documentation for 5 years after the balance is paid (Article 18 of the GA).

5.2. BBI Annual reporting

All consortia of BBI projects will be asked to report on the Key Performance Indicators (KPIs) and the costs incurred in the implementation of the action but not funded by BBI JU (in-kind costs, IKOP) on an annual basis. The annual reports will be based on estimation of IKOP. At the end of the project the Certification for the total IKOP will be required.

5.3. Deliverables

In EFFORTE 33 deliverables in total are scheduled. The Annex 1 of the Grant Agreement lists the deliverables, their due dates and the organization in response. The Coordinator should be informed in any expected deviations or delays well in advance in order to communicate these with the Project Officer. Deliverables are reviewed by the Quality Manager and the Management Board before submission. The Coordinator is responsible to upload the deliverable on the Participant portal.

6. Innovation management

The identification of new innovation ideas will be the responsibility of the work packages. The WP meeting agenda will include identification of innovation openings as an item. Active discussion within the work package will be encouraged by the WP leader. Efficient innovation process depends on continuous information flow between work packages.

The rights and obligations related to background and results are regulated by section 9 of the EFFORTE consortium agreement and by Section 3 in articles 25-31 of the Horizon 2020 Grant Agreement.

7. Risk management

Project risk management will be an integrated part of the project management and aims to deliver a timely response to issues that were not foreseen in the planning phase. Critical risks anticipated for the project implementation were described in Table 3.2b of the Grant Agreement. Risks will be kept under constant review and analyzed. This includes the actual project plan, progress of work, performance of all participants and quality of deliverables.

8. Communication strategy

8.1. General principles

Efficient communication within the consortium will be ensured by interactive and efficient meetings, frequent contact by e-mail and telephone, internal e-newsletter, and making all project documents available on the internal workspace. The communication plan is shown in Table 2.2b. It addresses the targeted communication needs of different end-users, defines what information, when and how it will be communicated, and who are responsible for the communication. The communication strategy was described in detail in Deliverable 5.2 and it will be updated regularly in the course of the project. Communication plan is attached as Annex 1.

All Communication and Dissemination activities and materials must ensure that proper references to the H2020, BBI JU and the EFFORTE project are made. The project emblem includes the project acronym in capital letters, with project specific elements depicting the project's working area and objectives.

The emblem is described in detail in deliverables "D5.1: Project promotional material and website" and "D5.2: Plan for the dissemination of results".



Figure 2. The EFFORTE emblem

EFFORTE will also follow the BBI JU’s communication guide, ensuring that any dissemination (Art 29.4) and “any communication activity (Art 38) related to the action (including in electronic form, via social media, etc.) and any infrastructure, equipment and major results funded by the grant must:

(a) display the BBI JU, EU and BIC emblems and



Figure 3. BBI JU, EU and BIC emblems

(b) include the following text:

For communication activities: “This project has received funding from the Bio Based Industries Joint Undertaking under the European Union’s Horizon 2020 research and innovation programme under grant agreement No 720712”.

8.2. Website

The EFFORTE website was published in context with the project kick-off meeting, and it will be updated actively until the end of the project and maintained on the web server in a passive stage until August 31, 2022. The address of the website is <http://www.luke.fi/efforte>. Project partners will also provide basic information and/or create links from their own websites to the project website.

8.3. Social media

The project will use extensively the existing Twitter and Facebook profiles of participating research organizations and industrial and SME partners. The hashtag to be used in relation with the project social media activity is #EFFORTE. Videos will be uploaded on Luke’s YouTube channel and embedded on the EFFORTE website. Luke’s SlideShare account will be used for sharing public PowerPoint presentations when necessary.

8.4. Project work space

The password-protected internal work space is used as an important communication tool among all partners. In the workspace the consortium members will have access to important project documents such as Consortium Agreement, templates and instructions for reporting, minutes of meetings, participant list with contact details and all finalized deliverables (Figure 4).

The address of the work space is <https://vyvi-some4.vy-verkko.fi/luke/efforte>.

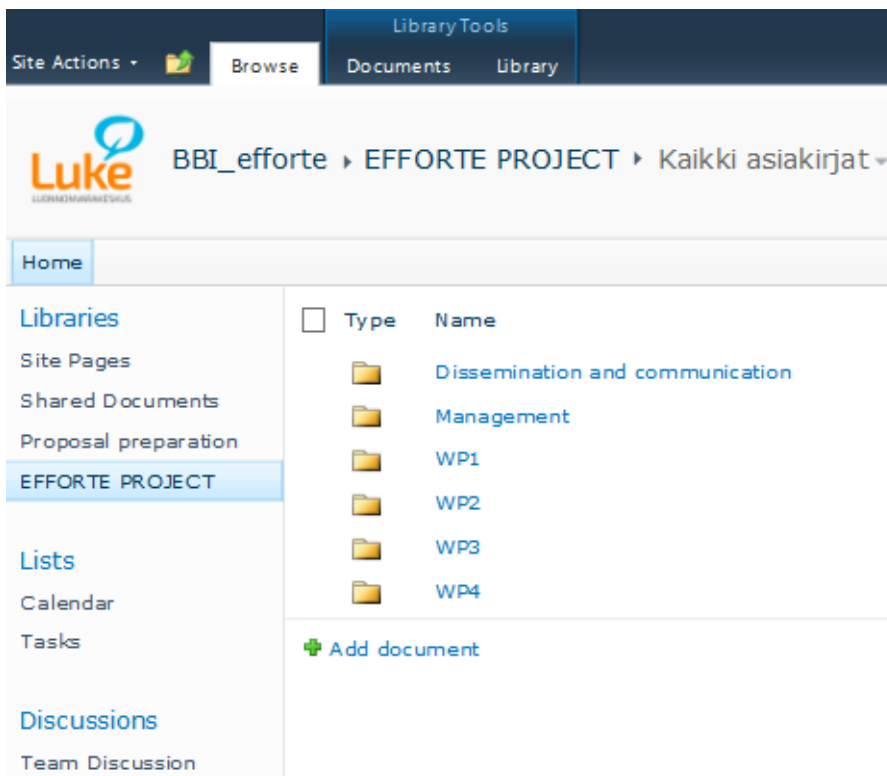


Figure 4. Main view of the project work space

8.5. Partner list and contact details

The project participant list and the contact details for all partners, Management board and WP Leaders will be maintained in the project work space (folder *EFFORTE PROJECT/ Management/ Partner information*).

Annex 1. Communication plan

For whom	What / Key message	When	How	Estimated amount	By whom
Industrial partners, forestry professionals, forest owners	The benefits and advanced regimes of utilizing big data sources and precision forestry applications, methodologies, machinery and operations recommendations generated	Throughout the project	<u>Activities:</u> Internal workshops and round tables, extended demonstrations, Networking with professional associations and communities	8-10	Luke, Skogforsk, FCBA, Industrial partners
			<u>Material:</u> Leaflets, presentations and publications, videos, website, articles in professional and popular media	10-15	Luke, Skogforsk, FCBA
Research partners, relevant projects, technology providers	Terrain trafficability measurements, data sources and modeling, efficient alternatives for utilizing Big data sources in decision making practices and applications	Throughout the project	<u>Activities:</u> joint workshops, Online meetings, field demonstrations, conference presentations	8-10	Luke, Skogforsk, FCBA
			<u>Material:</u> presentations, project documents, website, posters	10-15	
EC, governments and policy makers, regional authorities, educational institutions	The potential and importance of efficient use of big data sources, applications and precision tools for improved business, regional development and sustainable forestry	Throughout the project; long-term impact	<u>Activities:</u> Press conferences, direct communication, high level industrial events	4-5	All partners
			<u>Material:</u> website, presentations, policy brief	8-10	
Society at large, general public	More sustainable forest operations and management with less impact to forest environment.	Throughout the project; long-term impact	<u>Activities:</u> News coverage, social media, Fairs	30-40	All partners
			<u>Material:</u> Websites, videos, press releases, popular publications, social media	10-20	