



Funded by
the European Union's
Horizon Europe
Programme



informa

SCIENCE-BASED INTEGRATED
FOREST MANAGEMENT
FOR CLIMATE MITIGATION

D7.2 (D7.1) Quality Plan report

Planned delivery date (as in DoA): M3

Due date of deliverable: 30th September 2022

Work Package: WP7

Work Package leader: UPV

Deliverable leader: UPV

Version: 1.0

HORIZON-CL6-2021-CLIMATE-01/ HORIZON-CL6-2021-CLIMATE-01-09

Project Acronym: INFORMA

Science-based INtegrated FOrest Mitigation mAnagement made operational for Europe

Duration of the project: July 2022 – June 2026



Version history

Version	Date	Author /Reviewers	Partner	Description
0.1	16.09.2022	[REDACTED] [REDACTED]	[REDACTED]	First draft
0.2	30.09.2022	[REDACTED] [REDACTED]	[REDACTED]	Review of draft deliverable 0.1
0.3	14.10.2022	[REDACTED] [REDACTED]	[REDACTED]	Second draft
0.4	28.10.2022	[REDACTED] [REDACTED]	[REDACTED]	Review of draft deliverable 0.3
1.0	18.11.2022	[REDACTED] [REDACTED]	[REDACTED]	Final version for submission

Disclaimer

The information in this document is provided “as is”, and no guarantee or warranty is given that the information is fit for any particular purpose. The above-referenced authors shall have no liability for damages of any kind including without limitation direct, special, indirect, or consequential damages that may result from the use of these materials subject to any liability which is mandatory due to applicable law.

The content of this deliverable does not reflect the official opinion of the European Union. Responsibility for the information and views expressed lies entirely with the author(s).

Funding Acknowledgement



This project has received funding from the European Union’s Horizon Europe research and innovation programme under Grant Agreement no. 101060309.



CONTENTS:

0	About INFORMA Project	4
1	Acronyms and abbreviations	5
2	Executive Summary	5
3	Introduction	6
4	Structure of coordination and participation	7
4.1	Principles	7
4.2	Project structure	8
4.3	Project management platform: TEAMS	13
4.4	How to get involved in the project	19
5	Quality Management Strategy	20
5.1	Quality Planning	20
5.1.1	Visual Identity	21
5.1.2	Project Strategy	21
5.2	Quality Assurance	26
5.2.1	Previous project report	26
5.2.2	Periodic Project Management Reports (annual)	26
5.2.3	Milestones overview	27
5.2.4	Scientific-Technical Committee (STC)	29
5.3	Quality Control	30
5.3.1	Monitoring meetings	30
5.3.2	SYGMA Platform	31
5.3.3	Internal Review Process	31
5.3.4	Risk management	32
	ANNEX I: COMMUNICATION PLAN	36

INDEX OF TABLES

<i>Table 1. Steering Committee members' contact details</i>	10
<i>Table 2. Scientific-Technical Committee members' contact details</i>	11
<i>Table 3. Administrative/Financial WP members' contact data</i>	12
<i>Table 4. INFORMA mailing lists</i>	20



Table 5. INFORMA scheduled general meetings 22

Table 6. INFORMA's list of deliverables. 'R': Document, report. 'DEC': Websites, patent filings, videos, etc. 'DATA: compilation of data..... 23

Table 7. INFORMA's milestones list..... 27

Table 8. INFORMA's critical risks and mitigation measures 33

INDEX OF FIGURES

Figure 1. INFORMA project organigram..... 9

Figure 2. Microsoft Teams and Office 365 logos 14

Figure 3. Scheme of dvantages concerning the use of TEAMS..... 14



0 About INFORMA Project

Forests represent the largest terrestrial carbon sink that can be economically managed to combat climate change. In this context, sustainable forest management will become a major tool of the EU Green Deal on the road to an economic growth decoupled from resource use. But essential forest functions are increasingly threatened by climate change and related natural disturbances, while the knowledge regarding the effects of forest management on biophysical and biogeochemical fluxes exchanged between land and atmosphere are too limited.

Accordingly, the overall objective of the INFORMA project is to increase the science-based knowledge on multi-purpose sustainable forest management under climate change. More particularly, it will analyse the trade-offs and synergies between different objectives considering the environmental integrity and climate feedbacks, social acceptability and economic feasibility of future European forest practices, including zero management options. It will identify options for maintaining carbon sinks, in addition to fostering productivity, supporting genetic diversity, biodiversity conservation, and maintaining soil and water resources in the different European ecoregions.

Applying a multi-actor approach, INFORMA will:

1. Quantify differences in major ecosystem functions affecting climate processes between managed and unmanaged forests across Europe;
2. Analyse socio-institutional patterns of innovative forest-based mitigation and adaptation strategies;
3. Search for management alternatives (including no-management) and simulate their effect on a variety of ecosystem functions;
4. Improve forest carbon certification for a cost-effective operationalisation and integration of climate smart practices in forestry.

INFORMA main outputs will be best regional management practices, implementation pathways for the European forestry sector, recommendations for forest carbon certification improvements and for economic-institutional policy action.

Partnership:



More information available in <http://informa-forests.eu/>



1 Acronyms and abbreviations

Acronym/Abbreviation	Meaning
CA	Consortium Agreement
CR	Critical Risk
D	Deliverable
EU-PO	EU Commission Project Officer
GA	Grant Agreement
IPR	Intellectual Property Rights
IR	Internal Report
M	Milestone
OS	Open Science
PC	Project Coordinator
PPMR	Periodic Project Management Report
PR	Progress Report
SC	Steering Committee (acting as General Assembly)
SDG	Sustainable Development Goals
STC	Scientific-Technical Committee
WP	Work Package
WPL	Work Package Leader

2 Executive Summary

This Project Quality Plan shows how quality aspects are taken into account in a variety of processes and activities within the INFORMA project. The interrelated quality processes – planning, assurance and control – have an impact on the project work from its start to its end.

- **Quality Planning** refers to quality policies like meeting, deliverable or publication policies, the definition of responsibilities as well as the creation of a project visual identity including a project logo, project-like designed templates etc. In order to communicate adequately within the project as well as to project external persons, several tools, such as project policies including meetings, deliverables and the



publication process of scientific papers, are established and explained in this document.

- **Quality Assurance** involves the establishment of Interim Management Reports, clear responsibilities and regular, clearly guided telephone conferences. A well-defined internal review process further supports the Quality Assurance of deliverables.
- **Quality Control** focuses on feedback through internal processes (internal review process) and scientific advices (Scientific-Technical Committee). It further monitors how feedback is implemented and assures the project outcomes through proactive risk management

The plan is valid throughout the lifetime of the project, but is open to revision if necessary. Responsibilities for quality planning, assurance and control are shared between all partners, which allow various views on quality issues in order to reach the optimal outcome.

3 Introduction

The Project Quality Plan is an essential part of the INFORMA project management. Its purpose is to describe how quality will be managed throughout the project-lifecycle. Quality must always be planned in a project in order to prevent unnecessary rework, as well as waste of cost and time. Quality should also be considered from both, an outcome and process perspective. The processes and activities that produce deliverables need to fulfil certain quality levels in order to reach the expected high-quality outcome. To address all quality requirements and quality assurance mechanisms in the INFORMA project, 'Project Quality Plan' at hand has been developed by the Coordination Project team. This plan acts as the quality guide for the project and all partners will adhere to the project quality plan.

Each project has its characteristics in terms of partners, WPs etc. and therefore requires a tailor- made quality plan, clear responsibilities and contact persons. This and how to get on board of the INFORMA project is described within Chapter 4.

The overall Quality Management Strategy of INFORMA is addressed in Chapter 5. It is divided in three key activities:

- **Quality Planning**

Quality Planning comprises quality policies and procedures relevant to the project for both project deliverables and project processes. It defines who is responsible for what and which documents compliance with EC guidelines. A project visual identity represents the project internally, in partners' organisations as well as externally. In order to communicate adequately within the project also to project external persons, several tools are established and introduced in this chapter and within an annex. Clearly defined project policies in terms of policies for deliverable naming, meetings, scientific publications or the procedure of internal deliverable review, etc. give security to the project partners, as they have clear guidance how to deal with upcoming issues.

- **Quality Assurance**



Quality assurance creates and monitors project processes, which need to be performed effectively to reach the targeted outcome. This involves the establishment of Interim Management Reports, clear responsibilities and regular, clearly guided video-calls or online conferences but also face-2- face meetings. These activities within INFORMA are summarized in section 5.1.2.1.

- **Quality Control**

Quality Control will be actively performed by all partners, e.g. by acting as an internal reviewer of deliverables. A clear internal review process has been defined before Deliverable Submission to provide feedback to the editor. A proactive risk management has already been mentioned within this document. The risk management has been established as planned in order to guarantee the project quality and avoid delays or failures. Feedback on the project progress and outcomes by the WP leaders and will support the quality controlling and guide the project into the right direction. This is described in section 5.3.1.

The goal of the following chapters is to give an overall explanation of how great quality can be assured.

4 Structure of coordination and participation

4.1 Principles

The project coordination has set out 10 principles for effective project management and close cooperation between the partners. Those principles are the following:

1. **EXCELLENT consortium based on merits, expertise and experience.**
2. **TRUST is key:** there must be regular, efficient and open dialogue among the partners. This requires discussing emerging problems/changes well in advance and not waiting until the end of the project.
3. **EFFECTIVE and PARTICIPATIVE Project Management:** resources of time&money
4. **Management TOOLS&STRUCTURES, but all-inclusive and consensus-based Project Management: PEOPLE!**
5. **CLOSE and FREQUENT working relationship with the EU Project Officer:** effective decision-making on technical+organizational issues.
6. **COMPLIANCE with EC administrative and reporting requirements: CONTROLLING (Project controller)**
7. **EFFECTIVE risk management and HIGH-QUALITY outputs: DELIVERABLES & REPORTS**
8. **EFFETIVE diffusion of project results in order to achieve expected impacts**
9. **Integration of cultural DIFFERENCES, forestry traditions and points of view**
10. **Multicultural and well GENDER-BALANCED TEAM**
11. **COMMITMENT and CONSTRUCTIVE spirit:** No problems without alternative solutions!



- 12. Establish LINKS and COLLABORATIONS with other projects and initiatives at all levels (global, European, national, regional, local):** INFORMA project is part of a bigger picture
- 13. Acting as an AMBASSADOR for EU Research and Innovation:** acknowledge the Horizon Europe EU funding program

4.2 Project structure

INFORMA is a research project with 7 Work Packages (WPs) and 14 partners from 8 countries, coordinated by UPV.

Partner No.	Organisation Name	Acronym	Country	WP leadership
1 (Coord)	Universitat Politècnica de València	UPV	Spain	WP7 & WP6
2	Centro de Investigación Ecológica y Aplicaciones Forestales	CREAF	Spain	
3	European Forest Institute	EFI	Finland	WP1
4	Stichting Vu-Vrije Universiteit Amsterdam	VU	Netherlands	WP4
5	Itä-Suomen Yliopisto-University of Eastern Finland	UEF	Finland	
6	Universitatea Ștefan cel Mare Din Suceava	USV	Romania	WP3
7	Georg-August-Universität Göttingen Stiftung öffentlichen Rechts	UGOE	Germany	
8	Katholieke Universiteit Leuven	KUL	Belgium	WP2
9	Universitaet Fuer Bodenkultur Wien	BOKU	Austria	
10	Institute For Climate Economics	I4CE	France	WP5
11	EIT Climate-KIC Holding Bv	CKIC	Netherlands	
12	Centre de la Propietat Forestal	CPF	Spain	
13	Greengold Management	GG	Romania	
14	Eigen Vermogen Van Het Instituut Voor Natuur- En Bosonderzoek	EV-INBO	Belgium	



The interaction, responsibilities and decision-making power is clearly split between the established project bodies as shown in Figure 1. The governing culture of the INFORMA project is based on democracy, co-determination and clear leadership.

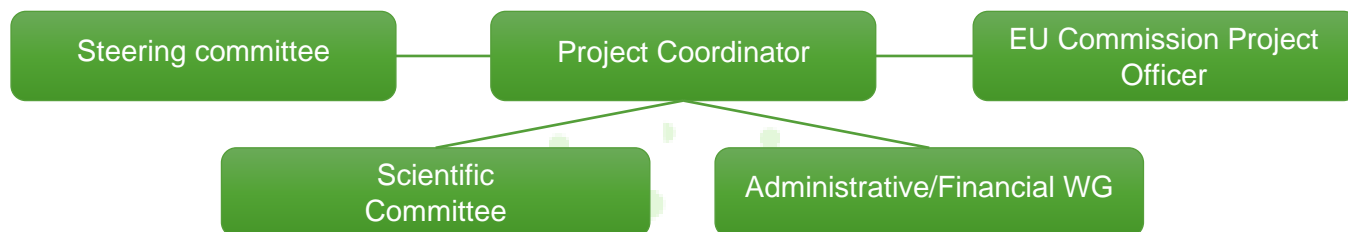


Figure 1. INFORMA project organigram

The defined INFORMA project bodies, decision-making process and responsibilities were described in a binding way in the CA and in the Grant Agreement.

The coordination of the project is the responsibility of the UPV team, and specifically its **Project Coordinator (PC)** will carry out the project management following the guidelines defined below:

- Main scope: the project must be executed according to the WORK PLAN.
- The PC will be the final Responsible for the collection, acceptance and validation of the DELIVERABLES.
- The PC will also be responsible for all day-to-day activities related to the COORDINATION of the project.
- To monitor the progress of the work both in terms of content and schedule, the PC will act as INTERFACE with the WP and task leaders.
- Also the PC will INTERACT with the EU Commission as the responsible and spokesperson for the project.

The **Steering Committee (acting General Assembly)(SC)** is the assembly of all partners. It was established within the proposal and therefore included in the CA (see CA 6.3.2). The SC is the highest decision-making body of the project consortium, including financial management, quality control and risk assessment.

The regular functioning of the SC involves one meeting per year, and if an extraordinary meeting is necessary, a request from one of the partners is enough. These extraordinary meetings can be held as often as necessary. This assembly consists of one member for each partner, where each partner has one vote in the decision-making process. The people who will form part of the SC for each of the partners must be registered through TEAMS: channel Project Consortium and Description / Staff: people, responsibilities and contacts.

The UPV, being the project coordinator, will hold the presidency and secretariat with the following persons:



- Chair: [REDACTED]

- Secretary: [REDACTED]

Table 1 shows the representatives and deputies that have been defined to present their organization within the INFORMA Steering Committee and their contact data:

Table 1. Steering Committee members' contact details

ROLE	ORG	ORG FULL NAME	COUNTRY	FULL NAME	EMAIL
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

The **Scientific-Technical Committee (STC)** is the overall scientific and technical coordination body.

As the SC, this body meets twice a year on an ordinary basis, but can also meet on an extraordinary basis as often as necessary at the request of one of the partners to the chair. Its main purpose is the internal coordination of WP tasks and results, and its members are appointed by each of the WP leaders of the project. They have one vote per member. The WPL must nominate the members of this STC and register them in TEAMS: channel Project Consortium and Description / Staff: persons, responsibilities and contacts.



- Chair: [REDACTED]
- Director: [REDACTED]
- Project Controller: [REDACTED]

The following representatives and deputies have been defined to present their organization within the INFORMA STC (Table 2):

Table 2. Scientific-Technical Committee members' contact details

ROLE	ORG	ORG FULL NAME	COUNTRY	FULL NAME	EMAIL
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

The **Administrative/Financial Working Group** will carry out the coordination of this management through the following activities:

1. Collect, verify and validate cost claims and cost statements
2. Manage incoming EC grant flows and outgoing flow to project partners
3. Monitoring expenditure
4. Budget deviation analysis

For a proper coordination of the financial management, this group will meet at least once a year on a regular basis, and on an extraordinary basis at the request of one of the partners to the Chair, as often as necessary.

The following representatives and deputies have been defined to present their organization within the INFORMA Administrative/Financial WG (Table 3):



- Coordinated by [REDACTED] (UPV), assisted by [REDACTED] (UPV).
- Project Manager: [REDACTED] (UPV), Project Controller: [REDACTED] (UPV)
- Members: at least one per partner (the members of this group will be identified in TEAMS: Project Consortium channel and Description / Staff: persons, responsibilities and contacts).

Table 3. Administrative/Financial WP members' contact data

ROLE	ORG	ORG FULL NAME	COUNTRY	FULL NAME	EMAIL
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]



[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]

The administrative management, which includes both information procedures and reports, will be reported and uploaded to the SyGMA platform for justification, validation and approval.

SyGMa - System for Grant Management - Personal: Microsoft Edge
<https://ec.europa.eu/research/participants/grants-app/gap/h2020/101060309>

Grant Management | Grant Agreement Data

101060309 (INFORMA)	HORIZON ...	Project Summary	Beneficiaries	General Information	Reporting Periods	GA Information	GA Options	Financial Information	LF Overview	Associated Partners	Researchers	Work Packages	Deliverables	Milestones	Reviews	Critical Risk
Call: HORIZON-CL6-2021-CLIMATE-01	Topic: HORIZON-CL6-2021-CLIMATE-01-09	[i]	[✓]	[✓]	[✓]	[✓]	[✓]	[✓]	[i]	[✓]	[✓]	[✓]	[✓]	[✓]	[✓]	[✓]

Reporting Periods

This screen is only editable by EU Officers

Reporting Period No.	From Month	To Month	Duration	Start date	End date	Payment type
1	1	18	18	01/07/2022	31/12/2023	Interim payment
2	19	36	18	01/01/2024	30/06/2025	Interim payment
3	37	48	12	01/07/2025	30/06/2026	Final payment

4.3 Project management platform: TEAMS

For a fluent and proper management and coordination of the INFORMA Project, and a better internal communication, where all the partners have access to the information on the progress of the project, and serves as a repository of the documents or files they are working on, the TEAMS management tool of Office 365 has been used.



Figure 2. Microsoft Teams and Office 365 logos

The advantages of using this tool are detailed in the following infographic:



Figure 3. Scheme of dvantages concerning the use of TEAMS

For this purpose, 11 folders or channels have been created, 7 of them corresponding to the WPs. There are 2 types of channels, common folders that are open access to all the members of the consortium, containing general information of the project, and private folders that are only accessible to those members of the different partners directly involved in the development of the corresponding WP, with specific information. These 11 channels are described below.

General Structure of INFORMA TEAMS: Channels

- CHANNEL 0 PROJECT CONSORTIUM AND DESCRIPTION
- CHANNEL 1 WP1: INFORMATION AND KNOWLEDGE TRANSFER
- CHANNEL 2 WP2: ECOSYSTEM FUNCTIONS
- CHANNEL 3 WP3: MITIGATION AND ADAPTATION STRATEGIES
- CHANNEL 4 WP4: IMPACT OF SFM ALTERNATIVES
- CHANNEL 5 WP5: CARBON CERTIFICATION
- CHANNEL 6 WP6: COMMUNICATION AND DISSEMINATION
- CHANNEL 7 WP7: PROJECT MANAGEMENT



- CHANNEL 8 PROJECT MEETINGS
- CHANNEL 9 SCIENTIFIC PUBLICATIONS, WORKSHOPS AND CONFERENCES
- CHANNEL ADMINISTRATIVE AND FINANCIAL MANAGEMENT

 CHANNEL 0 PROJECT CONSORTIUM AND DESCRIPTION

- ORGANISATIONS, PERSONS, RESPONSIBILITIES AND CONTACTS
 - Staff: working teams for each organization (.ppt)
 - Staff: persons, responsibilities and contacts (.xls)
- PROJECT ABSTRACT
- WORKING PLAN: WORKING PACKAGES, TASKS AND DELIVERABLES
- GANTT CHART

BRANDING AND LOGOS

- PARTNERS' LOGOS
- PROJECT LOGOS
- POWERPOINT TEMPLATES
- WORD TEMPLATES
- OTHER SUPPORTING MATERIAL

 CHANNEL 1 WP1: INFORMATION AND KNOWLEDGE TRANSFER



TASKS

- Task 1.1
- Task 1...
- Task 1.n



DELIVERABLES

- Deliverable 1.1
- Deliverable 1...
- Deliverable 1.n



PROGRESS REPORTS

- WP1 Progress Report 1st year: 30.06.2023
- WP1 Progress Report 2nd year: 30.06.2024
- WP1 Progress Report 3rd year: 30.06.2025
- WP1 Progress Report 4th year: 30.06.2026

 CHANNEL 2 WP2: ECOSYSTEM FUNCTIONS



TASKS

- Task 2.1
- Task 2...



- Task 2.n



DELIVERABLES

- Deliverable 2.1
- Deliverable 2...
- Deliverable 2.n



PROGRESS REPORTS

- WP2 Progress Report 1st year: 30.06.2023
- WP2 Progress Report 2nd year: 30.06.2024
- WP2 Progress Report 3rd year: 30.06.2025
- WP2 Progress Report 4th year: 30.06.2026

CHANNEL 3 **WP3: MITIGATION AND ADAPTATION STRATEGIES**



TASKS

- Task 3.1
- Task 3...
- Task 3.n



DELIVERABLES

- Deliverable 3.1
- Deliverable 3...
- Deliverable 3.n



PROGRESS REPORTS

- WP3 Progress Report 1st year: 30.06.2023
- WP3 Progress Report 2nd year: 30.06.2024
- WP3 Progress Report 3rd year: 30.06.2025
- WP3 Progress Report 4th year: 30.06.2026

CHANNEL 4 **WP4: IMPACT OF SFM ALTERNATIVES**



TASKS

- Task 4.1
- Task 4...
- Task 4.n



DELIVERABLES

- Deliverable 4.1
- Deliverable 4...
- Deliverable 4.n



PROGRESS REPORTS

- WP4 Progress Report 1st year: 30.06.2023
- WP4 Progress Report 2nd year: 30.06.2024
- WP4 Progress Report 3rd year: 30.06.2025
- WP4 Progress Report 4th year: 30.06.2026



CHANNEL 5 **WP5: CARBON CERTIFICATION**



TASKS

- Task 5.1
- Task 5...
- Task 5.n



DELIVERABLES

- Deliverable 5.1
- Deliverable 5...
- Deliverable 5.n



PROGRESS REPORTS

- WP5 Progress Report 1st year: 30.06.2023
- WP5 Progress Report 2nd year: 30.06.2024
- WP5 Progress Report 3rd year: 30.06.2025
- WP5 Progress Report 4th year: 30.06.2026



CHANNEL 6 **WP6: COMMUNICATION AND DISSEMINATION**



TASKS

- Task 6.1
- Task 6...
- Task 6.n



DELIVERABLES

- Deliverable 6.1
- Deliverable 6...
- Deliverable 6.n



PROGRESS REPORTS

- WP6 Progress Report 1st year: 30.06.2023
- WP6 Progress Report 2nd year: 30.06.2024
- WP6 Progress Report 3rd year: 30.06.2025
- WP6 Progress Report 4th year: 30.06.2026



CHANNEL 7 **WP7: PROJECT MANAGEMENT**



TASKS

- Task 7.1
- Task 7...
- Task 7.n



DELIVERABLES

- Deliverable 7.1
- Deliverable 7...
- Deliverable 7.n



PROJECT COMMITTEES

- Steering Committee
- Scientific-technical Committee



PROGRESS REPORTS

- WP7 Progress Report 1st year: 30.06.2023
- WP7 Progress Report 2nd year: 30.06.2024
- WP7 Progress Report 3rd year: 30.06.2025
- WP7 Progress Report 4th year: 30.06.2026

CHANNEL 8 **PROJECT MEETINGS**

- KOM
- PROJECT MEETINGS 2022
- PROJECT MEETINGS 2023
- PROJECT MEETINGS 2024
- PROJECT MEETINGS 2025
- PROJECT MEETINGS 2026
- FINAL MEETING

CHANNEL 9 **SCIENTIFIC PUBLICATIONS, WORKSHOPS AND CONFERENCES**

- SCIENTIFIC PUBLICATIONS
- WORKSHOPS
- CONFERENCES AND CONGRESSES
- FINAL CONFERENCE VALENCIA 06.2026

CHANNEL ADMINISTRATIVE AND FINANCIAL MANAGEMENT



CONTRACT DOCUMENTS

- Proposal
- Grant Agreement
- CA



ANNUAL FINANCIAL STATEMENTS

- 1st Annual Financial Statement 01.07.2022 – 30.06.2023
- 2nd Annual Financial Statement 01.07.2023 – 30.06.2024
- 3rd Annual Financial Statement 01.07.2024 – 30.06.2025
- 4th Annual Financial Statement 01.07.2025 – 30.06.2026



OTHER DOCUMENTS

4.4 How to get involved in the project

1) Initial registration

New members or participants of the partners in the project must inform the day-to-day coordinator (ceyahur@etsiamn.upv.es) in order to receive permission to access the INFORMA platform in TEAMS.

2) Contact details and mailing list

All contact details will be added to the INFORMA contact list (excel) and the new participant will be subscribed to the relevant mailing lists and TEAMS teams, as these are central tools for all internal project communication. It is therefore important to keep these excels updated, not only to include new members, but also to unsubscribe someone who is no longer working for the project or to update contact details. It is important to keep in mind that some folders have restricted access and therefore permissions will only be given to those WP's where they have activity. The partners have access to this TEAMS folder where these mailing lists are located in order to facilitate their emailing.

3) Project proposal

New participants will receive the project proposal, available in the Project Consortium Folder and Description), as a brief introduction to familiarise them with the structure, contents and documents of the INFORMA project, as well as the different Plans that will be validated and involve their collaboration (e.g. Quality Plan, Communication Plan, etc.). The partners must ensure that the new members have read and understood these documents, especially those parts in which they are involved, so as not to delay the good running of the rest of the team to which they belong.



4) Introducing the partners and getting started

Once familiar with the project policies and proposal and management tools, newcomers will find the more detailed and relevant documents such as the Grant Agreement (GA) and the CA (CA) in the last TEAMS folder, corresponding to Administrative and Financial Management.

The excel contact sheet is categorized as shown in table 4.

Table 4. INFORMA mailing lists

Mailing List Name (EXCEL)	Members
INFORMA CONSORTIUM all members	All the people involved in the project.
WP technical members	For all technical correspondence on WP1-WP7 and discussions by their members
STEERING COMMITTEE	Members and deputies of the General Assembly (SC) representing all partners.
SCIENTIFIC COMMITTEE	Scientific representatives of all WPs, including the Chair of the Committee.
WP1-WP6 Groups	All active partners' members for each Work Package.
ADMIN & FINANCIAL WG	Personnel responsible for financial questions and tasks, e.g. financial reporting
PROJECT COORDINATION	All members of the UPV coordination team with responsibility in the INFORMA project
STUDY CASES (FMUs)	The representatives or contact points of each of the 5 bioregions under study in the INFORMA project.

5 Quality Management Strategy

Quality is the degree to which the project results fulfil the project's requirements. In order to fulfil and exceed the project requirements, a Quality Management Strategy has been defined within the INFORMA project through three key processes, namely Quality Planning, Quality Assurance and Quality Control. These three processes are connected and interact in order to guarantee efficient and high-quality work.

5.1 Quality Planning

Quality management planning determines quality policies and procedures relevant to the project for both project deliverables and project processes, defines who is responsible for what, and documents compliance with certain guidelines.



5.1.1 Visual Identity

The creation of a project visual identity plays a significant role in the way the INFORMA project presents itself to both internal and external stakeholders. A corporate visual identity expresses the values and ambitions of our project and its characteristics. Our corporate visual identity provides the project with visibility and "recognisability". It is of vital importance that people know that the organization exists and remember its name and core business at the right time.

To ensure visual consistency across all INFORMA print and digital products shared with the project's target audiences, a visual identity has been developed.

Based on this visual identity, a set of materials has been and will continue to be created throughout the project's duration.

Below, we briefly list the actions that were and will be taken to create a strong visual identity for the project. A detailed presentation of the materials and activities can be found in D.6.1 "Communication Plan" and also in D 6.2 "Communication Materials" (see ANNEX I)

- Informa Logo+EU flag (see Communication Plan)
- Project website: www.informa-forests.eu
- Power point template for meetings and a standard presentation.
- Word template: for agendas, deliverables word template,
- Videos
- Marketing materials: project flyer/brochure, roller-up, etc
- Annual electronic newsletters
- Social media: linkedin (informa-forests) and twitter (informa_forests)
- Infographics
- Photo imagery
- Branding guidelines

5.1.2 Project Strategy

Our project strategy is established to organize internal and external processes in terms of meetings, deliverables and publications, to ensure high quality.

5.1.2.1 General Meetings

The General Meetings are face-to-face and are organized in the case study regions to take advantage of the effort of traveling and holding a face-to-face meeting. It is recommended to hold the General Meeting on Thursday and the field visit the following day, Friday.

The online meetings will be held through TEAMS platform and this includes the ordinary meetings of the Steering Committee, the Scientific Technical Committee and the Administrative-Financial WG. Follow-up meetings are described in 5.3.1

Table 5 shows the scheduled general meetings during the lifetime of the project.



Table 5. INFORMA scheduled general meetings

KOM (online)	07.07.2022	Coordinated by UPV via TEAMS
General Meeting M3	27-28.10.2022	Leuven, Belgium (KUL)
Meeting online M6	12-13.01.2023	Coordinated by UPV via TEAMS
General Meeting M12	07-08.06.2023	Vienna, Austria (BOKU)
Meeting online M18	14-15.12.2023	Coordinated by UPV via TEAMS
General Meeting M24	13-14.06.2024	Joensuu, Finland (EFI, UEF)
Meeting online M30	12-13.12.2024	Coordinated by UPV via TEAMS
General Meeting M36	12-13.06.2025	Suceava, Romania (USV)
Meeting online M42	11-12.12.2025	Coordinated by UPV via TEAMS
Final Meeting/ Conference M48	01-05.06.2026	Valencia+Barcelona, Spain (UPV, CREAM)

Additionally, it will be agreed to hold an adequate number of Workshops whose coordination and leadership are carried out by WP1 and WP6.

It is also necessary to consider undertaking task 7.3: 'Collaboration with other projects', where the identification of synergies and invitation to coordinators of other projects to events, workshops and final conference is already reflected in the proposal, specifically synergies have been identified with financed projects belonging to HORIZON-CL6-2021-CLIMA-01-09 and HORIZON-CL6-2022-CLIMA-01-05 Horizon Europe calls. For this purpose, 3 meetings are foreseen with each of the selected projects:

- Initial: in this first meeting, an invitation to the coordinators of those projects identified as related and identification of potential synergies and a roadmap for collaboration are foreseen.
- Intermediate: in the second meeting, the state of the art of collaboration progress related to the synergies identified in the initial meeting, monitoring, events and workshops for the optimisation of these synergies are planned.
- Final: in the third meeting, a presentation of the results and the capitalisation report development to be submitted to the EC are intended.



5.1.2.2 Deliverables

A Deliverable (D) is a report that is sent to the European Commission providing information to ensure effective monitoring of the project. There are different types of deliverables (e.g. a report on specific activities or results, data management plans, ethics or security requirements).

To homogenize its completion, the standard template provided to partners will be used and will be coded as follows before uploading it to the SYGMA Platform for validation.

INFORMA_Nº Deliverable (according to the proposal)/ Nº Deliverable (according to the GA)¹_ Title of the deliverable_ (Short name of the lead)

Deliverables must be put into the “Deliverables Folder” of the corresponding Work Package.

Table 6 summarizes of the deliverables to be submitted, the type of deliverable, the assigned WP and the month of uploading on the SyGMA platform.

Table 6. INFORMA’s list of deliverables. ‘R’: Document, report. ‘DEC’: Websites, patent filings, videos, etc. ‘DATA’: compilation of data.

D (nº)	Deliverable name	WP nº	Short name of lead Part.	Type	Diss . level	Deliver y date (month s)
D1.1	Scientific links of actor-networks in forest mitigation	WP1	UGOE	R	SEN	18
D1.2	Road map for triggering science-based innovation in forest mitigation	WP1	UGOE	R	PU	42
D1.3	Good practice guidance on silvicultural mitigation pathways	WP1	EFI	R	PU	46
D1.4	Guidance documentation for training	WP1	EFI	R	PU	38
D2.1	Review paper on biodiversity and ecosystem functions of unmanaged versus managed forests	WP2	CREAF	R	PU	24
D2.2	INFORMA Forest Management Platform	WP2	KUL	DATA	PU	12
D2.3	Ecosystem functions of managed and unmanaged European forests	WP2	KUL	R	PU	42
D2.4	Management recommendations for ecosystem optimization	WP2	VU	R	PU	46
D3.1	Barriers and opportunities	WP3	USV	R	PU	6
D3.2	Perceptions and expectations forest managers and owners	WP3	USV	R	PU	12

¹ This is only requested in case the nº deliverable does not coincide in the proposal and the GA.



D3.3	Major factors affecting forest adaptation	WP3	USV	R	PU	46
D3.4	European benchmark on harvest allocation and potential for optimization	WP3	I4CE	R	PU	6
D3.5	Transforming the wood sector in France: analysis of economic drivers	WP3	I4CE	R	PU	22
D3.6	Policy recommendations addressing institutional and investments needs	WP3	USV	R	PU	48
D4.1	Harmonized management rules and model output	WP4	UEF	R, softw are	PU	18
D4.2	Spatial, climate and goal dependency of the performing SFMs	WP4	CREAF	R	PU	28
D4.3	Families of most promising FMSs	WP4	BOKU	R	PU	32
D4.4	Comparison of the simulated management effects across models	WP4	VU	R	PU	36
D4.5	Atlas of four spatially explicit forest management portfolios	WP4	VU	R	PU	42
D4.6	Summary of forest management changes and related climate impact	WP4	VU	R	PU	48
D5.1	Overview of forest carbon inclusion in certification schemes and needs for improvements.	WP5	I4CE	R	PU	22
D5.2	Cost-effectiveness analysis of technical improvements and carbon monitoring technologies.	WP5	KUL	R	PU	35
D5.3	Co-created narratives on the general reception of the proposed carbon certification improvements	WP5	CKIC	R	PU	41
D5.4	Overall recommendations for forest carbon certification improvements	WP5	I4CE	R	PU	43
D6.1	Project communication & dissemination plan as well as monitoring and reporting	WP6	EFI	R	PU	4, 24, 44
D6.2	Information material	WP6	EFI	DEC	PU	4, 6, 8
D6.3	Dissemination material	WP6	EFI	DEC	PU	12, 24, 36, 46, 48
D6.4	INFORMA Exploitation Plan	WP6	UPV	R	PU	6, 48
D6.5	Potential European forestry sector pathways oriented to tackle climate change while providing ecosystem services	WP6	UPV	R	PU	48



D6.6	Best regional management practices for the main biogeographical regions in Europe	WP6	UPV	R	PU	48
D7.1	Periodic progress activity and management reports	WP7	UPV	R	PU	12, 24, 36, 48
D7.2	Quality Plan report	WP7	UPV	R	PU	3
D7.3	Final Public Report	WP7	UPV	R	PU	48
D7.4	Data Management Plan	WP7	UPV	R	PU	6, 26, 48

5.1.2.3 Protocol for publishing scientific papers

In order to disseminate the scientific results and knowledge generated in the project to improve its impact and use by the identified target groups, it is planned to create a protocol for publishing scientific papers. This protocol will be elaborated and proposed by UPV and will be approved by the Scientific Committee. It will include the list of scientific publications expected during the project as well as questions related to their authorship.

This protocol will follow the FAIR and Open Science principles. Open Science and Open Knowledge accelerate research and progress to address societal challenges (COVID, SDGs). The European Commission and many other institutions promote the urgent implementation of Open Science.

Reproducibility and integrity of research are essential principles of any scientific study. Sharing and storing research data according to FAIR (Findable, Accessible, Interoperable and Reusable) principles encourages new findings, stimulates new collaborations and saves time for the scientific community, so researchers are encouraged to share their data as soon as possible and whenever possible.

This protocol will involve the publication of 10-15 articles submitted to international refereed journals and 3 articles submitted to refereed specialised magazines. These include Unasylva, AFZ-DerWald, Climate Policy, Forests, Journal of Applied Ecology, etc.

The Consortium has initially defined a series of topics to be addressed in these publications and which could be framed in the following work packages. However, the list, the topics and the number of publications can be extended:

- **WP1:** Scientific paper on networks of stakeholders interested in climate mitigation through forests at local, national and international level and their links to scientific information on this task ("integration fora").
- **WP2:** The impact of management intensity on biodiversity and ecosystem function in European forests; Mechanisms driving differences in biodiversity and ecosystem functioning between managed and unmanaged forests and Satellite-based estimation of the stability of managed versus unmanaged forests in Europe.
- **WP3:** Policy recommendations: Institutional and investment needs in forest management for mitigation and adaptation.



- **WP4:** SFM alternatives and quantification of their impacts, trade-offs and synergies on Europe's wood production, GHG balance, water budget, structural diversity, disturbance regimes; and "Bidirectional feedbacks between SFM alternatives and temperature and precipitation under different future RCP scenarios.
- **WP5:** Accuracy and cost-effectiveness analysis of carbon monitoring technologies.

5.2 Quality Assurance

The focus of quality assurance is on the creation and monitoring of processes. Quality assurance creates and monitors project processes, which need to be performed effectively to reach the targeted outcome. This involves the establishment of Interim Management Reports, clear responsibilities and regular, clearly guided video-call and face-to-face meetings.

5.2.1 Previous project report

Exceptionally, as it is not included in the proposal, in the M9 an interim report will be requested to the partners prior to the first annual report. The purpose of this pre-report is to know the state of the art of the project at that moment. This will help to early identify deviations from what is foreseen in the proposal, and will not require additional work, as it will be used as a basis for the preparation of the first annual report.

5.2.2 Periodic Project Management Reports (annual)

The basic idea of the 'Periodic Project Management Reports is to implement a tool that commits each partner to provide information on their ongoing and planned work, as well as information on the resources spent. The PPMR is planned as a clear and effective annual report to provide the coordinator and ultimately the European Commission with a good knowledge of the status and progress of the project and to catch early enough possible delays or deviations to trigger decisions at the level of the Steering Committee. In addition, this report will serve as a useful basis and justification for payments.

The following sections explain the organisational structure and objectives of this annual report.

Chapter 1, or the first section of this report, will give a brief introduction of the responsibilities of the partners in the project. Chapter 2, 'Explanation of the work carried out by the beneficiaries and overview of progress, including deviations'. Here the partner is asked to provide information on the work carried out in the last year including description of the deliverables submitted, the tasks assigned and carried out and the milestones reached. This helps the coordinator to monitor the partners' activities and the progress made in the last year. In addition, the WP leader is explicitly asked to describe the achievements and results per WP, in order to have a clear picture of the results. This vision will allow foreseeing how the results will affect the ongoing work and how they can be used for knowledge transfer and exploitation of results. It would be desirable to add a third section for the partner to describe the barriers they have had to overcome, the deviations they have faced and the corrections or corrective actions they have



taken. This section will give the partners ideas of problems they might potentially address in the future that could lead to deeper problems that can be avoided.

Once the preparation and review of this report has been carried out internally by the partner itself, the project coordinators will be notified for their approval and/or correction of errors, prior to uploading the report to the SyGMA platform. The annual periods for presenting these reports in SyGMA are the months M18, M36, and M48 or Final Report, as indicated below.

Reporting Period No.	From Month	To Month	Duration	Start date	End date	Payment type
1	1	18	18	01/07/2022	31/12/2023	Interim payment
2	19	36	18	01/01/2024	30/06/2025	Interim payment
3	37	48	12	01/07/2025	30/06/2026	Final payment

5.2.3 Milestones overview

According to the Horizon Europe Program Guide, in its version 2.0 of April 11, 2022, a milestone is those control points in the project that help to chart progress. Milestones may correspond to the achievement of a key result, allowing the next phase of the work to begin. They may also be needed at intermediary points so that, if problems have arisen, corrective measures can be taken. A milestone may be a critical decision point in the project where, for example, the consortium must decide which of several technologies to adopt for further development. The achievement of a milestone should be verifiable.

That is why, in the proposal, a planning of milestones was proposed during the life of the project, where the work packages involved and the means to verify their achievement are reflected. These milestones will also be described in the annual report and must be uploaded to the SyGMA platform, prior review and corresponding approval, within the date provided in the Table 7.

Table 7. INFORMA's milestones list

M.Nº	Milestone name	Related WP(s)	Due date (month)	Means of verification
1	Data collection protocol	WP1, WP2, WP4	2	Virtual workshop took place, where patch selection and data collection protocol for WP2 and WP4 has been discussed and delivered to the partners.



2	Forest management approaches in case studies	WP1, WP4	6	Description of currently applied forest management approaches in case studies delivered to WP4
3	Managed and unmanaged forest patches defined	WP1, WP2, WP4	10	Managed and unmanaged forest patches for all ecoregions delimited on a map, their management intensity levels are determined, and basic field and land use history information gathered
4	Knowledge transfer plan developed	WP1	10	Knowledge transfer plan completed and accepted
5	Validation data for models	WP1, WP4	10	Validation data from existing field inventories and related geodata are gathered and provided to WP4
6	Needs and perceptions identified	WP3-4	12	Practices of forest practitioners on adaptation strategies for WP4 use
7	Selected integration fora 1 and 2	WP1	18	Number of selected integration fora: each study case: 3, each country 2, EU level 2
8	Economic drivers of sectors transformation	WP3, WP5	22	Case study completed (T3.5) regarding recommendations for a better integration of harvested wood products within carbon methodologies for WP5
9	Feedback sessions - science and case studies	WP1, WP4	24	First round of feedback received during virtual meeting from the five study cases and selected stakeholders documented.
10	Set of ecosystem function indicator values	WP2, WP4	28	Indicator values for the patches are added to the INFORMA geodatabase at KU Leuven and transferred to WP4 for validation
11	Carbon monitoring information gathered	WP1, WP5	32	Field data comparing and measuring time and cost of innovative and conventional carbon assessment methods provided to WP5
12	Carbon inventory ready	WP1	32	Field data for high-tech-low-cost alternative carbon assessment methods are available
13	Bi-directional discussions	WP1	36	Number of started bi-directional discussions: 20
14	Feedback sessions - science and case studies	WP1, WP2, WP4	36	Feedback received during in person workshop from the 5 study cases and selected stakeholders documented.



15	Findings on management effect on ecosystem functions	WP2	36	Set of findings and rules from empirical study in WP2 presented at management workshop in WP1
16	Stakeholders' assessment on factors of adaptation	WP3	46	Survey completed and data analysed
17	Presentation of selected modelling pathways	WP1 - WP5	46	In person workshops conducted in each study case presenting final outcomes of WPs 2, 3, 4 and 5
18	Training in demonstration sites conducted	WP1	46	'In field' training in demonstration sites conducted in all five study cases with 20 to 25 participants

As milestones may correspond to the achievement of a key result, allowing the next phase of the work to begin, the leaders of the WPs involved should agree in their internal meetings, if necessary, to raise intermediate points, to move forward or correct the path to ultimately achieve the planned milestone.

5.2.4 Scientific-Technical Committee (STC)

One of the functions of the Scientific Technical Committee (STC) or Technical Committee is to supervise scientifically and technically the documents generated by the project: good practice guides, papers, glossary of terms, etc.

As a general scientific-technical coordination body, it will meet at least twice a year on an ordinary basis, as well as extraordinarily whenever a request from one of the members to the chair is necessary. Have one vote for each member of the Committee. The members will be at least one for each leader of each WP. The members of this Committee, as well as their responsibilities and contact information, will be reflected on the Teams platform.

On the part of the coordination, they will assume the following roles in the Scientific Technical Committee:

- Chair: [REDACTED]
- Director: [REDACTED]
- Project Controller: [REDACTED]

The consortium may count on the support and advice of external scientific experts or an external Advisory Council (AC), beyond the one formed internally by the scientific members designated by the participating partners for each WP. In any case, their valuable comments on the scientific and technical process of the project will bring many benefits to the INFORMA project. The members of the ScC will provide an objective and unprejudiced vision to advise on the directions of the project in technical, scientific and impact terms, which will achieve high quality results in the INFORMA project, through close collaboration among its members. This collaboration and interaction will take place through the two meetings scheduled on a regular basis, online meetings or interaction on the Microsoft teams platform.



If confidential information is provided to the members of the Scientific Technical Committee, the Coordinator will ensure that there is a non-disclosure agreement between the consortium and each member of the Scientific Technical Committee as provided in the Exploitation Plan and dissemination of results.

5.3 Quality Control

5.3.1 Monitoring meetings

In order to carry out an adequate quality control of the activities described in the project and to avoid unnecessary or unforeseen risks, complementary meetings to those described above, called WP leaders monitoring meetings, will be held.

These are regular meetings (once a month) in which all WP leaders (or whoever they delegate) will be present to briefly review the activities developed in the last month, identify barriers or risks that may put in danger the good running of the project, and to inform in advance and comment to the rest of the WP leaders the next steps in the coming month of the WP in particular. Synergies or necessary collaborations with other WPs that optimise the progress of the project or its impact can also be raised. This meeting will be very agile and with a maximum duration of one hour and a half, in which each WP leader and on a rotating basis will expose the previous points and will be left at the end about 15 minutes for discussion and proposal of solutions if necessary.

A first round of meetings has been proposed for the first year of the project. It will be the last Thursday of the month at 10 a.m. In case that the leader cannot attend, he/she can delegate a member of his/her team. The calendar for the first year would be as follows:

- ✓ WPL1: 24th November 2022 (Leuven face-to-face meeting)
- ✓ WPL2: 29th December 2022
- ✓ WPL3: 26th January 2023
- ✓ WPL4: 23rd February 2023
- ✓ WPL5: 30th March 2023
- ✓ WPL6: 27th April 2023
- ✓ WPL7: 25th May 2023
- ✓ WPL8: 29th June 2023
- ✓ WPL9: 27th July 2023

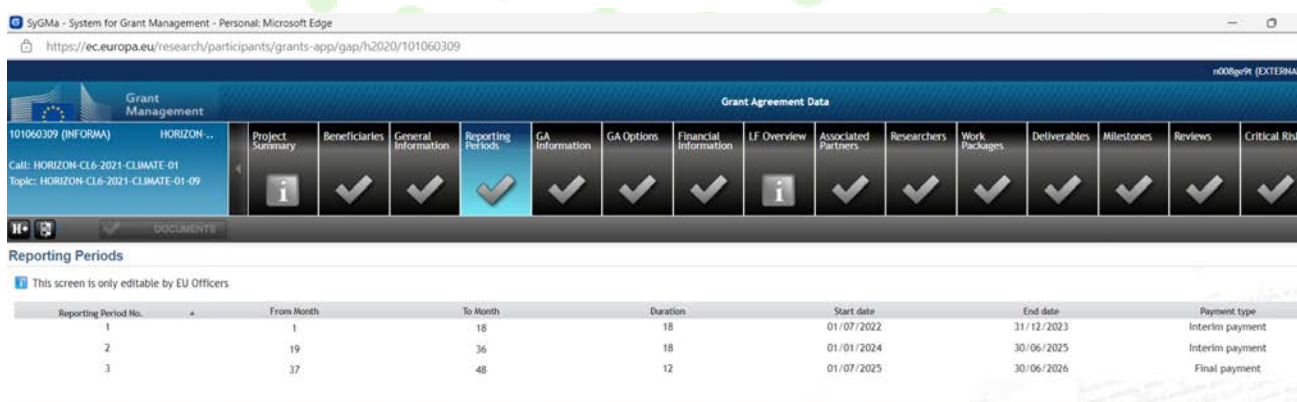


5.3.2 SYGMA Platform

The European Commission has provided a digital platform to manage European projects with funding. Partners who have already managed H2020 projects may be familiar with it. This is the SyGMA Platform, System for Grant Management.

It contains the summarized project itself, the beneficiaries, general information, reporting periods, information on the Grant Agreement and its options, financial information on the project, the list of associated partners, the researchers, the work packages, the deliverables, the milestones, revisions and CRs.

It is here, where all the project management information must be managed, including the submission of the deliverables that are the justification for the evolution and development of the project and the achievement of its objectives.



5.3.3 Internal Review Process

To ensure quality of Deliverables, an internal review process has to be defined. The main goal of this process is to establish internal feedback by partners who did not directly participate as editor to the Deliverable before submitting it to the European Commission. The review process is shown and explained below.

In this process, WP leaders are urged to establish an internal process for reviewing deliverables prior to being uploaded to the SYGMA platform. Subsequently, the Scientific Director of the project at the UPV will be the person in charge of reviewing and validating it.

Step 1 “Review”: the partners in charge of preparing the deliverable in the template provided for deliverables and send the draft to an internal reviewer, who was not directly involved in the delivery work (Review = 7 days). This reviewer reads the draft and compares the content with its goal defined in the work plan. The result of the review is a draft with markup as follows:

Word: For MS Word, the editor/author protects the draft against changes (always save with "track changes" turned on). Typos and minor changes are entered directly into the text by using "track changes". Comments are inserted into the text as MS Word comments. The internal reviewer guides the editor/author through the formulation of specific questions, to ensure that the content meets the quality claims of the EC (for example, information required,



structure, etc.), as well as those of the project partners. The structure is supervised as well as compliance with the description in the proposal. This gives feedback to the editor/author of this Deliverable in a clearly structured way and helps the editor/author address all comments. Subsequently, a screenshot of the internal review form in INFORMA is presented.

Step 2 "Update": After the review, the editor/author must make the necessary changes and updates. For the update, it is important that comments are generally not deleted. Instead, there must first be a discussion between the authors involved to update the Deliverable according to the feedback received. Second, the editor/author adds text to the comments about how they were addressed or adds additional comments of their own. (Update = 7 days).

Step 3 "Approval": Send the final version to the Scientific Director or Day-to-Day Coordinator for final review. During approval, the reviewer deletes all comments that have been sufficiently addressed. (Approval = 7 days).

Step 4 "Launch": if there are any final changes needed, the editor must update the document and upload the final version to the CE SyGMA platform (Launch = 3 days) which will then be validated by the Scientific Director or Day-to-Day Coordinator.

5.3.4 Risk management

This section will provide guidelines for monitoring the quality and assessment of risks that might appear in the INFORMA project. The aim is to ensure that risks are identified in time, assessed and adequately controlled.

For this purpose, several documents and actions are available:

- QUALITY PLAN AND RISK ANALYSIS (D7.2): where it is indicated the convenience of periodically checking if the developments of the project respond adequately to the objectives set.
- DELIVERABLES AND MILESTONES
- INTERNAL PROGRESS REPORT: to be carried out every 6 MONTHS per partner and will serve as a basis for the annual report.
- CONTINGENCY MEASURES (proposed by the ScC and approved by the SC) if necessary.

The criteria described below will help to identify the risk according to its likelihood of appearance and severity, while ensuring the achievement of the INFORMA project objectives, essential to identify them in advance and to understand the significant risks that they may imply for the proper development of the project.

The continuous risk management process is based on early identification and rapid reaction to events that may adversely affect the outcome of the project. Frequent meetings of the project bodies are therefore the main forum for risk identification. Identified risks are analysed and rated according to their impact and likelihood of occurrence.

Technical risks are analysed and ranked according to their likelihood of occurrence in order to answer the guiding question: "How big is the risk and what is its impact? It is important to know how a risk impacts the project, as several risks of the same type can be an indication of a larger problem.



The defined risks will be classified into low/medium/high risk levels. To do this, we will take into account the description of CR that the European Commission makes in the Horizon Europe Program Guide (Version 2.0, of April 11, 2022):

Critical Risk: A CR is a plausible event or issue that could have a high adverse impact on the ability of the project to achieve its objectives. Level of likelihood to occur (Low/medium/high): The likelihood is the estimated probability that the risk will materialise even after taking account of the mitigating measures put in place. Level of severity (Low/medium/high): The relative seriousness of the risk and the significance of its effect.

	low	low probability of occurrence and low impact
	medium	low/ high probability of occurrence and high/low impact
	high	high probability of occurrence and high impact

Risks will be monitored on a regular basis and an updated risk table will be provided in the internal periodic reports. The minutes of the periodic project body meetings or Workpackage Leaders meetings should reflect, if any, the identified risks and preliminary proposal for contingency measures. Table 8 describes the risks that may be found, with the Likelihood/Severity criteria, the WP involved, and the proposed risk-mitigation measures.

If the identified risk is not found in the table below, this WPLs project body will agree on some interim solution to mitigate the impact of the risk on the development of the project. If the consequence could not be curbed, it would be escalated to the SC for evaluation, analysis and decision.

In addition to the above-mentioned tools and procedures, the in-depth experience of the project partners and coordinator in European and research projects implies a high level of competence, expertise, skills and qualifications, which further increases the quality of the project work. In addition to these hard skills, also soft skills, such as motivation, team spirit and interpersonal interaction, contribute to high quality project performance.

Table 8. INFORMA's critical risks and mitigation measures

Description of risk <i>Likelihood/Severity</i>	WP(s) involved	Proposed risk-mitigation measures
R1. Proposed number of integration fora will not be identified Low/medium	WP1	Start with identified integration fora and search jointly with CKIC for additional relevant actors



<p>R2. Insufficient large unmanaged forests can be found</p> <p>Medium/medium</p>	<p>WP2, WP1, WP4</p>	<p>In certain ecoregions, insufficient large unmanaged forests can be found to pair with managed forests. Not all ecoregions need the same number of patches. In ecoregions with rare unmanaged patches, the use of smaller patches (up to 5 ha minimum) could be considered.</p>
<p>R4. Alternative forest management practices identified are not or only partially applicable in the field</p> <p>Low/medium-high</p>	<p>WP4</p>	<p>Due to the forest practitioners' participation in workshops for the five study cases, the alternative forest management practices proposed for modelling approaches will be adapted to ensure that no unrealistic pathways are proposed.</p>
<p>R5. Most promising alternative SFMs might be extremely difficult to implement</p> <p>Medium/medium</p>	<p>WP4</p>	<p>Some of the most promising alternative SFMs might be extremely difficult to implement in the current model architecture given the current simulation unit. Limitation due to the simulation unit and model architecture are quite common in the model community. Depending on the specificities of the model different sub-optimal work arounds already exist or could be thought of.</p>
<p>R6. One or several of the models may fail to reproduce some key observational data.</p> <p>Low/high</p>	<p>WP4</p>	<p>One or several of the models used in the project may fail completely to reproduce some key observational data. As all models have already been extensively evaluated against observational data in the past, therefore, this is unlikely to happen. Depending on the cause of the failure the model will have to be further developed, tuned or removed from the specific or all test cases. Harmonization across the models of the implementation of different management approaches as well as their underlying definitions (T4.1) was added at the start of the proposal to prevent false positives to happen.</p>
<p>R7. Difficulty to obtain economic data from projects developers.</p> <p>Low/medium</p>	<p>WP5, WP1</p>	<p>If the planned case studies do not result in sufficient data, we will involve local partners from our professional networks as an alternative data source.</p>
<p>R8. Difficulty to make carbon certification technical elements understandable and usable by stakeholders</p> <p>Medium/low</p>	<p>WP5, WP1</p>	<p>Difficulty to make carbon certification technical elements quickly understandable and usable by stakeholders, which will impact the quality of the feedback we will get. WP1 ensures we have the right type of stakeholders around the table from the start, which will help share the project results over time. The workshop about carbon certification will also include a first 'training' step, which will aim at disseminating knowledge about the current situation and possibilities. The number of stakeholders participating to this task could be expanded during the project to increase stakeholder feedback.</p>
<p>R9. Poor impact and dissemination D&C activities</p>	<p>WP6, WP1</p>	<p>Poor impact and dissemination of workshops, trainings, integration fora, Journalism Jack and other D&C activities. To ensure the success of</p>



Low/medium		these dissemination activities listed in WP1 and WP6, the dissemination strategy will be updated during the project life in M24 and 44.
R10. Partner withdrawal from the project Low/medium	All	Analyse the impact on the project. If withdrawal is a study case partner, a search for replacement will be conducted in consortium's extensive network. If withdrawal is a research partner it will be investigated if another partner in the consortium can fill the role, otherwise a search for replacement with similar skills and expertise will be conducted in the consortium's network.
R11. Partner not performing to expectations Medium/low	All	INFORMA consortium is a solid assembly of forest owners/managers and research partners highly committed to this proposal and willing to put all efforts needed for its success. However, in case of underperformance of some partner, the following actions will be taken depending on the causes: (a) other partners will offer assistance; (b) Initiation of project task forces; (c) In extreme cases, the partner will be replaced.
R12. Key milestones or critical deliverables delayed Medium/medium	All	The task leader will be informed of any expected delay with time enough to start mitigation actions for minimal impact. In case of no success, the WP leader, then the Technical Manager and finally the Project Coordinator will be informed. This latter will involve the Steering Committee (acting General Assembly)if necessary. At each step underperformance of the partner will be analysed and mitigation actions taken.
R13. Budget deviations Low/medium	All	In case of budget overruns, contingency actions will be decided by the Steering Committee (acting General Assembly)together with the European Commission Project Officer. Possible solutions include: (a) transfer budgets from one financial period to another; (b) increase partner contribution; (c) transfer parts of tasks to other WPs; (d) initiate dialogue with EC regarding reduction of work scope.

5.3.4.1 Key Performance Indicators (KPIs)

INFORMA project will contribute to two Sustainable Development Goals (SDGs) established by the United Nations: Climate action (SDG 13) and Life on Land (SDG 15). Given the field of study and the sectoral thematic addressed by the project, the consortium has proposed to align itself with the sub-objectives **SDG-Goal 13.2** 'Integrate climate change measures into national policies, strategies and planning' and **SDG-Goal 15.a** 'Mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems'.

In order to contribute to achieve SDG-Goal 13.2, the **KPI 13.2.1** will be used as an indicator to measure project' expected outcomes and impacts. In the short- and midterm, 5 European countries will communicate the establishment or operationalization of an integrated policy/strategy/plan to increase the forest ability to adapt the adverse impacts of climate change, and foster climate resilience and low GHG emissions development in a manner that does not threaten food production. In the long term, 10 European countries will communicate



the establishment or operationalization of an integrated policy/strategy/plan to increase the forest ability to adapt the adverse impacts of climate change, and foster climate resilience and low GHG emissions development in a manner that does not threaten food production.

In order to contribute to achieve SDG-Goal 15.a, the **KPI 15.a.1** will be used as an indicator to measure project' expected outcomes and impacts. In the long term, the carbon schemes improved with INFORMA recommendations will enable official development assistance and public and private expenditure on conservation and sustainable use of biodiversity and ecosystems in 100,000 ha.

ANNEX I: COMMUNICATION PLAN