



FOREST IN WOMEN'S HANDS (FEM4FOREST)
IMPLEMENTATION MANUAL

Deliverable: D.M.1.1

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Imprint

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- ✓ Slovenian Forestry Institute (Slovenia) – (from here forward referred asGIS)
- ✓ Forest Trainings Center PICHL (Austria)
- ✓ NOWA Training Counselling Project management (Austria)
- ✓ Bavarian State Institute of Forestry (Germany)
- ✓ Forest Owner Association Styria (Austria)
- ✓ PRIZMA Foundation for Improvement of Employment Possibilities (Slovenia)
- ✓ Croatian Chamber of Forestry and Wood Technology Engineers (Croatia)
- ✓ Croatian Union of Private Forest Owners Associations (Croatia)
- ✓ Agency for sustainable development of the Carpathian region "FORZA" (Ukraine)
- ✓ Forestry and Environmental Action (Bosnia and Herzegovina)
- ✓ University of Belgrade-Faculty of Forestry (Serbia)
- ✓ University Ștefan cel Mare of Suceava (Romania)
- ✓ Czech University of Life Science Prague (Czech Republic)
- ✓ Association Economy and Democracy (Bulgaria)

Lead partner of the project

Gozdarski inštitut Slovenije/
Slovenian Forestry Institute



GOZDARSKI INŠTITUT SLOVENIJE
SLOVENIAN FORESTRY INSTITUTE

Contact:

Gozdarski inštitut Slovenije
Večna pot 2
1000 Ljubljana
dr. Nike Krajnc
Phone: 00386 1 200 78 17
Email: nike.krajnc@gozdis.si

Authors of the Implementation manual

Tina Jemec (GIS), dr. Nike Krajnc (GIS)

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Disclaimer

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1. Introduction

Main aim of the implementation manual is to describe the strategic project management in detail and to secure smooth implementation of the project and to define the roles of lead partner and project partners.

Implementation manual will give a more detailed time frame of project activities and will provide guidance for progress monitoring and evaluation. This is a „living“ document that will be monitored and updated after each reporting period and discussed at project partners (PP) and Steering committee (SC) meetings.

The lead partner (GIS) will be in charge of supervising the progress of the project and will ensure that project tasks and deliverables are in line with project timeline.

2. Project management

Efficient coordination will be established through regular partners meetings, monthly and daily communication. GIS will provide templates and guidelines for reporting to all PP as well as any other kind of organizational/ managerial support when needed.

Financial and activity reports will be prepared according to the rules and for each period as foreseen by the program. The Project Manager together with the Financial manager is responsible for the administrative and financial management. This includes e.g. day-to-day management and administration of the project, maintenance of the Consortium Agreement, assistance to project partners on administrative issues, transferring information's and instructions to PP, monitoring the costs, coordinating the technical and financial reports and regular communication with JTS and project officer.

Financial and activity reports will be submitted to JTS in accordance with partnership agreement. To secure the efficient management regular PP, technical committee (TC) and SC meetings will be organized. At this meeting implementation of the project will be discussed. All three types of meetings (TC, PP and SC) will be organized back-to-back at the same day and at the same location (to lower the costs of traveling). If necessary, regular ZOOM meetings will be organized by TC members.

For the implementation of the Fem4Forest project the following main management structures and procedures needs to be performed:

2.1 Project management team

GIS will ensure efficient project management through the project management team, composed of Project Manager, Financial Manager, Project administrator, Quality Assurance Manager and Communication Manager. Each PP will establish their own management team with the similar structure (but corresponding to organization size and available resources). This kind of organization will also result in smooth coordination and high-quality reporting.

CORE MANAGEMENT TEAM	
Project manager	Nike Krajnc, GIS
Financial manager	Polona Vukovič, GIS
Project administrator	Tina Jemec, GIS
Quality Assurance Manager	Jožica Gričar, GIS
Communication Manager	Amina Trle, FEA

Project manager, Nike Krajnc (GIS) is responsible for (DTP Implementation manual):

- ✓ liaising between the project and the JS
- ✓ the overall management and coordination of the project implementation,
- ✓ daily monitoring of project progress with the support of Work Package Leaders and Activity Leaders,
- ✓ compiling the content parts of the Project Progress Reports and timely submission thereof, achievement of project objectives within the planned period of time and for the quality control of delivered outputs,
- ✓ keeping close contact with the Joint Secretariat and the project partners.

Project administrator, Tina Jemec (GIS) is main assistant of project manager responsible for:

- ✓ monitoring of implementation of planned activities,
- ✓ day to day communication with partners,
- ✓ effective transfer of information between partners.

Financial manager, Polona Vukovič (GIS) is experienced financial manager, which is very important for the proper financial implementation of the project and for ensuring the timely reimbursement of funds. FM is responsible for:

- ✓ permanent monitoring of all financial aspects, including internal management of funds, expenditure, spending rates, budget shifts, etc.
- ✓ financial reporting

Quality assurance manager, Jožica Gričar (GIS) is responsible for:

- ✓ reviewing all the project outputs and providing feedback to the partnership;

- ✓ ensuring that the findings are included in the final outputs to be submitted to the JS;
- ✓ validation of the outputs before submission to the JS;
- ✓ informing the JS about any obstacles/ problems encountered during the process.

Communication manager, Amina Trle (FEA) is responsible for:

- ✓ developing and implementing the project communication strategy,
- ✓ defining communication objectives, approaches, activities and key messages to be disseminated,
- ✓ preparation of information materials and promotion items,
- ✓ preparation and distribution of newsletters and press releases to identified stakeholders.
- ✓ coordination of communication within the partnership by setting up internal communication rules and monitoring tools, as well as updating the information on the project section in the DTP website etc.

2.2 Steering Committee (SC)

During the 1st project meeting a **Steering Committee (SC)** was established to decide about all major project issues, e.g. implementation and review of the work and action plans, approval of deliverables, evaluation of progress, risk mitigation and distribution of workload between partners etc.

Steering Committee (SC) is composed of 1 representative of each PP and LP, SC will have **14 members. SC meetings will be organized back to back with PP meetings or whenever needed.** SC meetings are organized by GIS but all PP can request an additional SC meeting if they have urgent issues to discuss.

The main aim of the SC meetings is to monitor the implementation of project activities and taking important decisions and measures in case of deviations.

SC members will inform the LP immediately of any changes in the SC membership. The SC will take decisions either during the regular SC meetings (to be held together with the project meetings or via e-mail).

GIS will prepare and moderate the SC meetings and will document all agreements in written, e.g. by the minutes of meetings. The minutes of the SC meetings will be a major reference for the project management. Project progress will be monitored and controlled against the agreed deliverables and project outputs as well as the project objectives and expected impacts. Outputs are understood as critical decision points where the SC must take decisions.

All decisions within the Steering Committee will be made in a consensus-oriented way, i.e. unanimous or by majority of votes. In case of even votes and if no compromise will be found, the GIS vote will count twice. GIS also has a veto if a decision would be in contradiction to the Grant Agreement obligations and/or to the Consortium Agreement. Exceptions of this rule exists only regarding decisions which are relevant for only one partner countries. Those decisions will be taken by the relevant partners from this country.

Members of SC are:

No.	Country	Acronym	Steering committee member	
1	SI	GIS	Nike Krajnc	nike.krajnc@gozdis.si
2	AT	FAST Pichl	Dagmar Karisch-Gierer	Dagmar.Karisch-Gierer@lk-stmk.at
3	AT	NOWA	Eva Janusch	eva.janusch@nowa.at
4	GER	LWF	Kathrin Böhling	Kathrin.Boehling@lwf.bayern.de
5	AT	WVS	Maximilian Handlos	maximilian.handlos@waldverband-stmk.at
6	SI	PRIZMA	Janja Viher	j.viher@fundacija-prizma.si
7	HR	HKIŠDT	Silvija Zec	silvija.zec@hkisdt.hr
8	HR	CROUPFOA	Miljenko Županić	tajnik@hsups.hr
9	UA	FORZA	Lesya Loyko	lesya.loyko@forza.org.ua
10	BIH	FEA	Ajla Dorfer	ajla.dorfer@feasee.org
11	SRB	UNIBG-FoF	Jelena Nedeljković	jelena.nedeljkovic@sfb.bg.ac.rs
12	RO	USV	Laura Bouriaud	bouriaud@usv.ro
13	CZ	CZU	Palátová Petra	palatovap@fld.czu.cz
14	BG	AED	Rossitsa Chobanova	rossitsa.chobanova@gmail.com
Technical secretariat		GIS	Tina Jemec/Katarina Flajšman	Tina.jemec@gozdis.si

When a member of SC of one PP is permanently replaced this change should be announced to LP in written document. In case of temporary replacement, this replacement should be communicated to LP before the start of the SC meeting and should be communicated to LP by e-mail.

2.3 Technical Committee (TC)

Technical Committee (TC) will be established to ensure smooth implementation of foreseen activities in each WP. TC will have only 6 members (4 WP leaders, project manager and communication manager).

Technical committee will have regular Zoom meetings every 3 months. LP will arrange the meetings via Zoom.

TC members are:

No.	Country	Acronym	Technical committee member	
1	SI	GIS	Nike Krajnc	nike.krajnc@gozdis.si
2	AT	FAST Pichl	Dagmar Karisch-Gierer	Dagmar.Karisch-Gierer@lk-stmk.at
3	AT	NOWA	Eva Janusch	eva.janusch@nowa.at
4	GER	LWF	Kathrin Böhling	Kathrin.Boehling@lwf.bayern.de
5	BIH	FEA	Amina Trle	amina.trle@feasee.org
6	RO	USV	Laura Bouriaud	bouriaud@usv.ro

Regular meetings of TC will be organized before each planned PP meeting. Members of TC will check the progress of activities and prepare the program, topics and propose solutions to be discussed at PP and later at SC meeting.

2.4 Quality assurance manager (QM)

Quality manager (QM) will be expert from the LP management team. Main responsibilities of the QM will be proofreading, analyzing and peer-reviewing and assessment of all project outputs, which will be in EN language, from the qualitative point of view according to predefined high-quality standards. QM will work in close collaboration with the Work Package Leaders (WPLs). QM will prepare **quality control reports** according to the instructions from the Interreg Danube Transnational Programme. At the end of each reporting period a short report about quality management will be prepared.

Quality manager is: **dr. Jožica Gričar**

e-mail: Jozica.gricar@gozdis.si

Phone: +386 1 200 78 53

Thus, to ensure a high quality of project implementation QM will:

- ✓ Stay in regular contact with all WPs in order to have a clear overview of activities that are implemented. Through this exchange it will be possible to provide

guidance and to ensure a good quality of deliverables and outputs (in terms of contents, extent, timing, layout, etc.).

- ✓ The quality assurance activity should always have a follow-up. The QM should ensure that his findings/recommendations are included in the final outputs to be submitted to the JS.
- ✓ Closely monitor project progress and performance, e.g. in terms of: progress of implementation (activities, deliverables, outputs of all work packages, indicators); identification of potential risks and problems, deviations and modifications.
- ✓ Carefully plan the reporting process so that PPs provide necessary information in time. Set up clear internal responsibilities and deadlines for getting PP information needed for reports.
- ✓ Perform validation by checking the quality of information and supporting documents (deliverables, outputs, etc.) provided by PPs in their PP reports. This should be done when consolidating the provided information into the joint progress report before submitting it to the JS.
- ✓ Conduct internal reviews in order to analyse the current status and progress as well as to plan ahead for the next activities.
- ✓ Informing the JS about any obstacles/problems encountered.

2.5 Financial committee (FC)

Financial committee (FC) is composed of 1 representative of each PP and LP, FC will have 14 members. FC meetings will be organized after the end of each project period or whenever needed.

The financial manager of the Fem4Forest project is Polona Vukovič from Slovenian Forestry Institute. She is contact person for all questions about the reporting, eligibility of the costs and eMS tool.

Financial manager is: **Polona Vukovič**

e-mail: polona.vukovic@gozdis.si

Phone: +386 40 644 101

Each partner will have a financial manager who will be responsible for all financial issues and preparation of financial reports of Fem4Forest project.

Members of FC are:

No.	Country	Acronym	Person responsible for financial issues	Contact person - email
1	SI	GIS	Polona Vukovič	polona.vukovic@gozdis.si
2	AT	FAST Pichl	Dagmar Karisch-Gierer	Dagmar.Karisch-Gierer@lk-stmk.at
3	AT	NOWA	Therese Seemann	therese.seemann@nowa.at
4	GER	LWF	Roland Schreiber	Roland.Schreiber@lwf.bayern.de
5	AT	WVS	Maximilian Handlos	maximilian.handlos@waldverband-stmk.at
6	SI	PRIZMA	Janja Viher	j.viher@fundacija-prizma.si
7	HR	HKIŠDT	Silvija Zec	silvija.zec@hkisdt.hr
8	HR	CROUPFOA	Miljenko Županić	tajnik@hsups.hr
9	UA	FORZA	Olga Kostyukova	Olga.kostyukova@forza.org.ua
10	BIH	FEA	Aida Brzina	abrzina@fea-bh.com
11	SRB	UNIBG-FoF	Prof. Mirjana Šijačić-Nikolić	mirjana.sijacic-nikolic@sfb.bg.ac.rs
12	RO	USV	Laura Bouriaud	bouriaud@usv.ro
13	CZ	CZU	Veronika Hajná	hajna@fld.czu.cz
14	BG	AED	Teodora Rroupska	t.roupska@abv.bg

2.6 Coordination of the Consortium, internal communication

The following communication and coordination rules were established among the project partners:

- All communication between the consortium and JTS goes through lead partner (GIS, Nike Krajnc is responsible for official communication with JTS).
- GIS will prepare and organize together with the responsible partner **regular PP meetings** according to the defined timetable to monitor the project progress and discuss/decide about all major project issues:
 - ✓ Kick-off meeting, 28th of July 2020, Zoom conference
 - ✓ 2nd project meeting, January 2021
 - ✓ 3rd project meeting, June 2021
 - ✓ 4th project meeting, January 2022
 - ✓ 5th project meeting, June 2022
 - ✓ 6th project meeting, November 2022
- For internal communication between partners **SharePoint will be used** where partners can share documents, work on some documents and also have some live discussions and News and notifications.

4. For regular meetings of WP members, TC, SC and communication group as much as possible **ZOOM** will be used.
5. Deviations have to be communicated inside the project (among PP), accepted by SC and then LP has to ask for approval of project officer and JTS. Changes are accepted when we get a written approval from JTS (eligibility of costs).

2.7 Communication Board

A Communication Board, coordinated by FEA will be responsible for project communication, promotion, dissemination and monitoring of their impact. Partners from one country (Austria, Slovenia, Croatia) decides who will be their national representative in Communication Board.

The Communication manager is: **Amina Trle**

e-mail: amina.trle@feasee.org

The unit will be coordinating actions through the dissemination and will:

- 1) Arrange one online coordination meeting at least every 6 months to share results of local, regional and national dissemination activities as well as to coordinate partners' dissemination activities.
- 2) Cooperate and coordinate via telephone, email or zoom, skype also between the periods of online coordination meetings if necessary.

All project partners are responsible to carry out proposed and decided communication and dissemination activities. At each country, a person will be appointed as member of communication unit (CU). The CU support the Communication manager for the planning and management of the communication activities and it's in charge for the coordination of the activities in each country.

Members of communication unit are:

No.	Country	Person responsible for communication	Contact person – email
1	SI	Tina Jemec	tina.jemec@gozdis.si
2	AT	Maximilian Handlos	maximilian.handlos@waldverband-stmk.at
3	GER	Kathrin Böhling	Kathrin.Boehling@lwf.bayern.de
4	HR	Maja Merc Kiš	maja.merc.kish@hkisdt.hr
5	UA	Lesya Loyko	lesya.loyko@forza.org.ua
6	BIH	Amina Trle	amina.trle@feasee.org
7	SRB	Jelena Nedeljković	jelena.nedeljkovic@sfb.bg.ac.rs

8	RO	Scriban Ramona	ramonascriban@gmail.com
9	CZ	Palátová Petra	palatovap@fld.czu.cz
10	BG	Ivan Paligorov	ipaligorov@abv.bg

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TIME TABLE FEM4FOREST		2020						2021												2022												
		J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	
Work Package/Activity		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	
M	Management								PR												PR											
A.M.1.1	Strategic project management and common methodologies for actions																														x	
A.M.2.1	Administrative and financial project management																															x
A.M.3.1	Internal project monitoring and quality control																															x
T1	Analysis of stakeholder demand																															
A.T.1.1	The status of women in forestry and identification of their needs					x				x																						
T2	Demand-driven action Plan																															
A.T.2.1	Innovative approaches for reducing gender disparities																				x											
A.T.2.2	Action Plan																						x									
A.T.2.3	Policy agenda																															x
T3	Innovative pathways for efficient involvement of women																															
A.T.3.1	Development of transnational gender reflected guidelines for relevant stakeholders												x																			
A.T.3.2	Design of a transnational awareness raising campaign																															
A.T.3.3	Design of a training program for women in forestry																															
A.T.3.4	Setting up a gender reflected mentoring program for female forest owners																															
T4	Testing support models for women																															
A.T.4.1	Actions to build awareness																															x
A.T.4.2	Implementation of pilot activities																															x
A.T.4.3	Evaluation of pilot activities																															x

Detailed time table for T3

WP	ACTIVITY	2020		2021												WHO	
		NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC		
A.T3.1 Gender reflects guidelines	Draft Guideline																nowa
	Inclusion stakeholders and feedback of partners																All
	Transnational online-workshop																All
	Final version of guidelines EN																nowa
	Translation of final version into national languages/adaption																All
A.T3.2 Design Awareness raising campaign	Draft Campaign																Prizma/nowa
	Inclusion stakeholders and feedback of partners																All
	Transnational online-workshop																All
	Final version of campaign model																Prizma/nowa
	Translation of final version into national languages/adaption																All
A.T3.3 Design training program	Transnational kick off workshop - online																All
	Draft training program							15.3.									nowa
	Inclusion stakeholders and feedback of partners																All
	Transnational online-workshop																All
	Final version of training program																nowa
	Translation of final version into national languages/adaption																All
A.T3.4 Setting up mentoring program	Draft mentoring program																nowa
	Inclusion stakeholders and feedback of partners																All
	Transnational online-workshop																All
	Final version of mentoring program in EN																nowa
	Translation of final version into national languages/adaption																All

4. Work plan

Detailed description of WP including related tasks & subtasks, responsible partners, deliverables and dependencies to other tasks

M- MANAGEMENT

Task	Description of subtasks & activities, relation to other tasks/work packages/deliverables/milestones	Lead / partners	Month of implementation/Date
A.M.1 Strategic project management and common methodologies for actions	<ul style="list-style-type: none"> Steering Committee has to be established (1 person for each PP and LP) <ul style="list-style-type: none"> Partners has to propose this person for their organisation SFI organises regular SC meetings Technical Committee has to be established (LP, WP leaders and C leader) SFI keeps regular contact to WP and task leaders regarding their roles, responsibilities and reporting duties and timely submission of their deliverables and provides support to the all partners upon request WP and task leaders coordinate and cooperate with all involved partners for the implementation of their WPs/tasks and timely completion of the deliverables WP leaders provides necessary information on their WPs for the regular update of the project management plan SFI prepares Implementation manual <p>Deliverables: D.M.1.1.: Implementation manual</p>	<p>SFI</p> <p>All SFI</p> <p>SFI</p> <p>GIS, FASTPichl, NOWA, LWF, FEA, USV</p> <p>SFI</p>	<p>1-30</p> <p>4.9.2020 3/6/9/12/15/18/21/24/27/30 July 2020</p> <p>1-30</p> <p>1-30</p> <p>August 2020</p>
A.M.2 Administrative and financial project management	<ul style="list-style-type: none"> Reporting periods are every 6 months Partners prepare financial reports PP meetings will be organized every 6 months – before the reporting SC meetings will be organized together with PP meetings or whenever needed TC meetings will be organized every month as Zoom conference All partners have to send to LP name of the person for financial issues that will work on this project SFI prepares minutes of the project / SC meetings and circulate to all partners for amendments/correction and approval <p>Deliverables: D.M.2.1.: Meeting minutes</p>	<p>SFI</p> <p>All All</p> <p>All</p> <p>All</p> <p>SFI</p>	<p>1-30</p> <p>1, 7, 12, 19, 24, 29</p> <p>1, 7, 12, 19, 24, 29</p> <p>1-30</p> <p>1, 7, 13, 19, 25, 30</p>
A.M.3 Internal project monitoring and quality control	<ul style="list-style-type: none"> SFI proposed dr. Jožica Gričar as quality manager For internal communication between partners SharePoint will be used where we can share documents, work on some documents and also have some live discussions and News and notifications. For regular meetings of WP members, TC, SC and communication group ZOOM will be used. Partners has to update the contact list at SharePoint <p>Deliverables: D.M.3.1.: Quality control report</p>	<p>SFI</p> <p>All</p> <p>All</p>	<p>1-30</p> <p>4.9.2020</p>

T1 - ANALYSIS OF STAKEHOLDER DEMAND

Task	Description of subtasks & activities, relation to other tasks/work packages/deliverables/milestones	Lead / partners	Month of implementation/Date
A.T.1.1 Status of Women in forestry sector	<ul style="list-style-type: none"> LWF prepares template for Status report (proposes draft, collects input from LP and PPs, ensures agreement on template) LWF identifies task leaders in PPs LWF prepares country-specific example of Status report (Bavaria) and makes it available to PPs and LP Task leaders in PPs provide input to Status report according to template for Status report LWF guides country-specific reporting, collects findings, and discusses progress with PPs and LP LWF concludes Status report LWF presents Status report and introduces into methodology for identification of women needs (A.T.1.2) at project meeting LWF prepares Benchmark study nowa and Pichl share insights from development of gender reflected guidelines (D.T3.1) and requirements for innovative tools and methods to support women (D.T4.1) USV shares insights from development of transnational innovation roadmap (D.T2.1.1) LWF presents draft of Benchmark study at project meeting LWF pulls insights about innovative methods and tools for inclusion and integration of women in forestry in Danube region together LWF concludes overall Report and integrates findings from survey and good practice examples (A.T.1.2) LWF ensures incorporation of status findings in D.T2.1.1 and D.T2.3.1 <p>Deliverable: D.T1.1.1: Report on current situation and position of women in forestry in Danube region</p>	<p>LWF</p> <p>All</p> <p>LWF with FEA All</p> <p>LWF with NOWA, Pichl</p> <p>LWF with USV</p> <p>All</p> <p>LWF with FEA</p> <p>LWF with USV</p>	<p>1-18 2, 3</p> <p>3</p> <p>4</p> <p>3-6</p> <p>6</p> <p>7</p> <p>6, 7, 8</p> <p>7-12</p> <p>7-12</p> <p>12, 13</p> <p>15, 16, 17, 18</p>
	<ul style="list-style-type: none"> LWF specifies methodology for identification of needs and interests (survey, round tables, interviews), and shares with PPs and LP LWF creates online survey based on existing tools and with feedback from PPs and LP PPs send survey link to relevant stakeholders and ensure data collection in their countries LWF provides guidance for round tables (planning, stakeholder involvement, participatory methods), with example from Bavaria PPs set up round tables and provide LWF with insights for interview questionnaire LWF provides PPs with a common questionnaire and a common format to list empirical findings PPs provide LWF with data 	<p>LWF</p> <p>All</p> <p>All</p> <p>All</p> <p>All</p>	<p>6-12</p> <p>5, 6</p> <p>6, 7</p> <p>6, 7 7, 8</p> <p>7, 8</p> <p>8, 9</p> <p>9, 10</p>

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	<ul style="list-style-type: none"> • LWF analyzes survey, round table and interview data and prepares report • LWF presents draft report, collects feedback and concludes reporting on women in forestry • LWF ensures incorporation of needs and interests analysis in D.T2.1.1, D.T2.2.1, D.T3.1.1 and D.T3.3.1 <p>Deliverable: D.T1.2.1: Report about needs and interests of women in forestry in Danube region</p>	<p>All</p> <p>LWF with USC, nowa</p>	<p>9, 10, 11</p> <p>10, 11, 12</p>
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T2 - DEMAND-DRIVEN ACTION PLAN

Task	Description of subtasks & activities, relation to other tasks/work packages/deliverables/milestones	Lead / partners	Month of implementation/Date
A.T.2.1 Innovative approaches for reducing gender disparities	The activities build on knowledge acquired in T1 and will feed the T3 and T4 activities.	USV/all	7-19
	1. <u>Identification of success stories</u>		7-8
	<ul style="list-style-type: none"> • USV and the PPs will create a pool of female experts (success stories) • USV provides an interview protocol for these experts • PPs record the female experts' recommendations. The interviews will be done in the local language, then translated in English by PPs. 		7-8
	<ul style="list-style-type: none"> • Based on interviews, USV will identify innovation needs in forestry sector. 		8-11
	2. <u>Analyzing innovative approaches for reducing gender disparities:</u>		11-12
	<ul style="list-style-type: none"> • USV provides guidelines on what is a 'relevant' innovative approach, with examples. • PPs identify existing relevant innovative approaches (existing programs, partnership, policy measures, networking) to reduce gender disparities. • USV collects feedback and concludes on existing innovative approaches 		11-12
	<ul style="list-style-type: none"> • USV provides guidelines on what is a 'relevant' innovative approach, with examples. • PPs identify existing relevant innovative approaches (existing programs, partnership, policy measures, networking) to reduce gender disparities. • USV collects feedback and concludes on existing innovative approaches 		12-15
	<ul style="list-style-type: none"> • USV provides guidelines on what is a 'relevant' innovative approach, with examples. • PPs identify existing relevant innovative approaches (existing programs, partnership, policy measures, networking) to reduce gender disparities. • USV collects feedback and concludes on existing innovative approaches 		15-16
	3. <u>Identification of innovation needs</u>		15-16
	<ul style="list-style-type: none"> • Based on D.T3.1 and D.T4.1 USV concludes on innovation needs • USV shares with PPs insights from development of transnational innovation roadmap (D.T2.1.1) to be discussed with stakeholders 		16-17
	4. <u>Transnational Innovation Roadmap:</u>		16-17
	<ul style="list-style-type: none"> • USV submits for discussion Transnational Innovation Roadmap • PPs organize in each country an workshop to analyse success stories and lessons learned • USV collect feedback and deliver the Transnational Innovation Roadmap 		17-18
	<ul style="list-style-type: none"> • USV collect feedback and deliver the Transnational Innovation Roadmap 		18-19
Deliverable: D.T2.1 Transnational Innovation Roadmap	19		

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A.T.2.2 Action Plan	<p>The national action plans are based on the results of T1 and are built on the transnational innovation roadmap. National Action Plan will identify critical issues for implementing a demand-driven innovation model for women participation in forest sector and will provide input for design a training and mentoring program (T3).</p> <ul style="list-style-type: none"> • USV prepares guidelines for partners and a template for Action Plan in English • Based on results from T1 and on deliverable D.T2.1 , PPs prepare the draft action plan in national language • Together with ASP, the PPs organize meetings and focused interviews to validate and improve the draft national action plans • Each partner organizes a national workshop to debate and endorse the action plans • USV collect the feedback and the national action plans and report on the activity <p>Deliverable: D.T2.2 National Action Plans</p>	USV/ all	7-22 7-8 8-12 12-18 18-20 20-22 22
A.T.2.3 Policy agenda	<p>Based on the action plans, a Policy Agenda will be provided to the relevant stakeholders and State authorities in the form of Policy briefs.</p> <ul style="list-style-type: none"> • USV provides the general template of the policy briefs and the common part for all partners • PPs fulfill the policy briefs in the national language • PPs distribute it to the relevant stakeholders. <p>Deliverable: D.T2.3. Policy briefs (one per participating country and one international to spread the information on wider Danube region and beyond).</p>	USV/ all	13-30 13-16 16-19 19-30 30

T3 - INNOVATIVE PATHWAYS FOR EFFICIENT INVOLVEMENT OF WOMEN

Task	Description of subtasks & activities, relation to other tasks/work packages/deliverables/milestones	Lead / partners	Month of implementation/Date
A.T.3.1 Development of transnational gender reflected guidelines for relevant stakeholders	<p>The guidelines are based on the results of T1 and are built on the transnational innovation roadmap and the national action plans of T2. They are the basis for following activities in T3, T4 and C.</p> <ul style="list-style-type: none"> • Elaboration of a draft of guidelines and send it to partners in EN • Inclusion of stakeholders on national level • Feedback of partners • Transnational Workshop (online) • Final version of guidelines in EN • Translation into national languages and adaption to specific national conditions <p>Deliverable: D.T3.1.1: Transnational gender reflected guidelines in EN and partner languages</p> <p>Output: T3.1: Transnational guidelines for empowering women in forestry</p>	nowa All All All nowa All	5-15 31.01.2021 30.04.2021 05 2021 30.06.2021 30.09.2021

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<p>A.T.3.2 Design of a transnational awareness raising campaign</p>	<p>The awareness raising campaign will consider the findings from T1 and T2. The activities are implemented in T4. Relevant representatives of the quadruple helix are important to develop, promote and support this campaign.</p> <ul style="list-style-type: none"> • Elaboration of a draft of the campaign (target group, message, activities, measures, channels, timeline...) and send it to partners in EN • Inclusion of stakeholders on national level • Feedback of partners • Transnational Workshop • Final version in EN • Translation into national languages and adaption to specific national conditions <p>Deliverable: D.T3.2.1: Transnational awareness raising campaign model Output: T3.2: Transnational awareness raising campaign</p>	<p>nowa All All All nowa All</p>	<p>8-17 30.04.2021 30.06.2021 July 2021 30.09.2021 30.11.2021</p>
<p>A.T.3.3 Design of a training program for women in forestry</p>	<p>The training program will consider the findings from T1 and T2. The activities are implemented in T4. It is an active offer for female employees and executives. Relevant representatives of the quadruple helix are important to develop, promote and support this program. The program is designed to be transferred in the educational offers of forestry education providers and in trainings on the job in companies.</p> <ul style="list-style-type: none"> • Transnational kick off workshop – online, to collect relevant topics (same as for A.T.3.4) - online • Elaboration of a draft for the program (target group, modules, content, methods, framework, timeline, evaluation, ...) and send it to partners in EN • Inclusion of stakeholders on national level • Transnational workshop to discuss modules (same as for A.T.3.4) • Final version in EN • Translation into national languages and adaption to specific national conditions <p>Deliverable: D.T3.3.1: Training program for women in forestry Output: T3.3: Training and mentoring program for women in forestry</p>	<p>All nowa All All nowa All</p>	<p>6-18 December 2020 15.03.2021 31.05.2021 June 2021 30.09.2021 31.12.2021</p>

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A.T.3.4 Setting up a gender reflected mentoring program for female forest owners	The mentoring program will consider the findings from T1 and T2. The activities are implemented in T4. It provides a program to train gender-oriented mentors in the forestry sector with the aim of promoting and supporting female forest owners. It consists of 2 parts: 1. Mentoring concept for female forest owners 2. Train the trainer program for gender-oriented mentoring Relevant representatives of the quadruple helix are important to develop, promote and support this program. The trained mentors automatically become multipliers on national level.		8-18
	<ul style="list-style-type: none"> Elaboration of a draft for the program (criteria, content guidelines, methods, framework, timeline, evaluation, ...) and send it to partners in EN 	nowa	31.03.2021
	<ul style="list-style-type: none"> Inclusion of stakeholders on national level 	All	31.05.2021
	<ul style="list-style-type: none"> Transnational workshop to discuss modules/program (same as for A.T.3.3) 	All	November 2021
	<ul style="list-style-type: none"> Final version in EN Translation into national languages and adaption to specific national conditions 	nowa All	30.03.2022 30.05.2022
Deliverable: D.T3.4.1: Gender reflected mentoring program for female forest owners Output: T3.3: Training and mentoring program for women in forestry			

T4 - TESTING SUPPORT MODELS FOR WOMEN

Task	Description of subtasks & activities, relation to other tasks/work packages/deliverables/milestones	Lead / partners	Month of implementation/Date
A.T.4.1 Actions to build awareness	Awareness raising campaigns are organised in each partner country to reach executives, interest groups and other relevant actors in forestry and engage them in pilot activities. Every country will organize its own tailor-made campaign, if needed (due to COVID-19 pandemic) the campaign will take place mainly through various social media and networks.		13 – 30
	<ul style="list-style-type: none"> Adaption of the transnational campaign model to national needs, preparation and development of national campaigns 	All	30.11.2021
	<ul style="list-style-type: none"> Final versions of national campaigns in EN and partner languages 	All	31.12.2021
	<ul style="list-style-type: none"> Setting up awareness raising activities (community events, info-sessions, workshops, etc.) 	All	1.12.2021 – 31.12.2022
	<ul style="list-style-type: none"> Common template for national reports in EN 	FAST	31.08.2022
	<ul style="list-style-type: none"> National reports on awareness raising activities in EN and partner languages 	All	31.10.2022
	<ul style="list-style-type: none"> Transnational report on awareness raising activities → Joint model for building awareness regarding gender equality in forestry sector in EN 	FAST	31.12.2022

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	<p>Deliverable: D.T4.1.1:Transnational report on awareness raising activities</p>		
A.T.4.2 Implementation of pilot activities	<p>The contents developed in WP T2 and T3 are tested. Planning national pilot activities, project partners will choose between:</p> <ol style="list-style-type: none"> 1. Training program for women in forestry 2. Implementation of good practice examples 3. New forms of cooperation models of (female) forest owners 4. Gender reflected mentoring program for female forest owners (incl. train the trainer) <p>PP elaborate implementation plans for their activities on national level and mid-term status quo reports in English. All national measures are compiled in a common map of activities→ portfolio of the implemented trainings and measures.</p> <ul style="list-style-type: none"> • Selection/adaption of pilot activities according to national needs • Implementation plan for pilot activities on national level • Testing of pilot activities on national level • Transnational train the trainer program • Template for midterm evaluation • Midterm-status quo report on national pilot activities • Common map of activities/portfolio of implemented trainings and measures <p>Deliverable: D.T4.2.1:Reports on pilot activities Output: T4.1: Pilot actions implemented in forestry sector</p>	<p>All</p> <p>All</p> <p>All</p> <p>FAST</p> <p>FAST</p> <p>All</p> <p>FAST</p>	<p>13 – 27</p> <p>30.09.2021</p> <p>31.12.2021</p> <p>1.11.2021 – 30.09.2022</p> <p>1stquarter 2022</p> <p>28.02,2022</p> <p>30.04.2022</p> <p>31.12.2022</p>
A.T.4.3 Evaluation of pilot activities	<p>Pilot activities are monitored and evaluated by the use of a common methodology.The methodology for reporting is developed jointly. Strategies and recommendations are derived from pilot action reports and lead to a final result→Joint model for building awareness regarding gender equality in the forestry sector.</p> <ul style="list-style-type: none"> • Draft of a common methodology for reporting • Transnational online-workshop on the common methodology 	<p>FAST</p> <p>FAST</p> <p>FAST</p>	<p>25 – 30</p> <p>31.07.2022</p> <p>August 2022</p> <p>31.08.2022</p>

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	<ul style="list-style-type: none"> • Final version of the common methodology for reporting in EN • Final national reports on pilot activities in EN and national languages • Transnational final report on pilot activities with recommendations/joint model in EN <p>Deliverable: D.T4.3.1: Transnational final report with recommendations</p> <p>Output: T4.2: Joint model for measures regarding gender equality in the forestry sector</p>	All	31.10.2022
		FAST	31.12.2022

C - COMMUNICATION

Task	Description of subtasks & activities, relation to other tasks/work packages/deliverables/milestones	Lead / partners	Month of implementation/Date
A.C.1 Start-up activities including communications	<ul style="list-style-type: none"> • Selection of a Communication Manager (CM) <ul style="list-style-type: none"> - WP Leader (FEA) proposed Amina Trle as a CM • Establishment of Communication Board (CB) <ul style="list-style-type: none"> - All PPs have to propose one person from their team as a communication person. This group will form a CB • Preparation of Communication Plan (CP) and its frequent update • First CB online meeting to discuss further communication activities • Preparation of templates for monitoring progress in communication activities – Communication Activity Report, Media/Press/SocialMedia Tracking Templates - distribution to PPs • Publishing news about the start of the Project on PP's existing channels. <p>Deliverable: D.C.1.1. Communication Plan D.C.1.2. Communication Activity Report</p>	LP & FEA	August 2020.
		All PPs	September 2020.
		FEA	01.09.2020.
		FEA & All PPs	14.09.2020.
		FEA	28.08.2020.
		All PPs	11.09.2020.
A.C.2 Promotional material	<ul style="list-style-type: none"> • Production of the 1st of 3 flyers with a general content to present project aims and addressed problems, involved PPs and planned activities • Production of the 2nd flyer with results which can be already presented • Production of the 3rd flyer with the project results and interesting findings from the project • Publication of 10 press releases (one in each participating country): prepared and published in national papers/journals after the kick-off event • Publication of 20 articles (at least two in each participating country): prepared and published in national papers/journals to present individual results and lessons learned during project implementation. • Publication of Project poster - each project partner has to place at least one poster with information about the project 	FEA & All PPs	October 2020.
		FEA & All PPs	September 2021.
		FEA & All PPs	December 2021.
		All PPs	December 2021.
		All PPs	December 2021.
		All PPs	December 2020.

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	<ul style="list-style-type: none"> Preparation of promotional packages with small notebooks, memory sticks, pens, etc. (event toolkit) will be prepared to be used at least at 2 big public events Preparation of instructions for partners how to organize the event (template for agenda, invitation letters, participant list and evaluation form) and some practical guidelines on how to make event more participatory (for more active participation of different stakeholders). <p>Deliverable: D.C.2.1. Communication materials D.C.2.2. Event Toolkit</p>	<p>FEA & LP</p> <p>FEA</p>	<p>December 2022.</p> <p>December 2022.</p>
<p>A.C.3 Publication(s)</p>	<p>Creation of a booklet, entitled “Facts and Figures regarding women in forestry in Danube region”. Booklet will be prepared in English and a 10 fact-sheets (printed versions) will be prepared (4 pages of A4 format) with the main findings of T1 with some national specifics. This fact-sheets will be in national languages, to support national awareness raising campaigns and to raise awareness among local stakeholders.</p> <p>Deliverable: D.C.3.1. A booklet and fact-sheets “Facts and Figures regarding women in forestry in Danube region</p>	<p>LWF, FEA, other PPs</p>	<p>December 2021.</p>
<p>A.C.4 Public Event(s)</p>	<p>Organization of at least two public events:</p> <ul style="list-style-type: none"> First public/ kick-off At kick-off event PP will present the main aim of the project and challenges identified. Start of building activities in T1. Final dissemination event At the end of the project duration at final event main results, outputs, recommendations and follow-up will be presented. Different stakeholders and ASP will be invited. Preparation of agenda and program for events Inviting of the main national stakeholders and relevant speakers to participate in public events Preparation of template for Public Event Reports Report on public events Report on relevant international, national, regional events and photos collection Set up of the photo gallery on the micro-website of the Project Frequent update of photo gallery <p>Deliverable: Deliverable D.C.4.1. Report on two public events</p> <p>Deliverable D.C.4.2. Report on other relevant events + 1 photo gallery</p>	<p>All PPs</p> <p>All PPs</p> <p>LP & FEA All PPs</p> <p>FEA</p> <p>All PPs</p> <p>All PPs</p> <p>FEA</p> <p>FEA</p>	<p>September 2020.</p> <p>December 2022.</p> <p>1-30 December 2022.</p> <p>September 2020.</p> <p>September 2020, December 2022. 1-30</p> <p>December 2022.</p> <p>1-30</p>

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<p>A.C.5 Digital activities</p>	<ul style="list-style-type: none"> • Set up of the project website • Content creation and regular update of the project website • Special posts about Project on PP’s institution website • Preparation of template for Report on digital activities • Preparation of Report on digital activities • Establishment of two social media pages of the project (Facebook and Instagram) • Regular update of social media pages • Preparation of Digital Media Monitoring Report <p>Deliverable: D.C.5.1. Project website D.C.5.2. Two Fem4Forest social media pages D.C.5.3. Report on digital activities</p>	<p>DTP FEA & LP</p> <p>All PPs</p> <p>FEA</p> <p>All PPs</p> <p>FEA</p> <p>FEA FEA</p>	<p>December 2020. December 2024.</p> <p>1-30</p> <p>September 2020.</p> <p>3,6,9,12,15,18,21,24, 27,30</p> <p>December 2020.</p> <p>1-30 3,6,9,12,15,18,21,24, 27,30</p>
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5. References

Implementation manual, Version 3.1, June 2020, Danube transnational programme, 52 pages

