

PROJECT MANAGEMENT PLAN
<VINDEL RIVER LIFE>

UMEÅ UNIVERSITY
VINDEL RIVER FISHERY ADVISORY BOARD
SWEDISH UNIVERSITY OF AGRICULTURAL SCIENCES

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INTRODUCTION

The general objective of the Vindel River LIFE project is to achieve a good water status in the project area, with reference to the EC Water Directive, and a good conservation status for species in the project area, according to the Habitat Directive. This will be achieved by reducing or removing the remaining effects of fragmentation and channelization installations in 22 tributaries of the Vindel river system, comprising a total river stretch of 44.1 km. These installations stem from the period of timber-floating ca 1850–1976, and constitute threats towards a favorable conservation status of species and habitats within the Natura 2000 site the Vindel River. The present restoration comprises 30 % of the original installations for timber-floating. When the suggested project is completed a total of 73 % of the former timber-floating installations will be removed and the conservation status of the river system considerably increased. The constructions for timber floating that have high cultural and historical values, identified by the County Administrative Board of Västerbotten, will be left for educational and museum purposes.

In this project management plan, deliverables in order to meet the goal of good water status in the Vindel River are addressed and the estimated deliverable dates are given. Further, a schedule over the tasks that need to be completed (milestones) for each deliverable and who is responsible for the respective tasks is presented. A human resource plan, a communication plan, a cost management plan, and a risk management plan are also included.

DESCRIPTION OF PROJECT MANAGEMENT

The Project Leader, Johanna Gardeström, has the overall authority and responsibility for managing this project according to this Project Plan. The beneficiaries are responsible for different deliveries, which are presented in more detail in the work breakdown structure. The responsibilities include the implementation of each action; that it is delivered on time; the financial reporting to the Financial Leader; the documentation and progress reporting to the Project Leader. The Project Leader will process documentation and inform the project members about the progress of the project. The steering committee will decide the overall strategies of the project. The scientific reference group will mainly serve as an expert group by being an interface between the project and the scientific community working with stream water ecology. The Stakeholder reference group will take part in discussions about the implementation and progress of the project.

1. Coordinating beneficiary: Umeå University (UmU)
 - Project Coordinator- Prof. Christer Nilsson
 - Project Leader- Johanna Gardeström
 - Financial Leader- Marie Kårebrand
 - Field assistants- Lovisa Lind, Filip Liljestål

2. Associated beneficiary: Vindel River Fishery Advisory Board (FAB)
 - Technical Coordinator- Daniel Holmqvist
 - Representative- Stig Westberg
 - Chairman of FAB- Henrik Sandström
 - Machine foreman-Daniel Jonsson
 - Machine assistant- Conrad Wermelin
 - Field assistants- Erik Spade, Anders Fredriksson, Gustav Sandehed

3. Associated beneficiary: Swedish University of Agricultural Sciences (SLU)

- Scientific Coordinator- Hans Lundqvist
- Field assistant- Daniel Palm

Steering committee

Christer Nilsson (UmU) Johanna Gardeström (UmU), Daniel Holmqvist (FAB), Hans Lundqvist (SLU), Marie Kårebrand (UmU).

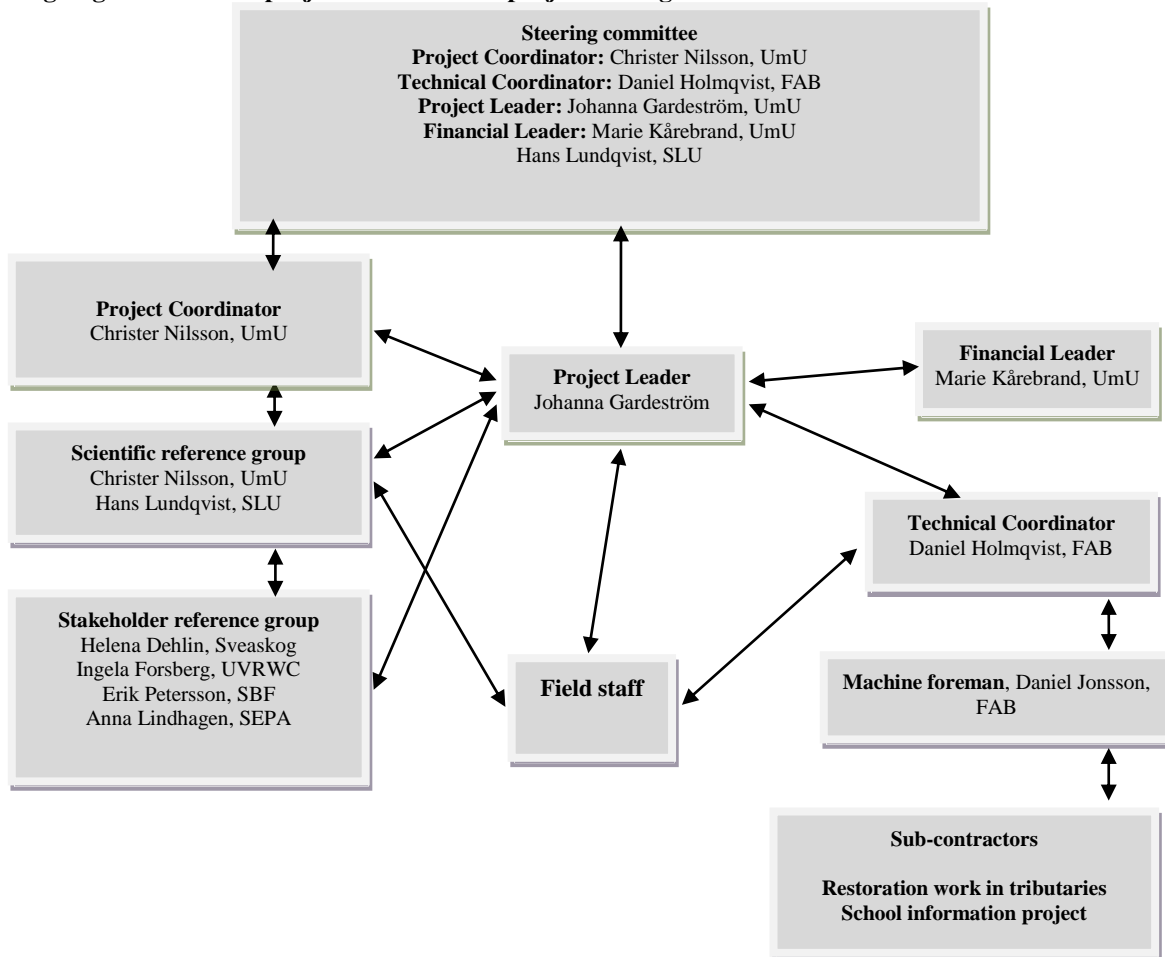
Scientific reference group

Christer Nilsson (Umu), Hans Lundqvist (SLU).

Stakeholder reference group

Helena Dehlin (Sveaskog), Ingela Forsberg (Ume and Vindel Rivers Water Council), Erik Petersson (Swedish Board of Fisheries), Anna Lindhagen (Swedish Environmental Protection Agency).

Organigramme of the project team and the project management structure



PROJECT SCOPE

In Vindel River LIFE, 22 tributaries will be restored. Within the project, two major river restoration actions are applied: one in which restoration is more advanced, where methods of demonstrative character are used; and one which has a more traditional restoration approach, i.e., where a package of methods that previously have been tested and applied in other restoration projects in the Vindel River is used (best-practice methods). The advanced restoration action will be applied in stretches within 10 tributaries where large boulders, large wood, and gravel from uplands are placed into the channel. This action is termed *Demonstration* since the methods used previously only have been tested in pilot studies. The demonstration sites will be compared with stretches upstream that previously have been restored to evaluate the ecological response of the advanced restoration

The best-practice restoration action will be applied in 13 tributaries where available rock material (often blasted) from the stream edges will be placed in the channel and side channels will be opened, and made dams will be removed or bypass channels will be built to allow passage of migrating fish. Further, fish spawning areas will be restored in all 22 tributaries. Before any restoration can start, preparatory work such as legal consultation and writing EIAs, writing work-plans for the restoration action, train field-staff, and call for tenders will be done. Further, two types of studies will be done before the actual restoration is conducted, i.e., pre-action modeling (to ensure that placement of structures in the tributaries is done as efficient as possible) and a pre-restoration study including electro fishing and collection of data on geomorphic and hydraulic characteristics of the habitat (to evaluate the ecological effects of the demonstration action). Some expected results of the project are: Increased retention of water and material; improved habitat for riparian and aquatic organisms; and increased diversity and variation in the water landscape.

SCHEDULE BASELINE AND WORK BREAKDOWN STRUCTURE

The three project team beneficiaries are responsible for the estimation of duration and cost of the assigned actions (specified in table 1) and that the assigned actions are finalized. All members of the project team will review and validate the proposed schedule. Further, each beneficiary is responsible for updating time and resource estimations for assigned activity and to report any changes to the Project Leader, Johanna Gardeström.

Table 1. A schedule baseline including responsible person/beneficiary and estimated due dates for the actions

<i>Action</i>	<i>Deliverable</i>	<i>Task to reach deliverable</i>	<i>Milestones of the project</i>	<i>Responsible</i>	<i>Date</i>
A1 Collect pre-restoration data	Data		Data finalized	UmU	31-10-2011
A2 Hydrogeometric modelling	Models		Models finalized	UmU	31-10-2010
A3 Legal consultation and EIA	Work permissions	-Local meetings with landowners, fishery org., and local people. -Inventory and documentation of the sites -Consulted with CABV	Consultations and EIA finalized	FAB	- Regularly during winter/spring before every new restoration: for C1 it was finalized in spring 2010 -For C2-C4 it will be done by 31-12-2011
A4 Workplan for action C1-C4	Work plans	-A1-A3 -Risk Management Plan for the actions	Work plan for C1 finalized Work plan for C2-4 finalized	FAB	-Work plan for C1 was finalized 31-07-2010 -Work plan for C2-C4 will be finalized March 2014
A5 Training field staff	Trained field staff		-Nomination of staff finalized -Training of field staff finalized	FAB	-Nomination of field staff done 31-07-2010. There will be nominations regularly before every field season. -Training in June-July 2010. New training if new staff. (Klart 2011)
A6 Call for tenders UmU*			Call for tenders finalized	UmU	Regularly when necessary until 30-06-2014
A7 Call for tenders FAB*			Call for tenders finalized	FAB	Regularly when necessary until 30-06-2014

A8 Call for tenders SLU*			Call for tenders finalized	SLU	Regularly when necessary until 30-06-2014
B1 One –off Compensation payments			Compensation payments finalized	FAB	Regularly when necessary until 31-12-2012
C1 Restoration at demonstration sites	Restored site C1	Permits applied for and consultations done before the start of the LIFE-project	Action C1 completed	FAB	-completed 30-11-2010
C2-C4 Restoration at Best practice sites	Restored sites C2-C4	A1, A2, A3, A4	-Half of dams removed -Actions C2-C4 completed	FAB	-half of dams removed by 31-12-2012 -C2-C4 completed 30-11-2014
D1 Notice boards	Notice board installed	-summarize information about the project, collect photos and historical info	-Design finalized -printing finalized	UmU; Project Leader	Start in November 2010 Installed May 2011
D2 Website	Set-up of website finalized	Regularly update		UmU; Project Leader	-a preliminary website done 31-06-2010 -a formal website completed 31-12-2010
D3 Information and dissemination			-Kick-off seminar finalized -Presentation at popular events -Representation in media -Final symposium finalized -Guidelines finalized	UmU; Project Leader	-kick-off seminar 02-12-2010 -presentations regularly -media regularly -Final sympos. Sept 2013 -2014
D4 School information project	-Information material for teachers	- Seminars with teachers and prepare them with relevant information material -Educational visits for teachers and pupils in the tributaries	Teacher education/material finalized	FAB; Technical Coordinator	-informing "naturskolan" 01-11-2010 -regular teachers' seminar -Dec 2014
D5 Layman report	Layman report finalized	-Documentation of the pre- and post-restoration states in the tributaries.	Pre-restoration documentation methods and results presented	FAB	-First part finalized 31-12-2011 -Report finalized 31-12-14
D6 Conference presentations UmU	-Conference presentation given -A folder with project outline	-Collection of project results -Evaluation of the results -Prepare presentation -prepare a folder	Network meetings finalized	UmU	-Folder due one month prior conference - Conference before 31-12-2012; 31-12-2014
D7 Conference presentations SLU	Conference presentation given	-Collection of project results -Evaluation of the results -Prepare presentation		SLU	-Conference before 31-12-2014
E1 Proj. Management by UmU	Se above (Description of Management)		-Nomination of Project Leader, Johanna Gardeström -Project management plan finalized	UmU	-Nomination Proj. Leader done during spring 2010 - Nomination Financial Leader done during 31-01-2010 -Management Plan due 31-11-2010 -Total Management until 2015
E2 Proj. Management by FAB	Se above (Description of Management)		Nomination of technical coordinator, Daniel Holmqvist	FAB	- Nomination done 31-01-2010 -Total Management until 2015
E3 Proj. Management by SLU	Se above (Description of Management)			SLU	-Total Management until 2015
E4 Monitor & evaluate riparian indicators	Protocols finalized			UmU	30-09-2014
E5 Monitor & evaluate fish indicators	Protocols finalized			SLU	30-09-2014
E6 Network			Network meetings finalized	UmU	31-10-2013
E7 Financial audit	Financial audit finalized				31-12-2014
E8 After-LIFE Conservation plan	After-LIFE Conservation plan finalized				31-12-2014

*call for tenders if the cost for a contract exceed €125000

SCHEDULE MANAGEMENT PLAN

The project team must agree to the proposed work assignments, durations, and schedule. If any member of the project team determines that a change to the schedule is necessary, the Project Leader, Johanna Gardeström and steering committee will meet to review and evaluate the change. Once the change request has been reviewed and approved the project leader is responsible for adjusting the schedule and communicating all changes and impacts to the project team, project sponsor, and stakeholders

PROJECT CHANGE PROCESS

Any changes in the project plan have to be communicated with the Project Leader, Johanna Gardeström. Changes affecting the budget or the duration will have to be communicated and discussed with the steering committee and possibly approved by the European Commission. The beneficiary concerned will submit the change to the Project Leader, who will communicate it with the EC.

COMMUNICATIONS MANAGEMENT PLAN

This Communications Management Plan sets the communications framework for the Vindel LIFE project. It will serve as a guide for communications throughout the life of the project and will be updated as communication needs change.

Communication with the Commission

- The coordinating beneficiary shall be the single point of contact for the Commission.
- The Project Leader, Johanna Gardeström, is responsible for writing all technical reports to the Commission.
- The Project Leader will provide the associated beneficiaries with copies of technical and financial reports submitted to the Commission as well as the Commission's reaction to these documents.

Documentation

- The Project Leader will receive all documents about the Vindel River LIFE project within as soon as possible after its production. This is to facilitate the documentation of the project. Documents can be sent either by regular mail or by email.
- Legal documents, agreements, documentation financed by Vindel River LIFE (such as films, folders, etc.), employee information, meeting protocols, financial reports, time-sheets are all examples of Vindel River LIFE documents that need to be communicated on a monthly basis.
- Time-sheets are filled in (hours per action) and sent to the Financial Leader, Marie Kårebrand, by the end of every month.
- Financial reports are also sent to the Financial Leader by the end of every month.
- The Project Leader, Johanna Gardeström will inform the project members about the progress of the project in a monthly information email.

Meetings

- A protocol is written after a *formal* meeting. Choose a secretary that is responsible for this. Include date, place, list of people present and a summary about what was said and decided.
- The steering committee will have scheduled meetings 1-2 times per semester.
- The scientific reference group meets once a year.
- The stakeholder reference group meets once a year.
- Send the meeting-protocol to the Project Leader a.s.a.p. after the meeting (within a month the latest).

COST MANAGEMENT PLAN

A detailed budget (in Swedish) is presented in Appendix 1.

- The coordinating beneficiary (UmU), alone receives funds from the Commission and distributes the amounts corresponding to the associated beneficiaries' participation in the project.
- The Project Leader is responsible for managing and reporting on the project's cost throughout the duration of the project.
- During the steering group meeting, the Financial Leader/Project Leader will present and review the project's cost performance for the preceding months.
- The Financial Leader, Marie Kårebrand, is responsible for managing costs.
- The Project Coordinator, Christer Nilsson, has the authority to approve changes to the project budget.
- The Financial Leader, Marie Kårebrand will report the monthly expenditures to the Project Leader, Johanna Gardeström.
- The beneficiaries shall send copies of supporting (accounting) documentation to the Financial Leader, at the latest by the end of every month.
- Estimated eligible costs and associated beneficiary's financial contribution to the project are specified in the Partnership Agreement.
- All invoices shall include a clear reference to the project.
- Changes affecting the budget will have to be communicated and discussed with the steering committee and possibly approved by the European Commission.
- 10% (or a maximum of 30.000 €) of the total budget can be moved between the budget categories. Observe! Budget categories and actions are not the same thing. Travel; Consumables; External assistance; Durable goods; Land purchase; Other costs; and Overheads are budget categories. Since each budget category covers many actions, each change in the budget should be checked with the external monitoring team (i.e. Inga Racinska) so we can be sure that we are not doing anything wrong. The communication with the external monitoring team will be done by The Project Leader.
- The Commission has to approve financial changes that exceed 10% of the total budget.

RISK MANAGEMENT PLAN

The approach we have taken to manage risks for this project included a methodical process by which the project team identified, scored, and ranked the various risks. Project members will provide status updates on their assigned risks to the Technical Coordinator, Daniel Holmqvist, who will forward these updates to the Project Leader.

RISK REGISTER

The Risk Register for this project is provided in Appendix 2, Risk Register.