Executive Procedure Manual

ZEroCo(2)

Zero Emission COmmunities

Issued by: Province of Massa Carrara
- CONFIDENTIAL -

29th November 2010

Version 1.1

European Regional Development Fund (ERDF)

The sole responsibility for the content of this document lies with the authors. It does not necessarily reflect the opinion of the European Communities and the MED Programme Joint Technical Secretariat and Managing Authority. Their aren't responsibles for any use that may be made of the information contained therein.

Index

1. RATIONALE OF THE INTERNAL PROCEDURE MANUAL

The presented document, referred to as the Executive Procedure Manual (EPM), is based on the Subsidy Contract N° **2G-MED 09-452** (hereafter referred as "the Contract") between the **Zero Co2** consortium and the MED Managing Authority, as regards the implementation of the action **"Zero Co2 - Zero Emission Communities ("the Project")**, co-funded by European Commission under the MED Programme.

The EPM aims at defining the procedures to be applied to the management of the project and provides guidelines for the purpose of facilitating uniformity and producing standardised quality outputs. It also aims at ensuring a common understanding of the organisation, planning and execution of the project by all partners.

Finally, the present EPM will be implemented during project's activities with the contents produced by the partnership (i.e. deliverables, agendas and minutes of meetings, executive procedures, reports, internal documents). At the end, the EPM will not represent a guide to implement the project only, but also the common archive of activities carried out and outputs and deliverables produced.

Each 4/6 months of project implementation a new and updated version of IPM will be at disposal of the partnership.

The purpose of the EPM is to provide information as regards:

- Project Organisation
- Roles and Responsibilities
- Management Structure
- Overall Project Management and Coordination
- Monitoring and evaluation
- Document Management
- Quality Control issues
- Outputs and deliverables produced
- Archive on all activities carried out

2. COMPOSITION AND STRUCTURE OF ZERO CO2 CONSORTIUM

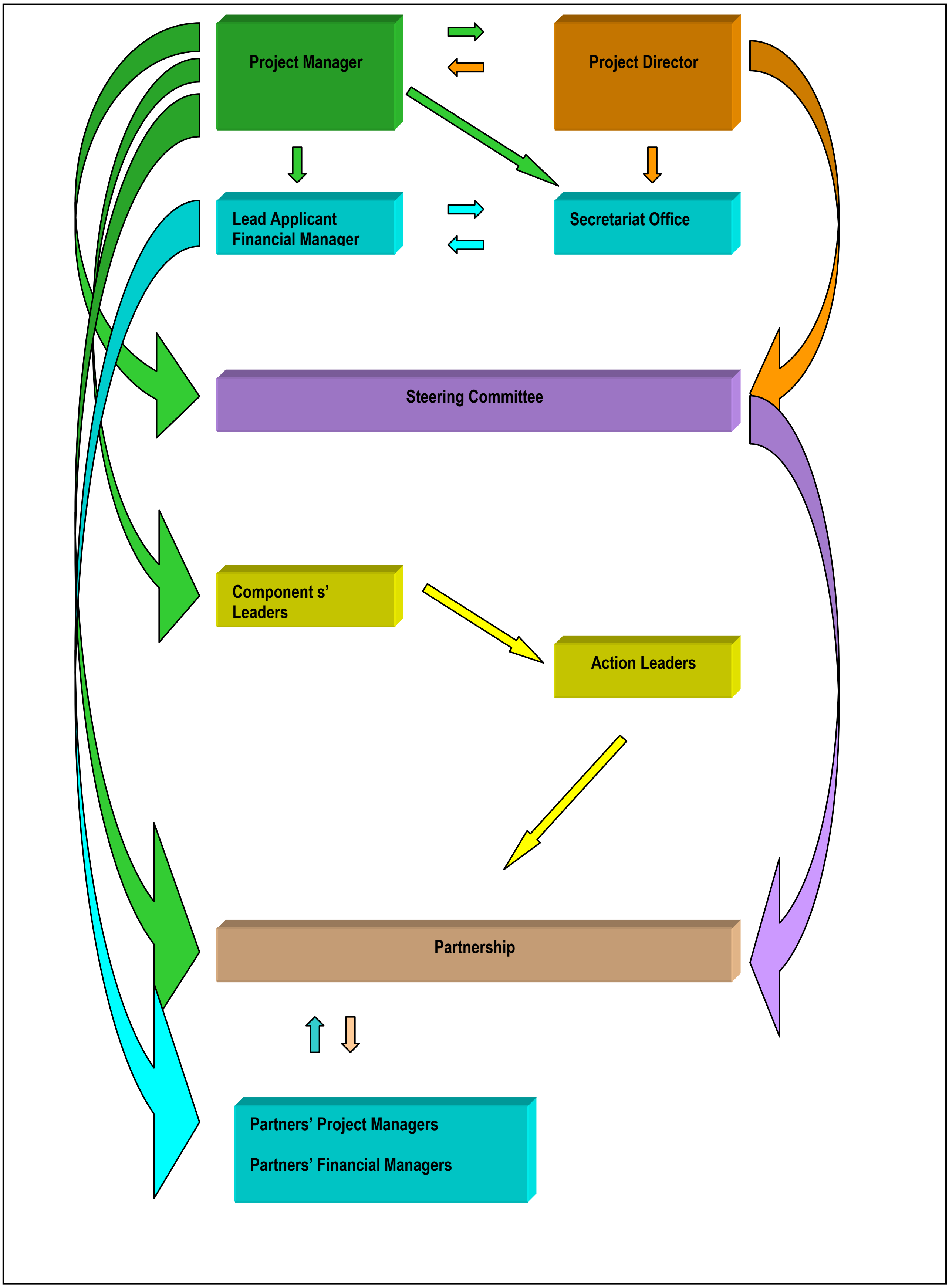
The **ZEROC Zero Co2 o2** consortium is formed by a complementary mix of experienced European bodies.
The following table shows the list of participants to the project.

Country	N°	Partners (acronym)	Participant full name
Italy	LP	**Province of Massa Carrara**	Province of Massa Carrara
	P2	**Legambiente**	Legambiente Onlus
Greece	P3	**ANETKY**	Development Corporation of Local Authorities of Cyclades S.A.
	P4	**CRES**	Centre of Renewable Energy Sources
Spain	P5	**Municipality of l'Alcúdia**	Municipality of l'Alcúdia
	P6	**AER**	Energy Agency of Ribera
Portugal	P7	**CIMAA**	Alto Alentejo Inter-municipality Community
	P8	**AREANATejo**	Agência Regional de Energia e Ambiente do Norte Alentejano e Tejo
Italy	P9	**Kyoto Club**	Kyoto Club Services srl

2.1 Management Structure and Roles

The management bodies of the project are:
- Project Manager
- Project Director
- Financial Manager of Lead Applicant
- Secretariat Office (SO)
- Partners' Project Managers
- Partners' Financial Managers
- Steering Committee
- Component Leader (CL)
- Action Leaders (AL)

According to the Subsidy Contract, the management of the project will organised as follow:


Project Manager
Project Director
Lead Applicant
Financial Manager
Secretariat Office
Steering Committee
Component s'
Leaders
Action Leaders
Partnership
Partners' Project Managers
Partners' Financial Managers

2.1.1 Project Manager

The Project Manager is expressed by the Lead Partner, Province of Massa Carrara. It has the main responsibility for the sound and proper implementation of the action. It is the sole liaison between the Consortium and the MED MA, especially regarding the progress reports, financial documents and payments, as well as technical and management documentation.
Without prejudice of the provisions of the Subsidy Contract and the MED Implementation Guide, the Project Manager will be responsible for the coordination of the entire project, particularly on the following items:

- To represent Zero Co2 towards third parties, The JTS, the MA and other EU and national offices;
- It is the authorised person to decide, in agreement with Project Director and Financial Manager, upon budget changes/movements and conflict resolutions within the project;
- To ensure correctness, efficacy and efficiency in processing the project's activities, as well as ensuring that these activities run in compliance with the project as approved and validated and integrant part of the Subsidy Contract;
- To stand over the Secretary Office's and Lead Partner Financial Officer's activities;
- To coordinate the activities of the Components and Action Leaders;
- To stand over and monitor the achievement of interim and final results and to adopt preventive actions to avoid delays and deviations in the implementation of the action;
- To chair the Steering Committee and propose to SC adjustments to project planning according to emerging needs during the project implementation, trying to anticipate potential criticalities, handling all the procedures needed to the duly functioning of SC as foreseen within SC Rules of Procedures;
- To monitor the technical-scientific progress of the work and the respect of the planned deadlines / milestones;
- To stand over and collaborate with the body responsible for monitoring and evaluation, particularly in defining and applying of the EPM;
- To stand over the updating/upgrading of the present Executive Procedure Manual and monitoring its proper application;
- To keep and implement an open communication and collaboration with the partners and provide them assistance in processing their project's tasks;
- To contribute to the organisation of transnational meetings, chair them and ensure the production of the related minutes;
- To collaborate with the Project Director;
- To prepare and to send to JTS and MA, on behalf of the Consortium, all the documentation relating to the Subsidy Contract;
- To proper fulfil the Presage system and stand over the updating operated by partners on the Presage system;
- To mediate and proposing sound settlement to internal disputes and disagreements concerning the management of the project (the disputes are primarily addressed by relevant Component Leaders, and if unsuccessful, by the Project Manager)

2.1.2 – Project Director

The Project Director is expressed by Lead Partner (Province of Massa Carrara). It is the Legal representative of the Lead Partner itself and it stand over on all the project activities. In particular the Project Director is in charge of the following items:
- To be the Legal Representative of the Project, in compliance with what stated within the Subsidy Contract, and all the common provisions related to Med Programme and the EC regulatory framework;
- To collaborate with Project Manager and Financial manager in deciding upon budget changes / movements and conflict resolutions within the project;
- To coordinate the activities of project carried out in Italy;
- To maintain and to coordinate the project's activities with the daily and institutional activities of the Province of Massa Carrara;
- To stand over and support the activity of the Financial Manager of LP.

2.1.3 – Financial Manager of Lead Applicant

It is expressed by Lead Partner and process its activities c/o LP's HQs and it is responsible for the following items:
- To update the Presage system with the data regarding directly the Lead Partner;
- To collaborate with Project Manager and Project director in deciding upon budget changes / movements and conflict resolutions within the project;
- To stand over the updating activities in the Presage system operated by the Partners' Financial Managers;
- To stand over the overall activities operated by the Partners' Financial Managers, in particular for what concern the compliancy of expenses with the regulatory framework referred to Med Programme and all the EC Common Provisions;
- To support the Partners' Financial Managers in processing their own tasks, providing them information and assistance;
- To monitor the activities of Partners' Financial Managers, providing them internal specific tasks and/or deadlines (if necessary);
- To collaborate with the Project Manager and with the Project Director.

2.1.4 – Secretariat Office (SO)

It will be the operative board of the project, ensuring efficacy and efficiency of the communication among Partners and between the whole consortium (represented by the Lead partner) and the JTS and MA.
The Secretary Office of Project is composed by personnel of the Lead Partner and mainly process its tasks c/o LP's HQs. It avail itself of the collaboration of the secretary personnel of each partner.
Secretariat Office will be responsible of the following items:

- To manage internal and external communication, being the official contact point of the project;
- To store all the official documents related with the project;
- To collect and sorting documents and information from partners including administrative, technical and financial issues;
- To collaborate in the organization of meeting and events;
- Without prejudice for obligations and rights of the Components' Leaders, to support them and the other partners in the implementation of their own project tasks, the drawing of the activities agenda, support the procedures of monitoring and control as regards the production of results, outcomes and deliverables, the respect of the assigned deadlines for the implementation of the activities, back office services, implementation of duly and timely communications.

2.1.4 – Partners' Project Managers

Each partner got a Project Managers. It is responsible for:
- To represent its own organization within Steering Committee;
- To update the Presage System with Progress Narrative Reports, on behalf of its organisation, in compliance with the rules and deadlines as envisaged within the Med Implementation Guide;
- In any case to follow the indications and respect the internal deadlines provided by the Project Manager and by the Financial Manager of Lead Applicant;
- To ensure the compliancy of the activities with the Project work programme and the Executive planning purposed by the Component Leader and Action Leader
- To keep an open communication with the Project manager of Lead Applicant for any kind of problem could affect the regular running of project, from the managerial and technical point of view.

2.1.5 – Partners' Financial Managers

Each partner got a Financial Manager. It is responsible for:
- To update the Presage System with Progress Financial Reports, on behalf of its organisation, in compliance with the rules and deadlines as envisaged within the Med Implementation Guide;
- In any case to follow the indications and respect the internal deadlines provided by the Project Manager and by the Financial Manager of Lead Applicant;
- To ensure the compliancy of the invoices and other accounting documents with the respective applicable National legal framework, the EU Common Provisions, the Med Implementation Guide and the obligations deriving by the Subsidy Contract;
- To keep an open communication with the Financial Manager of Lead Applicant and with the Project Manager advise them for any kind of problem could affect the regular running of project, from the economic and financial point of view.

2.1.6 - Steering Committee

The Steering committee represents the flight deck of the project, and is the place where decision concerning the implementation of the project are taken. All the partners are permanently involved in the decision processes in order to achieve the most balanced management of the project.

The SC takes any further decision, including any measure to avoid the creation of delays or failures due to partner inefficiency or external events.

The SC also adopts the present "Zero Co2 Executive Procedures Manual" (providing for all the internal rules to be complied by the consortium, including the operating rules of the SC itself and for the monitoring and evaluation of quality of the project management and results) and monitors its correct application.

The main rules to applied in the activity for the SC are agreed with the partnership. An agreed document, so-called "Zero CO2 Rules of procedures" has been subscribed by all partners.

Its contents are:

§ 1 Tasks of the ZeroCO2-Steering Committee

The main tasks of the ZeroCO2-Steering Committee regarding the ZeroCO2 project shall be:

- to discuss and decide on strategic questions during the project implementation period;
- to discuss and decide on agreements related to contracts for costs to be shared;
- to monitor the achievements of the planned results based on the reports of the Project Manager and the Financial Manager;
- to supervise the risk management of the Project Manager and the Financial Manager and adopt prevention measures;
- to discuss, and adopt proper measures on financial management issues (problems – solutions found);
- to discuss and adopt changes to the operation (e.g. changes on activities or budget-line modifications).

§ 2 Composition of the Steering Committee

- The ZeroCO2-SC will be composed of one representative of the Lead Partner and one representative of each Partner. A substitute member will be designated for the Lead Partner and each Partner in order to ensure for representation in case of unexpected absence of the regular representatives.
- Project Manager and the Financial Manager of Lead Partner will participate at ZeroCO2-SC meetings. Representatives of the MED Programme Joint Technical Secretariat can participate at ZeroCO2-SC meetings with a supportive function.
- The members of the ZeroCO2-SC shall be selected by the respective Project Partner and be reported to the Lead Partner.
- The LP will chair the ZeroCO2-SC meetings. Project Manager shall have the right to invite guests and/or experts to the ZeroCO2-SC meetings. It shall inform the ZeroCO2-SC members before the meeting. Subject to prior notification and to the approval of the Project Manager, members can be accompanied by observers.

§ 3 Chairmanship by Project Manager and Meetings

1. The Lead Partner will chair the meetings through the Project Manager of the ZeroCO2-SC.

2. The Project Manager shall:

- convene the ZeroCO2-SC meetings. If additional decision making actions with the partnership as whole or with one or more partners is needed this shall be effected with further ZeroCO2-SC meetings or through written procedure as laid down in § 4, number 7 of these Rules of Procedure;
- draw up a provisional agenda of the ZeroCO2-Steering Committee, which shall be sent together with the invitation and the necessary documents to the members of the ZeroCO2-SC and their substitutes at least 10 working days in advance;
- in the case of the SC have to decide regarding the topics laid down in § 4, number 5 of these Rules of Procedure, The Project Manager shall send the draft decision to all members of the ZeroCO2-SC and their substitutes by e-mail. Receipt of the documents has to be confirmed by all Partners;
- in the case of the SC have to decide regarding the topics laid down in § 4, number 5 of these Rules of Procedure, ZeroCO2-SC members duly informed according with the above described procedure, shall pledge themselves to express a vote that will commit its organisation;
- chair meetings e.g. declare the opening and closing of each meeting, direct the discussion, accord the right to speak, put questions to the vote, announce the decisions, rule on points of order, and pursuant to these rules of procedure, have control of the proceedings;
- be responsible for the proper functioning of the ZeroCO2-SC.

3. The meetings of the ZeroCO2-SC shall be hosted by different Partners in rotation. Place and date of each next meeting of the ZeroCO2-SC will be decided from the ZeroCO2-SC.

4. The project manager shall send the minutes to the ZeroCO2-SC members for comments no later than 30 working days after a meeting. If no objections have been raised 10 working days after the minutes were received, they are considered as approved. If objections are raised, the project manager shall revise the minutes accordingly, decide on a final version and send it to the ZeroCO2-SC.

§ 4 Decision-Making

1. At any meeting of the ZeroCO2-SC, representatives of at least 5 Partners shall constitute a quorum.

2. ZeroCO2-SC take its decisions unanimously of the present partners.

3. Provided that the SC has a quorum at its meeting, and all the efforts of the ZeroCO2-SC Chairman to reach the unanimously will result vain, decision-making will be as a rule by simple majority voting of the Partners present. The cases where decision making by two-thirds majority applies are listed in § 4, number 5. Each delegation speaks with one voice.

4. Decisions of the ZeroCO2-SC concerning the rights and duties of the Lead Partner need the Lead Partner approval.

5. The ZeroCO2- SC will decide by two-thirds majority in the following cases:
   - reallocation of total costs as stated in the approved application form from one budget line to another;
   - any request by the Partners for amendment of the subsidy contract;

6. Decisions on the revision of these Rules of Procedure shall be taken unanimously.

7. If a decision needs to be taken before the next ZeroCO2-SC meeting the Project Manager can initiate a decision making process in writing according to the following procedure:

   - Project Manager shall send the draft decision to all members of the ZeroCO2-SC by e-mail. Receipt of the documents has to be confirmed by all Partners. Delegations of the Partners shall have 15 working days from dispatch of the proposal to respond in writing.

   - If a written objection to the procedure or to the draft decision is raised, if all the efforts to settle a shared agreement, the Project Manager can convene an extraordinary meeting accordingly with § 3, number 2. The Lead Partner or the Project Partners can withdraw their objection at any time.

   - If objections are raised, the Project Manager can revise the decision accordingly, decide on a final version and send it to the ZeroCO2-SC.

   - If no written objection to the procedure or to the draft decision has been received by the specified time the decision is deemed to be taken by the ZeroCO2-SC.

   - In any case, after the fifteen-days time limit has expired, the project manager shall immediately inform all members on whether the decision is deemed to be taken or what objections have been raised.

§ 5 Working language

Working language of the ZeroCO2-SC shall be English. This rule also applies for the official documents of the ZeroCO2-SC.

§ 6 Revision

These rules shall be adopted by unanimous decision of the delegations of the Partners. After their adoption they may be amended unanimously by the current membership. Amendments cannot contradict the rules laid down in the Partnership agreement.

§ 7 Termination

The ZeroCO2-SC will terminate its work with the completion of the project implementation (date stated in the final version of the application form/subsidy contract or in any updated version of the application form/subsidy contract).

2.1.7 – Component Leader (CL)

The project is divided in Component, managed and under the responsibility of appointed Components' Leader (CL). CL is therefore responsible for the overall progress of the Component and it represents the direct interlocutor of the Project Manager.
Cls and Project Manager shall maintain close cooperation and contact in order to ensure full awareness about the implementation of the activities.

The CL is responsible for:

- Establishing the Component executive plan, in particular:
    - Preparing the start-up of the Component (documents, forms needed, communication with other partners)
    - Scheduling of detailed Component activities and time plan;
    - Propose and draw the preliminary and definitive outline of the Component report / deliverable;
- Identifying the proper measures to stand over Component activities, developing and applying the fittest monitoring tools supported by Monitoring and Evaluation responsible;
- Coordinating the progress of the work within the Component;
- Stand over and support the activities of the Action Leaders and of the other partners in accomplishing their tasks;
- Assuring respect of deadlines, quality of all work and working documents produced within the Component;
- Accomplishment of Component schedule and milestones;
- Collecting and drafting reports and submitting them to the Project Manager; (if applicable);
- Inform Project Manager about implementation of Component, possible risks or deviations from the schedule, and internal disagreements or technical issues;
- Actively participating to the process of reporting to JTS.

2.1.8 – Action Leaders (AL)

The Action Leader is responsible for:

- To collaborate with the Project Manager and Component Leaders in accomplishing the tasks foreseen;
- To support and coordinate the other partners in accomplishing the tasks linked with the Action.
- To support action involved partners, in ensuring quality and timing in production of deliverables and outcomes related with the specific Action;

2.1.9 - Table of Component Leaders and Action Leaders

As foreseen in the project, the Component Leaders and Action Leaders are:

COMPONENT 1 **Communication and capitalisation -** Component Leader Legambiente ONLUS	
Action	**Action Leader**
1.1 Communication of project activities and results	Legambiente ONLUS
1.2 Capitalisation of project results.	Massa Carrara Province
Component 2 Project management - Component Leader Massa Carrara Province	
Action	**Action Leader**
2.1 Decision Making Process	Massa Carrara Province
2.2 Administrative and Financial Management	Massa Carrara Province
2.3 Monitoring & evaluation system	Massa Carrara Province
COMPONENT 3 **Development of PPP Scheme for ZeroEmission communities creation -** Component Leader: CRES	
Action	**Action Leader**
3.1 Collection and compared analysis of PPPs models and best practices	AREANATejo
3.2 PPP scheme Model designing	CRES
Component 4 Pilot application assessment and fine tuning of the PPP scheme – Component Leader: Energy Agency of Ribera (AER)	
Action	**Action Leader**
4.1 Sustainable Energy Action Plans (SEAP) designing	Energy Agency of Ribera (AER)
4.2 PPP Set up	CRES
4.3 Sustainable Energy Action Plans implementation	Energy Agency of Ribera (AER)
4.4 PPP scheme effectiveness and pertinence assessment	CRES
Component 5 Designing and application of a Energy Awareness Action Plan (EAAP) – Component Leader: Legambiente Onlus	
Action	**Action Leader**
5.1Designing of Energy Awareness Action Plan guidelines	Legambiente Onlus
5.2 Local Awareness & Consensus Building Actions	Legambiente Onlus
5.3 Transnational Road campaign	Legambiente Onlus

3. TIME PLANNING AND MANAGEMENT

3.1 - Project Meetings

The SC will meet 5 times during project's implementation. The final agenda of meeting will be drafted by Project Manager and agreed by the partnership as whole.

The local hosting partner will be responsible for:
- Organisation of meeting;
- Providing logistic arrangement and information (i.e. hotel booking, local transports, travel information);
- Ensuring the proper visibility of the event (i.e organising press conference, press releases, local event);
- Providing appropriate locations for the meeting and dissemination events;
- Registration of the partners' interventions within the meeting, including tools exploited (i.e. PPT presentations, documents, surveys) and transferring of these Items to Project Manager for producing the official minutes of SC;

The Project Secretary Office will cooperate with the hosting partner, ensuring a wide communication and an efficient information flow.
All the official communication regarding the meetings will be issued by the Project Manager.
Furthermore Project Manager will be responsible for drawing meeting minutes, monitoring results, registering consortium needs, and giving execution to the decisions adopted by the SC.

In the following table, the SC meetings foreseen. Nevertheless, changes may be required in order to face eventual emerging organizational needs

The envisaged SCs agenda is:

WHAT	WHERE	WHEN	Responsible Partner
Kick-off Meeting/ I SC Meeting	Italy	June 2010	Province of Massa Carrara
II SC Meeting	Portugal	Nov 2010 (provisional dates : 3 and 4)	AREANATejo
III SC Meeting	Greece	April 2011	CRES
IV SC Meeting	Spain	October 2011	AER
V SC Meeting/Final Conference	Italy	May 2012	Province of Massa Carrara

All Project Meetings will be arranged according to the initially proposed schedule in order to facilitate long run planning and arrangements of the consortium partners, and especially to allow the JTS and EC to review the project work in detail. The Project Manager will convene these meetings and the JTS will be invited to attend.

Power Point presentations and materials to be distributed and used during project meetings should be delivered to the Partner in charge of the organization of the meeting and distributed by the latter, at least one week before the meeting, to all participants and to the Project Officer (PO) and will merge into the present Executive Procedure Manual. All materials shall carry the project's logo and distinctive attributes, according to this manual provisions and Med Programme rules.

Due to the nature of the project objectives and final results, it is expected a strong coordination between partners' experts from the same country.
Without prejudice for the what foreseen in the Subsidy Contract and its Annexes, partners will be able to manage autonomously their internal national coordination meetings, to make more comfortable and effective the achievement of the results.

3.2 - Activity Schedule

According to Schedule in the Project as reported in the Subsidy Contract and in its compliance, each partner will be responsible to meet the agreed deadlines and comply with the overall project management in order to avoid delays and other side effects that might jeopardise the overall project results and objectives.

Furthermore, the progress of work will be systematically monitored, while estimations of completion along with problems encountered or future risks/problems should be directed reported to the Project Manager. Finally, Component leader should monitor the corresponding time plan and providing for necessary modifications that will be accepted only after the approval of Steering Committee.

3.3 - Project Scheduling

	2010							2011												2012				
	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
0 Preparation of the application																								
0.1 Pre-proposal Application																								
0.2 Final Proposal Application																								
1 Communication and capitalisation																								
1.1 Communication of project activities and results																								
1.2 Capitalisation of project results																								
2 Project management																								
2.1 Decision Making Process	**IT**					**PT**						**GR**						**ES**						**IT**
2.2 Administrative and Financial Management																								
2.3 Monitoring & evaluation system					**EPM**																			
3 Development of PPP Scheme for ZeroEmission communities creation																								
3.1 Collection and compared analysis of PPPs models and best practices			1 PPP Survey	**Effe ct.**																				
3.2 PPP scheme Model designing							1 PPP Guid.																	

	2010							2011												2012				
	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
4 Pilot application assessment and fine tuning of the PPP scheme																								
4.1 Sustainable Energy Action Plans (SEAP) designing										14 SEAP														
4.2 PPP Set up												4 PPP												
4.3 Sustainable Energy Action Plans implementation																					14 Interve ntion			
4.4 PPP scheme effectiveness and pertinence assessment																					1 Final Project Manual			
5 Designing and application of a Energy Awareness Action Plan (EAAP)																								
5.1 Designing of Energy Awareness Action Plan guidelines						1 EAAP																		
5.2 Local Awareness & Consensus Building Actions																								
5.3 Transnational Road campaign																								

3.3 - Management / Progress Reports

In compliance with the Subsidy Contract and the MED Implementation Guide, reports will be generated in the course of the project in order to closely monitor the progress of the project, and especially the feasibility of meeting the initially agreed schedule.

Each partner will be ask to collaborate in the monitoring activity of the project, producing its own particular report on its own specific activity, to be collected by the Project Manager and by the responsible for the monitoring activities.

Among these management / progress reports are the following:

- **Progress Narrative Reports.** They will be produced and submitted by the Lead Partner to the JTS on the Presage system. The Progress Reports will provide an overview of the project, at both technical and management level sufficient to enable the JTS reviewing mechanisms to monitor the work and progress. In order to properly produce these reports, Periodical Monitoring Sheets will be required to Components Leaders each 30 days: these will be submitted by each Components Leaders to the Project Manager, containing a description of the state of implementation of the work, the results achieved and problems encountered during the reporting period, as well as eventual remedy plans proposed by Partners.

- **Project Financial Reports***:* they must be annexed to the narrative reports and in support to payment requests. In order to have a constant and deep control of the accounting process, partners are asked to charge on PRESAGE the incurred expenses each two months. Financial Manager proceed periodically with the expenses check and, if needed, asking for clarification and amendments.

The procedures for process the Progress reports are fully described on The Med Programme Implementation Guide

4. COMMUNICATION

4.1 - Communication among partners

Communication and information flow among partners is a key element for the successful implementation of the action. Partners are supposed to maintain a close cooperation during the entire project duration and to seek for the highest level of interaction and information sharing among themselves.
The main actor of communication and information flow will be the Project Manager through the project's Secretariat Office.

Official communication from Lead Applicant to Partners, and from Partners to Lead Applicant, will be in written form (notably e-mail), addressing to the "person in charge of the action" as figuring from the Contract.
Each partner can appoint one contact persons to be added to the mailing list of the project. Nevertheless, the inclusion of the abovementioned staff in the *CC* mailing list **is only intended to make more comfortable the communication and make extensive the information flow**. **Person in charge of the action will be the sole responsible for receiving official communication from the** Lead Applicant, and consequently, the Lead Applicant will receive and officially record only e-mails from the person in charge of the action and/or from the staff figuring in the Organization Chart, under condition of having the person in charge of the action in *CC.*

All communication to Project Manager must be addressed: **TO:** d.mattioli@noesisonline.eu **CC**: t.zattera@provincia.ms.it; l.anghele@provincia.ms.it; c.baudone@provincia.ms.it

All Communication to Lead Partner Financial Officer must be addressed: **TO:** l.anghele@provincia.ms.it **CC:** d.mattioli@noesisonline.eu; t.zattera@provincia.ms.it; c.baudone@provincia.ms.it

For sending documents or other stuff by ordinary mail or private courier, please use this address:

Provincia di Massa–Carrara Settore Ambiente Piazza Aranci Palazzo Ducale 50400 Massa ZEROCO2 Project c.a. Dott. Arch. Maria Teresa Zattera

Communication related to daily project activities and work implementation may be performed through different communication tools. In order to make it more cost-effective, the use of VOIP tools will be encouraged.
Instant Messenger communication can be also a useful tool.

The timing of communication is a key factor for the smooth implementation of the project. As a general rule replies to e-mail communication must be delivered at latest in 3 days from the receipt. In case no reply to the first e-mail, a second one (reminder) will be sent. In the case of no reply to second e-mail (reminder) the partner behaviour will be considered inconsistent with the present Manual. Without prejudice for the powers conferred on the Lead Applicant by the Subsidy Contract, the Lead Applicant will adopt all the necessary initiatives to stimulate the prompt reaction of the partners delaying in communication.

IT'S UNDERSTOOD THAT ANY COMMUNICATION, INTENDED TO BE OFFICIAL FOR THE PURPOSE OF THE PROJECT SHALL BE DELIVERED BY MAIL OR E-MAIL.

4.2 - Communication with Joint Technical Secretariat and the Managing Authority

Communication and management/technical interface with the Joint Technical Secretariat and the Managing Authority **are exclusively handled by the Project Manager and/or by the Project Director.**

4.3 - External Communication

To support the partnership in communication activities and for an overall coordinated imagine of project, the following specific tools has been produced and are at disposal.

The masters are in English, it will be care of all partners to provide a translation in its own national language, if necessary.
ANNEX V - Zero Co2 PPT PRESENTATION. It's a short and effective PPT presentation, suitable to be exploited in occasion of public presentation.

ANNEX VI - Zero Co2 FACTSHEET. It's a brief basic and general description of project, suitable to be used for transfer an overall presentation of project and to annexed to e-mails, letters, and so on.

ANNEX VII - STANDARD COVER OF THE DELIVERABLES. All the deliverables produced within the present project must be drafted exploiting the template as provided in Annex VII. In case that wouldn't possible, the documents must mention, at least, the title of project and the co-financing by EuropeAid Co-Operation Office.

ANNEX VIII - PPT STANDARDS FOR PRODUCING SLIDES IN THE FRAMEWORKOF PROJECT. To be used for prepare PPT presentation of project.

The production of official deliverables as listed within the project shall be agreed by the partnership as whole, issued by the partner responsible for the related Component and forwarded to JTS by the Project Manager .

It's understood that any external communication, intended to be official for the purpose of the project shall be in compliance with ZERO Co2 main features, MED Implementation Guide and EU common provisions.

5. ADMINISTRATION AND ACCOUNTING

The Lead Partner Financial Manager is responsible for collecting all financial reports and checking the technical fit with the Project Plan and the actually delivered work content.

The Lead Partner Financial Manager is not, however, responsible for checking and tracking the type of stated costs and their compliance with legal regulations of allowable costs and statement patterns.

The Lead Partner Financial Manager acts in strict cooperation and agreement with the Project Manager and represents the direct interface with the JTS financial department.

The Lead Partner Financial Manager communicates directly with the Partners' Financial Manager, providing them support and guidance. At the same time it is the main interlocutor of Partners' Financial Manager for the accountancy and reporting of expenses and for any matter linked with the interpretation of the MED Programme common provisions

5.1 - Operating Tools (recommended to be used by all participants).

Category	Required
Document processing:	Office (WORD, EXCEL, POWERPOINT,)
Other tools (drawing, compressing etc):	Acrobat Reader, WinZip, Winrar
Applicable Standards and Guidelines	The Subsidy Contract and its annexes; the MED Programme Implementation Guide, the Executive Procedures Manual;
Information Exchange via the WEB	e-mail; VOIP Platform (e.g. Skype, etc); The project maintains a public web site: www.medzeroco2.eu

All produced documents will be written in the same language (i.e., English), the one that all partners will agree on and will be spell checked before delivery. This same language shall be also used in the e-mail messages

6. MONITORING AND EVALUATION

Along with the obligations of reporting and control from the Subsidy Contract, the project management will perform a set of internal controls to monitor the sound and duly implementation of the project's activities and the effectiveness of the project actions as compared to the initial situation, objectives and expected results.

This activity is strictly linked with the provision of the official reports to be done in compliance with the MED Implementation Guide and the commitments derived by the Subsidy Contract.

6.1 - Methods employed

Apart from communication procedures (leading the information flow between applicant and participants, continuously performed) and monitoring on timesheet, a quality control will be implemented for the whole duration of the project.

The reference framework of the monitoring actions is the Executive Project Manual.

The quality control will be performed on the basis of a tailor-made Logical Framework, expressing performance indicators and procedures, to avoid loss of quality results during the entire running of the project and will take into account the following:

- Relation between proposed goals, achieved results and activities carried out;
- Identification of constraints and risks within the project and identification of solutions on how to overcome them;
- Initiatives to improve the effectiveness of the project;

The main tools used in the framework of this activity will be:

- A Log Frame evidencing all the project's milestone, outputs, deliverables an result, time and funds;
- An effective Gantt diagram related to actual project activities and confronting with approved one;
- Organization chart;
- Questionnaires and specific surveys;
- Periodical Monitoring Sheets, to be submitted by Components Leaders to Project Manager each 30 days (ANNEX II);
- Report of Meetings/Initiatives/Seminars/A Hoc Meetings, to be submitted to Component Leader and to Project Manager within 15 working days from the date of event (ANNEX III);

6.2 - Monitoring indicators and sources of verification

As regarding the *monitoring indicators* that will be adopted, they will be defined in the framework of project, on the basis of basic features, as following:

- Attendance;
- Completeness;
- Effectiveness;
- Adequacy of efforts done in order to the achievement of objectives;
- Formal and substantial compliance to the Subsidy Contract;
- Knowledge and skills acquisition;
- Networking;
- Level of involvement of key actors and stakeholders;
- Compliance with thresholds of success (in terms of number, timing and quality);

As regarding the *sources of verification*, they will be implemented along the project and in the framework of monitoring activity. At the moment the already identified are:

- The submitted project itself, with the scheduling and the budget plan;
- The documents produced along the project (e.g. contracts, invoices, recommendations, etc.);
- The results coming from the monitoring of the project and the data updated on Presage system by partners;
- The periodical official documents/reports/acts produced by the partnership in the framework of their own institutional activities.
- All the further documents/reports/acts produced by other bodies active in the sector concerned (e.g. environmental department of LAs involved, Universities research centres, national authorities etc.)
- The impact on media derived (directly or indirectly) by the project activities, both the ones foreseen for this purpose (Component 1) and the general impact generated by the project.

Annex I

ORGANIZATION CHART

	Partners	Project Manager	Financial Manager
LP	**Province of Massa Carrara**	**Mr. Diego Mattioli** **Tel** +39.0742.84.64.64 **Mob** +39.347.600.74.79 **Mail**: d.mattioli@noesisonline.eu **Skype** mattdiego **Ms. Maria Teresa Zattera (Project Director and Legal Representative of Lead Partner)** **Tel** **Mob** **Mail**	**Ms. Luca Anghelè** **Tel** 0585 816245 **Fax** **Mail** l.anghele@provincia.ms.it **Skype**
P2	**Legambiente Onlus**	**Mr. Simone Nuglio** **Tel** +39.06.86.268.332 **Fax** +39.06. 23.326.016 **Mail** s.nuglio@legambiente.it **Skype**	**Ms. Francesca Battistelli** **Tel** +39.06.86.268.332 **Fax** +39.06. 23.326.016 **Mail** f.battistelli@legambiente.it **Skype**
P3	**Development Corporation of Local Authorities of Cyclades S.A**	**Mr. Ioannis Ioannidis** **Tel**: +30 6944 980819 +30 22810 88834 **Mail**: info@e-cyclades.gr **Skype**________________________	**Mr. Georgios Pachilis** **Tel**: +30 22810 88834 **Mail**: info@e-cyclades.gr **Skype**________________________
P4	**Centre of Renewable Energy Sources**	**Ms. Elpida Polychroni** **Tel** + 30 210 6603258 **Fax** + 30 210 6603305 **Mail** epoli@cres.gr **Skype**________________________	**Name and Surname**____________ **Tel**___________________________ **Fax**__________________________ **Mail**__________________________ **Skype**________________________
P5	**Municipality of l'Alcúdia**	**Paulí Alapont** **Tel** +34 96 254 02 66 **Fax**__________________________ **Mail** medi_ambient@lalcudia.com **Skype**________________________	**Mr. Luis Correcher** **Tel** +34 96 254 02 66 **Fax**__________________________ **Mail** intervenciolalcudia@yahoo.es **Skype**________________________

	Partners	Project Manager	Financial Manager
P6	**Energy Agency of RIbera (AER)**	**Plàcid Madramany i Sanchis** **Tel.** +34 96 242 46 41 **Fax** +34 96 242 12 56 **Mail** placid@aer-ribera.com **Skype**________________________	**Ms. Fàtima Meseguer Burguera** **Tel.** +34 96 242 46 41 **Fax** +34 96 242 12 56 **Mail** aedl@aer-ribera.com **Skype**________________________
P7	**Alto Alentejo Inter-municipality Community (CIMAA)**	**Mr. Carlos Nogueiro,** **Tel** +351 245301440 **Fax**__________________________ **Mail** carlos.nogueiro@cimaa.pt **Skype**________________________	**Ms. Ana Ramos** **Tel** +351 245301440 **Fax**__________________________ **Mail** ana.ramos@cimaa.pt **Skype**________________________
P8	**AREANATejo – Agência Regional de Energia e Ambiente do Norte Alentejano e Tejo**	**Mr. Tiago Gaio** **Tel** +351 245 301 441 **Fax** +351 245 301 449 **Mail** tiago.gaio@areanatejo.pt **Skype**________________________	**Ms. Ana Lacão** **Tel** +351 245 301 441 **Fax** +351 245 301 449 **Mail** ana.lacao@areanatejo.pt **Skype**________________________
P9	**Kyoto Club Services srl**	**Ms. Serena Drigo** **Tel:** +39 06.48.55.39 **Fax:** +39 06.48.98.70.09 **Mail** s.drigo@kyotoclub.org **Skype**	

Joint Technical Secretariat

Institution	Role	Contact
Joint Technical Secretariat	Coordinator JTS MED	Curzio Cervelli Tel+33 4 91 57 52 01 mail ccervelli@regionpaca.fr
Joint Technical Secretariat	ZeroCO2 Project Officer	Claudia Pisanello Tel: +33 4 91 57 50 60 Mail cpisanello@regionpaca.fr

Annex II

PERIODICAL MONITORING SHEET

(I or II or III...Periodical Monitoring Sheet

Period concerned
From
gg/mm/YYYY
To
gg/mm/YYYY

ZeroCo(2)

Zero emission COmmunities

Isued by: [Author – Organization]

CONFIDENTIAL/PUBLIC (if Applicable)

Date:
Version:

Period concerned: from dd/mm/YYYY to dd/mm/YYYY

Component: ______________________

Phase: ______________________

Description *(as defined within the Project as approved by Med Programme JTS and integral part of the Subsidy Contract):*

____

____

Deadline: ______________________

Outputs: *(as defined within the Project as approved by Med Programme JTS and integral part of the Subsidy Contract):*
1. ______________________
2. ______________________
3. ______________________

Check list on project running:

Executive scheduling of activities (provided by Component Leader)	Comple tely done	Partially Done	Ongoin g	Not done	Remedy plan proposed by Partner	Notes by Partner
…add more rows if necessary						

Annex III

TEMPLATE FOR REPORT OF MEETINGS/INITIATIVES/SEMINARS/A HOC MEETINGS

Report of Meetings/Initiatives/Seminars/A Hoc Meetings

ZeroCo(2)

Zero emission COmmunities

Issued by: [Author – Organization]

CONFIDENTIAL/PUBLIC (if Applicable)

Date:
Version:

Title of Meeting (if relevant)

0) Activity terms of reference (Component/Phase)

1) Aim of meeting:

2) Attendants' list:

Name/Role	Organisation	Contacts	Notes
(add lines if necessary)			

3) Location and date

4) Main topics treated

5) Main conclusions reached

6) Notes

7) List of annexes (if any)

Annex V

Zero Co2 PPT PRESENTATION

TO BE UPDATED IN PPT

Annex VI

Zero Co2 FACTSHEET

Project Factsheet

ZeroCo(2)

Zero emission COmmunities

Isued by: [Author – Organization]

CONFIDENTIAL/PUBLIC (if Applicable)

Date:
Version:

Title	
Financing Authority	
Budget	
Contract number	
Length	
Lead Partner	
Partnership	
Website	
Contacts	

What is Med Programme?

What are the objectives of the Zero Co2 ?

What are the targets of Zero Co2 ?

What are the main activities of Zero Co2?

What are the foreseen results?

What are the main outputs of Zero Co2?

What are the long-term prospects of Zero Co2?

Annex VII

STANDARD COVER OF THE DELIVERABLES

Title of Document

ZeroCo(2)

Zero emission COmmunities

Issued by: [Author – Organization]

CONFIDENTIAL/PUBLIC (if Applicable)

Date:
Version:

Annex VIII

PPT STANDARDS FOR PRODUCING SLIDES IN THE FRAMEWORKOF PROJECT

TO BE EDITED