



GoProFor

**GOOD PRACTICES IMPLEMENTATION NETWORK
FOR FOREST BIODIVERSITY CONSERVATION**

IMPLEMENTARE IL NETWORK DELLE BUONE PRATICHE PER LA
CONSERVAZIONE DELLA BIODIVERSITÀ FORESTALE

**LIFE17 GIE/IT/000561 - GoProFor
GOod PRactices implementation netwOrk
for FORest biodiversity conservation**



Action B5 - Project promotion at European level

**Sub.Act. B5.4 - Preparatory activity for the development of future
training activities for 8 EU countries**

Del.B5.07: Technical project report for GoProFor application in 8
European countries

A European training system

06.12.2019

*Beneficiary responsible for implementation:
DREAM*





This document is a draft of a concept note for a LIFE project on a European training system on Forests and Natura 2000 Network. This draft is the result of all the outputs come from the Workshop “Sustainable forest management and development of a European training system for forest management in Natura 2000 Network”, organized by LIFE GoProFor (Palermo, 12.11.2019). All the outputs of the workshop were analyzed and elaborated by the GoProFor team, resulting in the present document.

This document was shared with all the participants at the workshop.

Concept note draft

SUMMARY DESCRIPTION OF THE PROJECT

Environmental problem targeted

Forests are key ecosystems for conserving Europe’s biodiversity and an important focus of the protected area network Natura 2000. It has been estimated that approximately 375.000 km² of European forests are included in the Natura 2000 Network. This represents around 50% of the total area in Natura 2000 and around 21% of the total forest resource in the EU. Natura 2000 Network is therefore the most important tool for the conservation of forests.

Yet, biodiversity conservation of forest areas under Natura 2000 faces **several challenges**.

The basic challenge lies in the interdisciplinary and cross-sectoral nature of the problem of achieving biodiversity conservation in managed (forest) landscapes: **substantive and procedural conflicts** between nature protection authorities, conservationists and scientists on one hand, and forest land-users, landowners and forestry authorities on the other hand can hamper the effectiveness of the policy in several EU member states (Winkel et al. 2015).

Institutional issues in the implementation of Natura 2000 policy in forests and other land uses are manifold, including the distribution of political authority, administrative responsibilities and cross-sectoral coordination: in several countries in fact, implementation of Natura 2000 suffers from **mismatches in the institutional set-up** with regard to the division of responsibilities between EU and Member States levels and between nature conservation and land-use public authorities: national nature conservation authorities have been often pitted against agriculture and forestry authorities and communication between the opposing parties is often difficult and characterised by a **deep lack of understanding and distrust** (Sotirov et al. 2017 in EFI’s ‘What Science Can Tell Us’).

Moreover, forest management is generally entrusted to professionals, technicians, forest managers and workers, whose **knowledge is not always sufficient** to guarantee effective protection of forests.

Other issues raised in during the evaluation under the Fitness check of the EU Nature Legislation (Birds and Habitats Directives)” (SWD(2016) 472 final) include the **limited expertise** and poor enforcement by national authorities, **knowledge gaps** on species distribution and their ecological requirements, **lack of understanding of the ecological requirements** of some species and habitats in order to define appropriate management measures, quantifying the values of ecosystem services provided by EU protected habitats and species in Natura 2000 sites and elsewhere, knowledge of the **potential impact of certain human activities** on some protected species and habitat: these are all factors that have reduced the Directives' effectiveness.



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Forests in Natura 2000 need further substantial efforts and serious investments. Resolving and managing highlighted conflicts remains an important challenge for EU biodiversity policy.

Facilitate learning and exchange is among solution pathways recommended by different sources e.g. BiodivERsA Policy Brief, 2014; Winkel et al. 2015; Sotirov et al. 2017 (EFI). More time is needed for **mutual learning** among the different groups involved in Natura 2000 site management. Research is showing that enhancing the transfer of knowledge from science to policy and practice, and the other way around, leads not only to improved mutual understanding and a better realization of shared benefits, but also to an enhanced capacity to manage conflicts. Learning process needs to be facilitated via **communication, collaboration, guidelines, best practice examples and improved information at all levels**.

Stakeholder engagement is also one of the key success factors in the implementation of Natura 2000, as also highlighted during the 3rd Natura 2000 seminar for the Boreal region (14-16 October 2019, Tallinn, Estonia): participants agreed on the need to develop transboundary projects (in this specific case on multifunctional sustainable use of Natura 2000 forestry), highlighting the importance of involving all stakeholders (e.g. forest owners associations, state forest organisations, nature conservation, researchers, green NGO's, FSC certification bodies).

EFI (Sotirov et al. 2017) suggests that policy-science-practice **platforms** can be used to bridge information and communication gaps between policymakers, scientists and other relevant stakeholders in Europe, and that **more training services need to be developed and applied, in order to increase exchange, cooperation and learning between forestry and nature conservation experts both at the national and European level**.

This is also in line with what reported in the "Fitness check of the EU Nature Legislation (Birds and Habitats Directives)" (SWD(2016) 472 final): **experience sharing and training** have been found to be positive factors helping overcome over time many of the above-mentioned obstacles. Also **adequate and reliable knowledge is fundamental** to many activities associated with implementation of the Directives. This partly translates Actions 13 and 14 of the Action Plan for nature, people and the economy.

Moreover, as recognized in a Commission study (Peters et al., 2015) the knowledge gained should be made widely available and presented through training programmes.

LIFE17 GIE/ITA/000561 GoProFor - *GOod PRactices implementation netwOrk for FOrest biodiversity conservation*, with the support of the European Commission and its Natura 2000 Biogeographical Process, organized a workshop on "Sustainable forest management and development of a European training system for forest management in the Natura 2000 Network" (12th November 2019, Palermo, Italy). Representatives of 10 European countries and other stakeholders were invited to discuss on the subject of the workshop and highlight which are the conflicts, their national training needs, knowledge and soft skills gaps and which training tools could be more effective to improve forest management within the Natura 2000 Network and to mitigate conflicts between the target groups involved in the conservation of biodiversity and management of forests. Many issues emerged are in line with the European framework reported above. It is therefore considered necessary to implement a European training system, supported by the most recent sustainable forest management approaches and by all the good practices that European programs have implemented and tested in the field.

Thus, this project proposal is based on aspects and experiences emerged from the workshop and from the Directives application on European and on specific national context of several European Countries.

PROGETTO LIFE
GoProFor
LIFE17 GIE/IT/000561

Realized with the financial
contribution of the EU LIFE
Programme under the
GoProFor Project





Project objectives

Main objective

Strengthen the effectiveness of Natura 2000 Network by improving Natura 2000 sites managers, practitioners, technicians, forest workers and landowners technical and managerial knowledge and skills, for a more effective application of the Directives for what concerns forests.

Specific objectives

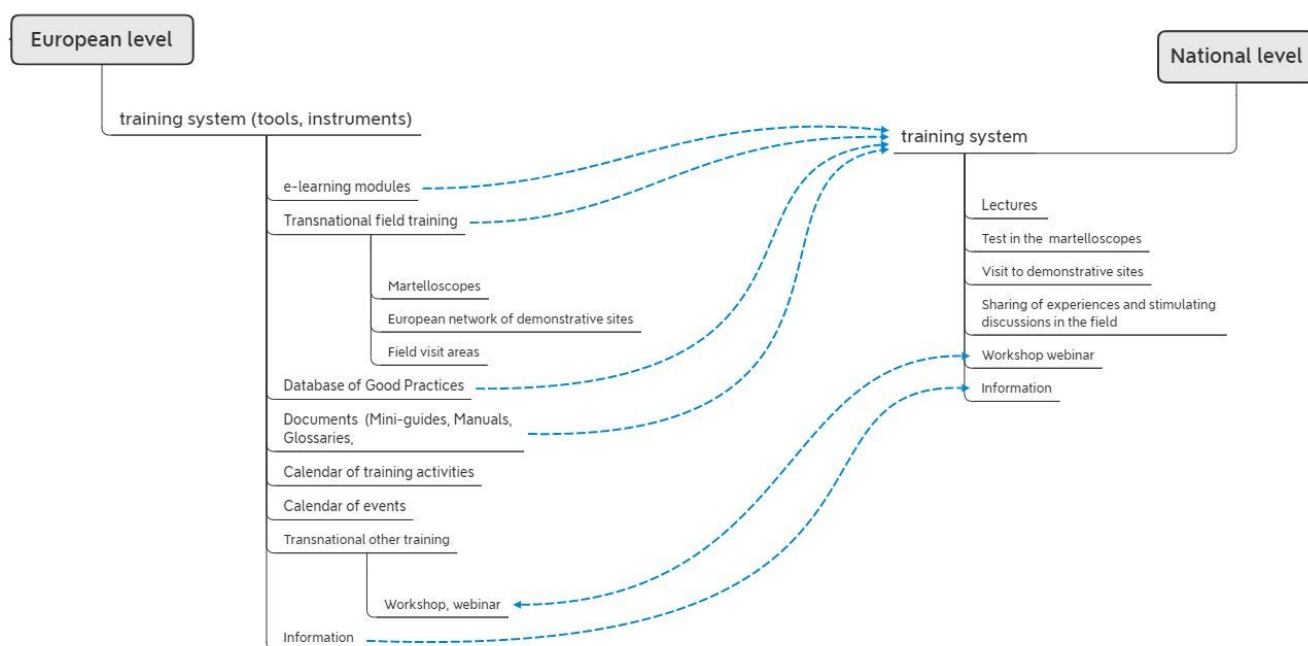
- Increase the knowledge and skills of N2000 sites managers with respect to the management, planning and governance aspects (how to apply the DH with particular regard to art. 6, 11 and 17)
- Increase both basic and specific knowledge about innovative and demonstrative approaches, techniques and practices of forest management aimed at nature conservation in the European Natura 2000 Network: this action is aimed at all those who are involved within Natura 2000 Network
- Promote a permanent network action between subjects involved in Natura 2000 Network in Europe (direct beneficiaries of EU projects, indirect beneficiaries, institutions, the scientific world, technicians and so on), in order to increase and share management and conservation experiences related to forests.
- Promote an easy-to-apply permanent learning system at European level
- Strengthen the forest management capacity within Natura 2000 Network, adapted to the specific context of at least 8 European countries, through specific training and information activities.

Actions and means involved

The project involves two different level of application, a European level and a national level.

At European level the project will implement a training system (tools, instruments and methods) to improve the target trainees' knowledge and skills. All the training system developed (e-learning modules, access to training sites, Database of Good Practices, documents and so on) will be available for everyone in Europe, including European countries not directly involved in the project. Thus, the training system will be developed in a way that users can self-trained.

At national level, every country beneficiary partner of the project will apply the provided tools and methods in its own Country, according to its own training priorities and specific needs. Every partner country will decline these tools at national level, by translating them in its national language if necessary, integrating and applying them with the support of specific trainers who will organize and manage the training activities in the forms deemed appropriate.



Picture 1: Scheme of the training system

A.1 Establishment of a Coordination Unit for the implementation of the Good Practices information system related to forests at European level.

By Good Practices information system it's meant the set of most recent approaches of sustainable forest management, close-to-nature forestry, and forest-related good practices derived from European programs.

The Coordination Unit is composed of: a technical unit (Technical Committee, TC), a scientific unit (Scientific Committee, SC), a unit that represents the partner countries (Countries Committee, CC) and a communication unit (Communication Team, CT).

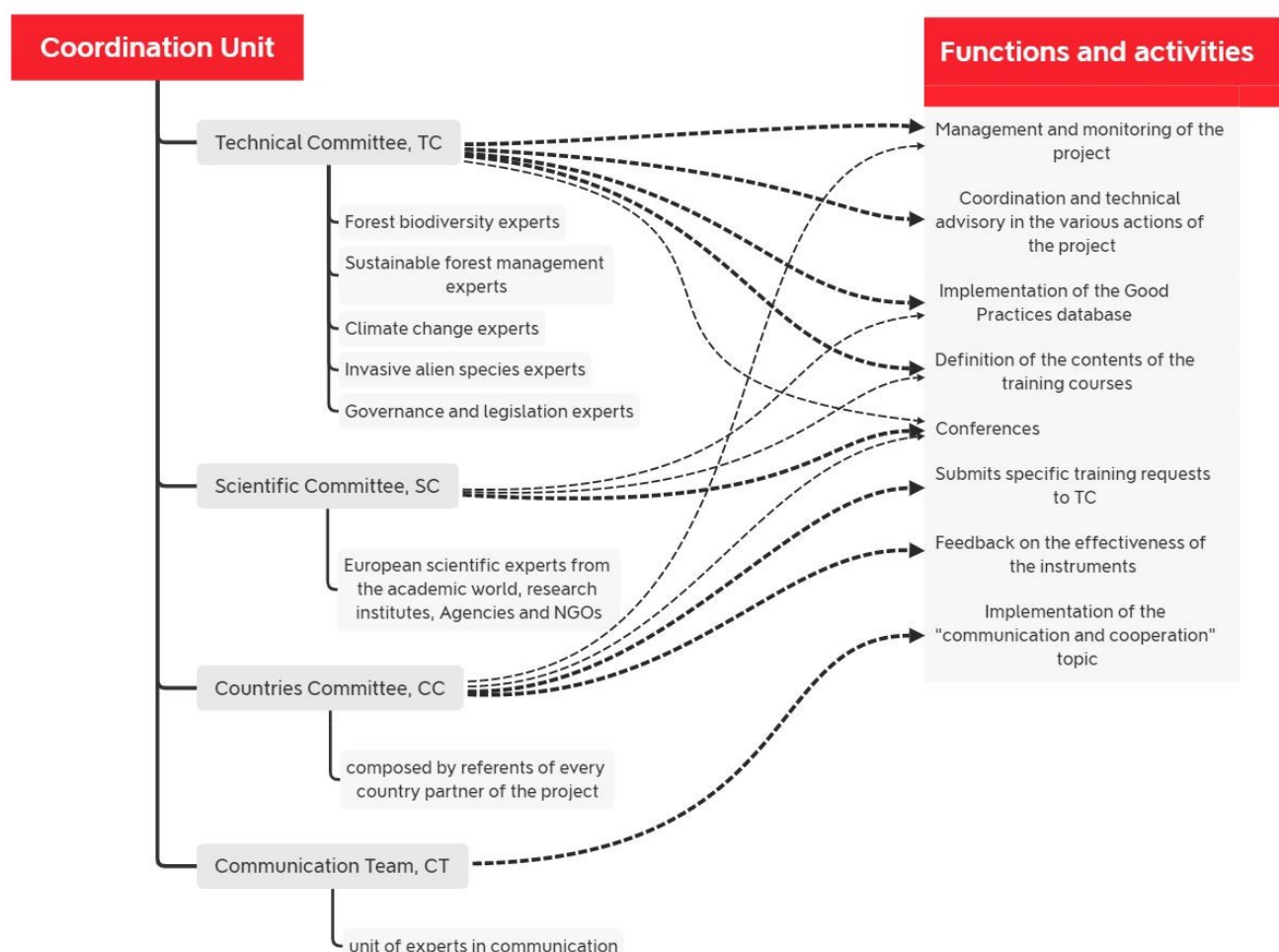
The TC is composed of experts for the training topics related to the forest domain: forest biodiversity, sustainable forest management, climate change, invasive alien species, governance and legislation. The TC is responsible for the coordination and technical advisory in the various actions of the project, as detailed in every single action. The TC, together with the CC is also in charge of the management and monitoring of the project (Act. E).

The SC is a group of European scientific experts from the academic world, research institutes, Agencies and NGOs; it supports the activities of the TC, especially for the implementation of the Good Practices database (Act. B.2), for the definition of the contents of the training courses (Act. B.4) and for the preparation of the conferences program (B.6).

The CC is composed by referents of every country partner of the project: it periodically meets with the TC to which it submits specific training requests, and give feedback on the effectiveness of the instruments set in the actions B.3 and B.4. The CC will also be involved in the organization of the European conferences (B.6). Finally, the CC, together with the TC is in charge of the management and monitoring of the project (Act. E).



The CT is a unit of experts in communication, and is in charge of the implementation of the “communication and cooperation” topic (Act. b.4) and of Action D. The TC and CT will work full time for the entire duration of the project, while the SC and the CC are periodically convened.



Picture 2: Coordination Unit and related activities

Coordination Unit consist of:

SC: 6 people

TC: 3 people

CC: 10 people

CT: 2 people

The Coordination Unit (TC+SC+CC+CT) shall meet once a year, 4 times in total during the whole project;

TC and CC shall meet twice a year, 8 times in total during the whole project;

TC and SC shall meet twice a year, 8 times in total during the whole project;

TC and CT shall meet twice a year, 8 times in total during the whole project.



A.2 Implementation of a platform for training at European level.

Starting from similar existing experiences currently under way (e.g. LIFE e-Natura2000.edu – *Building capacity through innovative training tools* and the Eurosite web-based Communication Platform), a training platform will be implemented with the aim to provide to target trainees all the tools and instruments for training, information and events implemented within the project's actions, such as: e-learning training modules and all the related useful material (e.g. manuals, glossaries, mini-guides, etc), a calendar of European events (webinars, workshops, seminars, field visits, project's European Conferences, etc – actions B.4.2, B.4.3, B.6), the Database of forest-related Good Practices derived from Life GoProFor LIFE17 GIE/ITA/00056 and implemented in this project (actions B.1, B.2), scientific documents relevant for application of GPs and IBP (Potential Biodiversity Index), geo-localization of all the typologies of training sites and related documents, such as martelloscopes, field visit areas and demonstrative sites implemented through action B.3.

The platform will be structured with specific dedicated sections for every country partner of the project.

Implementation of existing platforms like for examples Europarc / Eurosite prototype

B.1 Continuous maintenance and implementation of the European Database of forest-related Good Practices of GoProFor LIFE project.

The TC implements the GPs database, identifying every year new forest-related LIFE projects that can contain GPs. The TC systematically contacts LIFE projects at their conclusion phase, and process, with their cooperation, the GP descriptive form that will feed the GP Database.

The TC will employ a 3 people (1 coordinator and 2 experts) fully employed for the entire duration of the project.

B.2 Establishment of a network for the integration of forest-related GPs with other case studies derived from activities and experiences not included in the LIFE Program.

Promotion of a European network among the scientific community, aimed at gathering technical and scientific applications useful for the conservation of forest areas within Natura 2000 Network and derived from activities and experiences not included in the LIFE Program, like for example the IBP (Potential Biodiversity Index). This action aim at filling the gaps that come from including exclusively the LIFE Program experience, integrating the GP Database. The TC, in collaboration with the SC, will be in charge of this action. This action can also be co-funded by COST Actions (European intergovernmental program "Cooperation in Science and Technology").

The SC will employ 3 experts, employed 3 months/year for the entire duration of the project.



B.3 Establishment of a network of European training sites and related supporting documents, evenly distributed among the partner countries

The TC identifies and implements the various typologies of training sites described below, and it prepares, implements and updates documents and instructions necessary for their use.

B.3.1 Networking with existing field training instruments that can be used for improving target trainees competences by direct experience on the field, like for example the network of martelloscopes of the Integrate+ Project (<http://www.integrateplus.org>) for forest biodiversity. In this action new martelloscopes (or other types of field training instruments identified) can be created, following the indicated standard procedures, in order to implement the network evenly distributed among the partner countries.

The TC coordinates and oversees the realization of martelloscopes, employing full-time 2 people for 1 year.

Each Beneficiary Country is in charge of the field work for the realization of martelloscopes in its own country, employing full-time 2 people for a total of 4 months (Each Beneficiary Country: 8 months/person. Overall beneficiary Countries: 80 months/person, for a total of 6 years/person)

B.3.2 Establishment of a European network of demonstrative sites, represented by case studies where forest-related Good Practices were successfully applied. Demonstrative sites will be used to share experience and stimulate on field discussions as an effective learning method.

The TC coordinates and oversees the realization of demonstrative sites, employing full-time 2 people for 1 year.

Each Beneficiary Country is in charge of the field work (site geo-location, information boards, etc) and preparation of the related training materials, employing full-time 2 people for a total of 4 months (Each Beneficiary Country: 8 months/person. Overall beneficiary Countries: 80 months/person, for a total of 6 years/person)

B.3.3 Identification and preparation of field visit areas distributed throughout Europe, useful to directly learning through sharing experiences and stimulating on field discussions as an effective learning method. In these areas it will be possible to discuss about several topics such as, for example: (1) silviculture of adaptation to climate change; (2) close-to-nature forest management, (3) old-growth forests, (4) priority forest habitats (Ann. I, DH), etc.

The TC coordinates and oversees the realization of field visit areas, employing full-time 1 person for 1 year.

Each Beneficiary Country is in charge of the field work (site geo-location, information boards, etc) and preparation of the related training materials, employing full-time 2 people for a total of 2 months

(Each Beneficiary Country: 4 months/person. Overall beneficiary Countries: 40 months/person, for a total of 3 years/person)



B.4 Development of training courses and information at European level

This action aims at:

- creating standard training online modules (e-learning) and material concerning “communication and cooperation” to be used by target trainees among all of Europe;
- creating a specific package (videos, mini-guides, etc) to give to laymans (e.g. landowners) basic knowledge about the contents of the training modules
- constituting a team of competent trainers;
- organizing and managing transnational informal learning events (webinars, seminars, field visits).

The training system described below will provide a range of courses targeted to the trainees and with different levels of depth of information.

During the first year of the project, the TC will organize thematic workshops on the themes related to the forest domain and Natura 2000: forest biodiversity, sustainable forest management, climate change, invasive alien species, governance and legislation, communication and cooperation. The aim of these workshops is to better define, with the support of the SC, the CT and of other European experts specially convened to the workshops, the training modules and activities and their contents.

Training modules and activities will be formally accredited, and for this reason an “entrance / output” test system will be created to obtain certification.

The e-learning training modules will be in English, to allow people from all over Europe to attend them. If needed each beneficiary country can translate them in its own national language, as highlighted in Action B.5

B.4.1 Traditional training

The TC, in collaboration with the SC and other groups of experts, prepares, implements and updates a catalog of training modules, grouped under these wider categories: forest biodiversity, sustainable forest management, climate change, invasive alien species, governance and legislation. Each course can be supported by case studies derived from the application of GPs and of the most recent techniques of sustainable forest management.

The TC also implements, with the support of communication experts, all the material concerning “communication and cooperation” topic.

A table is reported with knowledge gaps and required soft skills emerged from the LIFE GoProFor Workshop held in Palermo (12 Nov. 2019), that will be taken into account when defining the final list of training modules.

The contents of the training modules produced in this action will be valid at European level. Each partner country can use them as they are in its own national training plan, or integrate them in relation to its own specific national contest (Act. B.5), and/or combining them with related field activities (Act. B.3).



CATEGORIES	CONTENTS
Forest biodiversity	Forest habitats (Ann. I DH)
	Forest-related species (Ann. II DH, Red lists, Indicators)
	Deadwood, microhabitats, habitat and veteran trees, key habitats in forest areas, etc.
	Positive impact of management practices on biodiversity
Sustainable Forest Management	Forest ecosystem dynamics/processes
	Ecosystem services
	Positive impact of management practices on biodiversity
	Impact of forest management measures on adaptability of future forest
	Landscape-integrated management
	Management timing
	Forest ecosystem dynamics/Impact of disturbances
	Opportunities offered by traditional use, sustainable tourism, recreation, education
Climate changes	Forest ecosystem dynamics/processes
	Impact of forest management measures on adaptability of future forest
	Forest ecosystem dynamics/Impact of disturbances
Invasive Alien species	Invasive alien species: prevention, control, eradication
Governance and legislation	What is Natura 2000? Legislation and management
	Natura 2000 Funding Opportunities
Communication and cooperation	Enhance communication skills
	Improve cooperation
	Problem solving
	Have a long-term vision
	Organizational skills
	Work in multidisciplinary groups
	Know how to listen

The TC prepares the training material and implements it in the platform.
 It is estimated to fully employ 2 people for 2 months for each training module.
 For 10 hypothetical “scientific” training modules: 1 person for 3 years.
 Each Beneficiary Country will also participate to this activity employing 1 person for 0,5 months/module (10 Countries = 10 people/module for a total of 3,75 year/person)
 For 2 “Governance and legislation” modules: 2 people for 1 month.





B.4.2 Transnational field training events

The aim of this action is to improve target trainees competences and skills through a direct exchange experience. This action also aims at establishing and increasing a network of people and subjects willing to share their knowledge. Involved subjects are project's partners, trainers, institutions, associations, even from other European countries not directly involved in the project.

The TC will organize at least one transnational field training event in every partner country using sites described in act. B.3

Every event will involved a maximum number of 30-40 participants.

For each event:

The TC will employ 2 people for 1 months for a total of 22 months (1,8 years/person)

Each Beneficiary Country will employ 1 person for 1 month for a total of 11 months (1 year/person)

The SC will employ 1 person for 1 month for a total of 11 months (1 year/person)

For the logistic/advertising of the event the CT will employ 1 person for 1 month for a total of 11 months (1 year/person)

B.4.3 Transnational other training events

The TC will organize 4 webinars each year for 2 years, of which 2 webinars on "communication and cooperation" topic and 2 webinars on scientific topics proposed by the Coordination Unit. The The TC will organize at least one event every year (workshop or seminar) on topics proposed by the Coordination Unit.

For each "communication and cooperation" webinar (4 webinars in total):

the TC will employ 2 people for 3 months and the CT will employ 1 person for 1 month (logistic/advertising, etc) for a total of 14 months (1 year/person)

For each "scientific" webinar (4 webinars in total):

the TC will employ 2 people for 3 months and the CT will employ 1 person for 1 month (logistic/advertising, etc) for a total of 14 months (1 year/person);

the SC will employ 1 person for 1 month for a total of 4 months (0.3 year/person);

each Beneficiary Country will employ 1 person for 1 month for a total of 4 months (0.3 year/person)

B.4.4. Information

The TC will develop 10 videos and 10 mini-guides to give to laymans (e.g. landowners) basic knowledge about the contents of the training modules

For each video:

the CT will employ 2 people for 1 month for a total of 20 months (1,5 years/person)

Mini-guides:

the CT will employ 1 people for 1 month for a total of 10 months (0,8 years/person)



B.4.5 Training the trainers

Training courses will be organized for the team of trainers selected at European level (Act. A.1). Trainers will be involved in the organization and management of every events described in act. B.4.2 and B.4.3.

Preparation of training courses for trainers:

The TC will employ 5 people for 2 months for a total of 10 months

The SC will employ 3 people for 2 months for a total of 6 months

Running of training courses for trainers: (a total of 10 courses of 80 hours in total):

The TC will employ 7 people for 10 days (a total of 70 days = 3 months)

The SC will employ 5 people for 10 days (a total of 50 days = 2,5 months)

B.5 Development of training courses in the countries partner of the project.

This action will be carried out by the countries partner of the project, which will be in charge of the application of the training system at national level.

At the beginning of the project and every time the Coordination Unit is periodically convened, every partner country, by mean of the CC, will highlight:

- any specific training needs to supplement those already defined in the project
- need to adapt tools and materials and / or translate documents into the national language
- n° and type of field training (Act. B.3) deemed necessary
- the list of national trainers, to cover all the training topics

The platform implemented in Act. A.2 will have a dedicated section for each partner country, where beneficiaries can:

- integrate and/or translate documents and training modules produced for the European level,
- schedule specific training activities at national levels

Note for participants: every country has to indicate its own training effort in terms of target number of trainees

Not known right now



B.6 European Conferences

The Coordination Unit will organize two European conferences.

One conference has the aim to promote a network between European forest-related LIFE projects.

One conference has the aim to promote the training system implemented in the project to the other European countries not directly involved in the project.

The TC and CC will be responsible for the conferences organization. The SC will assist in the preparation of the conference program.

For each conference:

The TC will employ 5 people for 3 months for a total of 30 months

The SC will employ 5 people for 3 months for a total of 30 months

C Monitoring

C.1 Monitoring skills and knowledge improvement of target trainees, by means of questionnaires submitted by every partner in its own country

C.2 Monitoring the effectiveness of the different types of training tools developed by the project.

C.3 Socio-economical monitoring

The TC will employ 3 people for 2 years (6 years/person in total)

D.1 Communication and dissemination plan

D.1.1 Communication plan

D.1.2 Project website, facebook and twitter

D.1.3 Notice boards

D.1.4 Layman reports

D.1.5 Videos for dissemination

D.1.5 Bulletins (pdf version) about the project

The CT will employ 2 people for 4 years (8 years/person in total)



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E. Management and monitoring of the project

The TC will employ 3 people for 3 years (12 years/person in total)

Each Beneficiary Country will employ 1 person for 2 months/years (6 years/person)

Quantified expected results and impacts

Sustainability of the project results

The proposal addresses the following project topic(s)

Reasons why the proposal falls under the selected project topic(s)

What are the Project Partnership details for the Project

Expected risks and constraints related to project implementation and mitigation strategy

Eu added value of the project and its actions

Clarify how the project contributes to one or several of the specific objectives of the priority areas of the LIFE sub-programme for Environment. These are set out in Articles 10, 11 and 12 of the LIFE Regulation. Please also clarify how the project will contribute to the implementation, updating and development of European Union environmental policy and legislation.

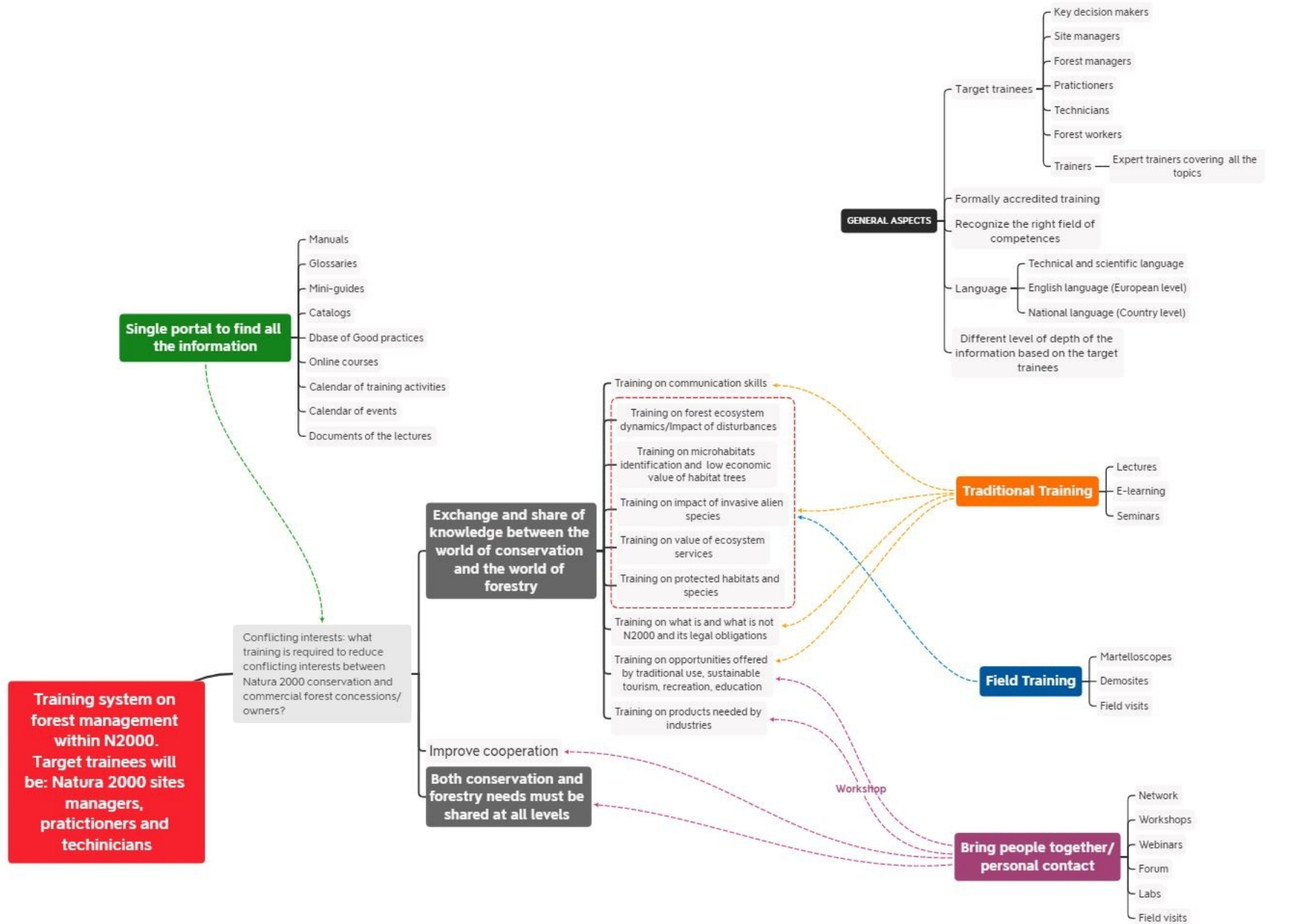


Budget

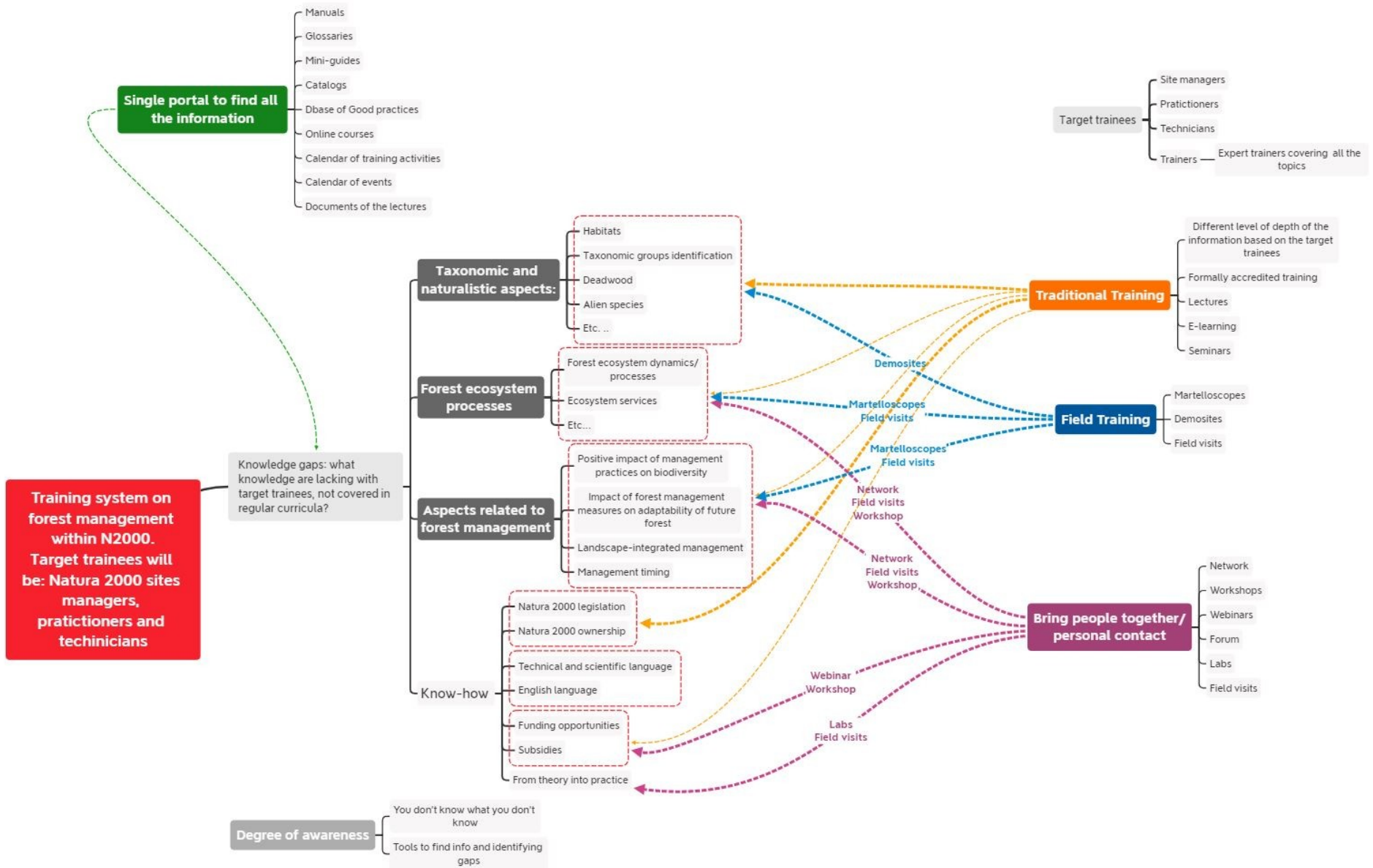
ACTION	DESCRIPTION	PERSONNEL	TRAVEL AND SUBSISTENCE	EXTERNAL ASSISTANCE	DURABLE GOODS	CONSUMABLES	OTHER COSTS	OVERHEADS	TOTAL
A.1	Establishment of a Coordination Unit for the implementation of the Good Practices information system related to forests at European level.	€ 85.600	€ 17.120						€ 102.720
A.2	Implementation of a platform for training at European level	€ 150.000		€ 10.000					€ 160.000
B.1	Continuous maintenance and implementation of the European Database of forest-related Good Practices of GoProFor LIFE project	€ 420.000	€ 84.000						€ 504.000
B.2	Establishment of a network for the integration of forest-related GPs with other case studies derived from activities and experiences not included in the LIFE Program	€ 135.000	€ 27.000						€ 162.000
B.3	Establishment of a network of European training sites and related supporting documents, evenly distributed among the partner countries								
B.3.1	Networking with existing field training instruments	€ 280.000	€ 56.000	€ 20.000	€ 25.000	€ 5.000	€ 5.000		€ 391.000
B.3.2	Establishment of a European network of demonstrative sites	€ 280.000	€ 56.000		€ 20.000		€ 5.000		€ 361.000
B.3.3	Identification and preparation of field visit areas	€ 140.000	€ 28.000		€ 20.000		€ 5.000		€ 193.000
B.4	Development of training courses and information at European level								
B.4.1	Traditional training	€ 236.250	€ 23.625			€ 20.000			€ 279.875
B.4.2	Transnational field training events	€ 178.000	€ 35.600			€ 10.000			€ 223.600
B.4.3	Transnational other training events	€ 94.000				€ 10.000			€ 104.000
B.4.4	Information	€ 81.667	€ 16.333						€ 98.000
B.4.5	Training the trainers	€ 69.792	€ 13.958				€ 5.000		€ 88.750
B.5 (*)	Development of training courses in the countries partner of the project								€ 0
B.6	European Conferences	€ 160.000	€ 16.000	€ 25.000					€ 201.000
C	Monitoring	€ 210.000	€ 21.000						€ 231.000
D	Communication and dissemination plan	€ 280.000	€ 28.000	€ 10.000			€ 10.000		€ 328.000
E	Management and monitoring of the project	€ 490.000	€ 49.000	€ 15.000					€ 554.000
	TOTAL	€ 3.290.308	€ 471.637	€ 80.000	€ 65.000	€ 45.000	€ 30.000	€ 278.736	€ 4.260.681

(*) Not available right now

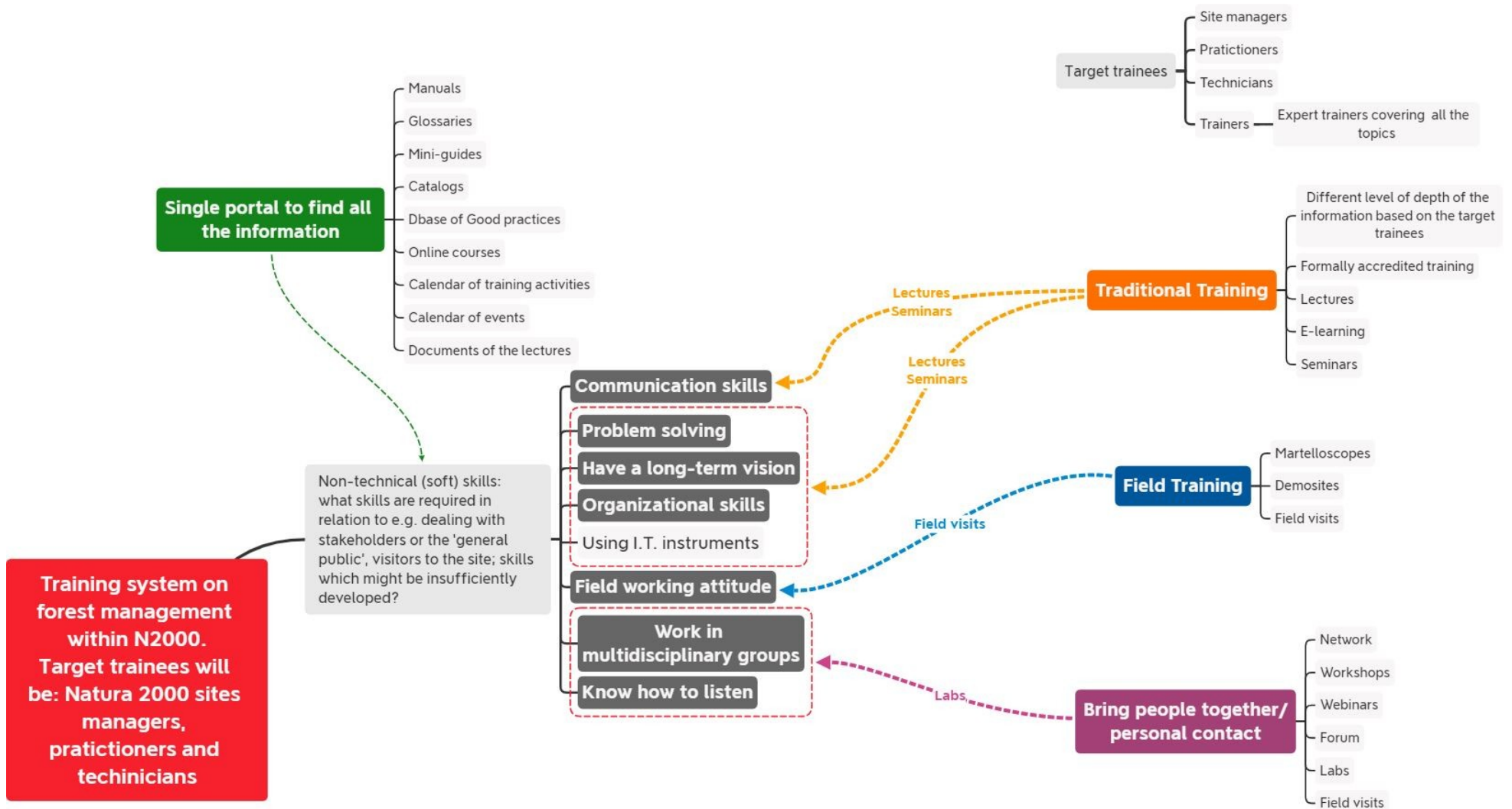
Carousel – conceptual maps



Picture 3: Match between Conflicts and Training system



Picture 4: Match between Knowledge gaps and Training system



Picture 5: Match between Soft skills and Training system