



STONEWALLS

DRY-STONE WALLS FOR CLIMATE CHANGE ADAPTATION

Management manual

DAY-TO-DAY MANAGEMENT AND INTERNAL REPORTING

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Deliverable abstract

This document provides details about the project organisation. The aim is to ensure that all participants are fully aware of their roles and responsibilities and how project tasks are accomplished. This management manual will serve as guidelines for Partners and may be revised and updated with the creation, modification, or deletion of management procedures, when necessary and throughout the project duration.

The information in this document is not complete or legally binding. For full details about the project implementation partners are advised to read the Grant Agreement and Partnership Agreement.

This deliverable presents the work and means undertaken to manage the LIFE project STONEWALLSFORLIFE efficiently.

Three main topics are addressed:

1. Project governance structure;
2. Management activities;
3. Communication provisions.



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Acronyms

DIBA	Diputació de Barcelona, Àrea de Territori i Sostenibilitat
DISTAV	Università di Genova, Dipartimento di Scienze della Terra, dell'Ambiente e della Vita
EB	Executive Board
ECD	Expected Completion Date
FM	Fondazione Manarola Cinque Terre O.N.L.U.S.
GA	General Assembly
ITRB	ITRB Group
LA	Legambiente
MT	Management Team
PC	Project Coordinator
P5T	Parco Nazionale delle Cinque Terre
QM	Quality and Risk Manager

1 Governance structure

The project is subdivided into actions, Action F.1 being dedicated to Project Management, the others dealing with the major research areas, dissemination/exploitation of the results and ethics requirements of the project.

Errore. L'origine riferimento non è stata trovata. presents detailed functions and responsibilities of STONEWALLSFORLIFE's organisational structure.

- The **Project Coordinator** is the legal entity acting as the intermediary between the Parties and the European Commission. The Coordinator shall, in addition to its responsibilities as a Party, perform the tasks assigned to it as described in the EC-GA and the Partnership Agreement;
- The **Project Advisory Board** provides input and feedback for the relevant actions of the project and acts as an avenue for the targeted communication and dissemination of the project's result to a most relevant audience;
- The **General Assembly** (GA) is defined as the ultimate decision-making body and conciliation of the Partners;
- The **Executive Board** (EB) is the executive level of the consortium. The 10 distinct Actions of the project, each further detailed into tasks and subtasks performed by various partners, represent the operational level of the project;
- The **Management Team** (MT) undertakes the day-to-day monitoring and coordination of all project levels;
- The **Quality and Risk Manager** (QM) is responsible for the harmonious coordination/ synchronization and evaluation of the research effort between different groups.

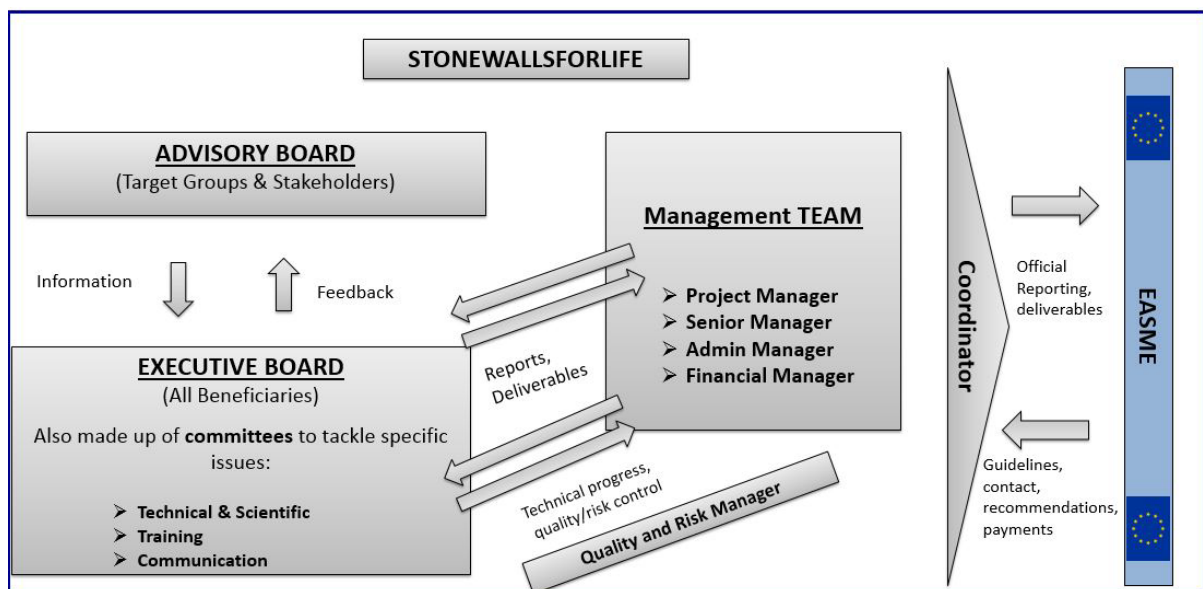


Figure 1: Organigramme

2 General Assembly (or Steering Group)

The project General Assembly (GA) is defined as the ultimate decision-making body and conciliation of the consortium. GA comprises at least one representative from each consortium partner (hereinafter General Assembly Member).

Table 1: General Assembly

Name Surname	Beneficiary	Role	Contact
Emanuele Raso	P5T	Technical Leader	emenuele.raso@parconazionale5terre.it
Eugenio Bordoni	FM	Technical Leader	eugenibordoni@tiscali.it
Xavier Roget	DIBAR	Technical Leader	rogetpx@diba.cat
Marco Firpo	DISTAV	Technical Leader	firpo@dipteris.unige.it
Rocco Lagioia	ITRB	Quality and Risk Manager	r.lagioia@itrb.net
Ugo Miretti	ITRB	Technical Leader	u.miretti@itrb.net
Santo Grammatico	LA	Technical Leader	s.grammatico@legambiente.it

The Management Team (Ch.5) shall chair all meetings of the General Assembly and will be assisted by the Project Quality Manager (Rocco Lagioia, ITRB), unless decided otherwise in a meeting of the General Assembly. The members of the General Assembly shall meet physically at least every 12 months. Any member should be present or represented at any meeting. The meetings shall be convened with at least 45 days' prior written notice. The minutes of the General Assembly meetings shall be transmitted to the members within 15 calendar days of the meeting date. The minutes shall be considered as accepted if, within 15 calendar days from sending, no Member has objected in writing to the chairperson.

During the GA, the planning, milestones and deliverables are critically assessed. Decisions on the viability of research and innovation tasks are made, along with corrective actions and contingency plans if needed. Every partner gets one vote in the GA. However, decisions are made preferentially through a consensus procedure. If not possible, a vote is taken (2/3 majority required, each partner has one vote).

The following decisions shall be taken by the General Assembly:

- Content, finances and intellectual property rights
 1. Proposals for changes to Annexes 1 and 2 of the Grant Agreement to be agreed by the Funding Authority
 2. Changes to the Consortium Plan



3. Modifications to Attachment 1 (Background Included)
 4. Additions to Attachment 3 (List of Third Parties for simplified transfer according to Section 8.3.2)
 5. Additions to Attachment 4 (Identified Affiliated Entities)
- Evolution of the consortium
 6. Entry of a new Party to the consortium and approval of the settlement on the conditions of the accession of such a new Party
 7. Withdrawal of a Party from the consortium and the approval of the settlement on the conditions of the withdrawal
 8. Identification of a breach by a Party of its obligations under this Partnership Agreement or the Grant Agreement
 9. Declaration of a Party to be a Defaulting Party
 10. Remedies to be performed by a Defaulting Party
 11. Termination of a Defaulting Party's participation in the consortium and measures relating thereto
 12. Proposal to the Funding Authority for a change of the Coordinator
 13. Proposal to the Funding Authority for suspension of all or part of the Project
 14. Proposal to the Funding Authority for termination of the Project and the Grant Agreement



3 Advisory Board

The Advisory Board will bring together the most relevant target groups (or rather, the institutions and associations representing them) and liaise with them in a structured manner.

The Advisory Board will be closely involved in the project and will be regularly consulted on strategic decisions regarding the project. The Advisory Board will advise the Executive Board on both strategic direction and practical matters where the expertise of its Member is valuable. Members will be asked to both regularly provide information and feedback on the implementation of the Actions and on potentialities and drawbacks they envisage. Furthermore, the Advisory Board will be important for the targeted communication and dissemination of the results of the project. Details on the Procedures for the selection of the Members of the Advisory Board and on its objectives are in the Deliverable A3.2 (Proposal for the creation of a Project Advisory Board).

4 Executive Board

The project Executive Board (EB) is the main decision-making body of the project. It is composed of a representative of each Beneficiary and chaired by the Project Coordinator. The EB is the executive level of the consortium and it is responsible for ensuring the effective implementation of the decisions of the GA and the project work plan.

The EB coordinates the beneficiaries and evaluates the progress of the project, ensuring the respect of deadlines and decisions and proposing the appropriate course of actions. The EB is also responsible for the proper execution and implementation of the decisions of the General Assembly. In addition, the EB takes decisions on managerial and technical matters, and verifies their conformity to the aims of the project.

The EB will meet every six months, when possible via videoconference. Any member should be present or represented at any meeting. The Coordinating Beneficiary (P5T), assisted by the Beneficiary in charge of the management support (ITRB), shall chair all EB meetings, unless decided otherwise by the EB itself. The meetings shall be convened with at least 14 days' prior written notice. Any Member may add an item to the original agenda by written notification to all of the other Members no later than 2 calendar days preceding the meeting. The EB shall seek a consensus among the Beneficiaries. Decisions are made preferentially through a consensus procedure. If not possible, a vote is taken (2/3 majority required, each partner has one vote). Minutes of EB meetings, once accepted, shall be sent by the Coordinator to the General Assembly Members for information.

Before each meeting, the EB shall collect information on the progress of the project, examine that information to assess the compliance of the project with the Grant Agreement and, if necessary, identify possible modifications of the Grant Agreement. The Beneficiary responsible for the implementation of an Action shall ensure the good communication and coordination of all technical activities taken by the participants of this action, and of the implementation of the directions given by the EB.

In the case of abolished tasks as a result of a decision of the GA, the EB shall advise the GA on ways to rearrange tasks and budgets of the Partners concerned. Such rearrangement shall take into consideration the legitimate commitments taken prior to the decisions, which cannot be cancelled.

The issues specific to some actions will be discussed in restricted Committees which will deal with specific topics: the Technical and Scientific Committee, the Training Committee, and the Communication Committee; additional ones might be created ad hoc.

The 10 actions are headed by the Beneficiaries as follows.

Table 2: Beneficiaries responsible for Action implementation

Action		Responsible
A	Preparatory actions	
A.1	Preparatory studies	DISTAV
A.2	Operational planning of the project implementation	P5T
A.3	Identification and involvement of stakeholders	P5T
C	Implementation actions	
C.1	Drystone Walls and Terraces Restoration in the Intervention Area 1 (Manarola)	P5T
C.2	Skills development and professional training through the integration of migrants	P5T
C.3	Replicability and Transferability Strategy and Actions (including full scientific, technical, social and financial Replication Preparation Studies in Areas 2, 3 and 4)	ITRB
C.4	Development and adoption of adaptation plans	P5T
D	Monitoring of the impact of the project actions	
D.1	Technical and Scientific Monitoring of the impact of the project actions	DISTAV
D.2	Environmental, Social and Economic monitoring of impact	P5T
D.3	Monitoring of KPIs	P5T
E	Communication and dissemination of results	
E.1	Development of Communication and Dissemination strategy and material	ITRB
E.2	Awareness raising, Targeted communication, Dissemination activities	P5T
F	Project management	
F.1	Overall Project management	P5T
F.2	Quality and Risk Control	ITRB

5 Management Team

The Management Team (MT) assists and facilitates the work of the Coordinating Beneficiary (P5T) for executing the decisions of the Executive Board and undertakes the day-to-day monitoring and coordination of all project levels.

Given the relatively big number of partners in the STONEWALLSFORLIFE consortium and the diversity of task to be managed, the MT consists of a Project Manager (P5T), a Senior Manager (P5T), an EU Project Specialist (ITRB), an Administrative Manager (P5T) and a Financial Manager (LA). The division of roles in the MT are detailed in table below.

Table 3: Management Team

Role	Responsibilities	Assigned to
Project Manager	The Project Manager is responsible for the daily management of the project, the coordination of the various bodies involved in the implementation of the actions, the relations within the consortium, with the stakeholders, and with the contracting Authority.	Emanuele Raso
Senior Manager	The Senior Manager supports and advises the Project Manager during the daily activities	Patrizio Scarpellini
EU Project Specialist	The EU Project Specialist supports at the micro-management level the Project Manager and the Senior Manager. The EU Project Specialist generates and provides tools, templates and guidelines to all partners in order to facilitate effective communication, progress monitoring and results reporting. The EU Project Specialist assists the Project Manager in keeping records and organization of meetings at all project levels.	Alba Bernini
Administrative Manager	The Administrative Manager decides on a common approach for the financial reporting, makes sure that the procedures are followed, and ensures the punctuality of the periodic reporting to the Contracting Authority, and liaises with the external auditor for the final audit.	Simone Nardicchia
Financial Manager	The Financial Manager supports and advises the Administrative Manager in the following tasks: <ul style="list-style-type: none"> • Provide templates for official documents; • Remind partners regarding and attain administrative deadlines; • Consolidate and submit financial and administrative reports; • Follow-up resources; • Identify deviations and actions required with the EC (administrative matters); • Respect the contractual frame; • Manage the consortium agreement and necessary updates; • Organize and manage major meetings and the following-up of actions. 	Simone Nardicchia

6 Quality and Risk Manager

The importance of quality control is a high priority to the project and therefore a dedicated Quality Risk Manager (QM) external to the Management Team will be assigned to the task. QM is responsible for the harmonious coordination, synchronization and evaluation of the research effort between different groups. QM works closely with the Project Manager and the EU Project Specialist and has access to all information about the project implementation and impartially evaluates the progress of the project as someone not involved in the management. The QM focuses especially on monitoring the demonstration activities, the effective implementation of the replication and transfer strategy, the effectiveness of the communication strategy and the quality of the deliverables. In the event that there is a doubt as to the quality of specific results, an external characterisation of results could be performed.

In addition, QM assesses, monitors and prioritises project risks in close cooperation with the Executive Board. The assessment of risks is discussed and updated as needed and at least every 3 months during the project conference calls and physical meetings in order to monitor the effectiveness of the strategy described in Form B5 of the proposal in dealing with the identified risks and to detect potential additional ones well in advance to take appropriate measures to avoid or minimise their impact.

Finally, QM is the main framework spokesman of the project in European stakeholders in charge of dissemination, clustering and network activities.

The role of Quality and Risk Manager is assigned to Rocco Lagioia (ITRB).

7 Management activities

7.1 Template documents

The following templates are available on the STONEWALLSFORLIFE Project Repository at following link:

<https://www.dropbox.com/sh/wz29jm0h1v0a00g/AACxf4DK3na9z5le8QKx50nwa?dl=0>

Templates can be found in the subfolder “Communication Kit”. All Beneficiaries shall use them for both internal reporting and communication and dissemination activities. Shared documents should be named as follows.

Table 4: Template documents

Template type	Document identifier
Deliverable	<p>S4L_YYYYMMDD_A#.#_M#_v#</p> <p>A for action, M for month of delivery, v for the number of the version (0 to x, final)</p> <p>Example: S4L_20200131_A1.1_M7_final (Deliverable 1 of Action A1, due at Month 7, final version)</p>
Meeting agenda	<p>S4L_YYYYMMDD_Subject_Agenda_Place_v#</p> <p>v for the number of the version (0 to x, final)</p> <p>Example: S4L_20170219_Kick-Off_Agenda_v1</p>
Presentation	<p>S4L_YYYYMMDD_Subject_Name_Place_v#</p> <p>v for the number of the version (0 to x, final)</p> <p>Examples: S4L_20170209_Kick-Off_Legambiente_Bruxelles_v2</p>
Meeting minutes	<p>S4L_YYYYMMDD_Subject_Name_Place_v#</p> <p>v for the number of the version (0 to x, final)</p> <p>Examples: S4L_20170215_Kick-Off-Minutes_Legambiente_Athens_v1</p>
Communication submission	<p>S4L_YYYYMMDD_Communication-Request_Name_v#</p> <p>v for the number of the version (0 to x, final)</p> <p>Example: S4L_20170221_Communication-Request_Legambiente_v0.01</p>

7.2 Deliverables

Several deliverables per Actions are scheduled and will be produced throughout the lifetime of the project. Deliverables are reported in the Grant Agreement and in the Executive Plan attached to this document.

7.2.1 Deliverables Production

For each deliverable, there are these figures belonging to the Beneficiary responsible of the implementation of the corresponding Action:

- The leader, in charge of:
 - Coordinating the complete and proper realization of the deliverable,
 - Defining the content and controlling the consistency of the content according to the initial purpose of the deliverable;
- The author, in charge of gathering the needed data from involved Partners and producing the deliverable;
- The reviewer in charge of:
 - Ensuring the scientific and technical adequacy of the deliverable content to the project objectives, and the contribution of the deliverable to the realisation of these objectives,
 - Ensuring that the deliverable is in accordance with the state of the art,
 - Ensuring the deliverable meets the quality requirements for dissemination to the European Commission,
 - Ensuring the deliverable is completed in due time.

In order to guarantee homogeneity, every deliverable produced must be based on the S4L deliverable template. Deliverables shall not be longer than 50 pages. Deliverables shall not be the collection of uncorrelated contributions, but they must form a consistent whole. They have to present project results synthetically and cannot be a collection of publications. All references, list of publications, related work and technical details should be included in an Annex section at the end of the deliverable.

7.2.2 Deliverables Revision

Revisions by the leader, the author or the reviewer occur when updating a part of a document already distributed. If revisions are made, modifications have to be made using a different colour (or using the modification mode – i.e. track changes). A revision systematically implies a change of the version, written up on the cover page (see S4L deliverable Template).

7.2.3 Deliverables Evaluation

Deliverables have to be provided to the European Commission before the Expected Completion Date (ECD) mentioned in the Grant Agreement. In order to guarantee both a timely production of the deliverables and their quality, an evaluation process is put in place, specifying the planning and actions to be performed.

Each deliverable should be sent to the QM (Rocco Lagioia, ITRB) 6 weeks before the ECD. After 2 weeks (and, thus, 4 weeks before the ECD), the Quality and Risk Manager sends a reviewed version to the author and to the P5T who is responsible to deliver it in time to the European Commission.

Either QM and PC can request minor modifications or improvements to the deliverable. In this case, the deliverable can proceed to the *Validation* phase:

- the author shall update the deliverable according to the recommendations received and communicate the updated version to the Coordinator for validation;
- the PC takes care to verify that the comments have been addressed in a satisfactory manner and then deliver it to the European Commission.

The Validation phase shall be completed in 7 calendar days.

7.3 Management Reports

7.3.1 Periodic Report

The regular reporting will enable the Coordinating beneficiary and all Beneficiaries to monitor closely the quality of project results. The importance of quality control is a high priority to the project and the QM is in charge of preparing every year a report on the quality of the project implementation and analysis of risks. These are the deadlines for the submission of the periodic reports to the European Commission:

- First report 08/2020
- Second report 07/2021
- Third report 07/2022
- Fourth report 07/2023
- Final report 07/2024

Each report consists of an assessment of the work performed per Action and the justifications about the main cost items per Partner, as well as an analysis at project level. It is a useful tool to keep track of project expenditures and to identify and foresee mitigation plan in case of major deviations. A periodic report has the following structure:

- Publishable Summary;

- Project objectives, work progress and achievements, project management;
- Deliverables and Milestones;
- Explanation of the use of resources;
- Financial statements;
- Analysis of the risks.

Information to complete the periodic reports will be regularly collected throughout the duration of the project. Every 6 months, in correspondence of the progress meetings, each partner should send to the QM three documents:

- Progress report, summarizing the activities performed;
- Communication report with the description of the occasions in which project has been presented (where, when and to whom);
- Financial report with the incurred expenses.

Partners shall send to the QM an updated version of the financial report every 3 months.

Regarding the risk assessment, the QM and the Executive Board will discuss and update as needed and at least every 3 months during the project conference calls and physical meetings the risk assessment in order to monitor the effectiveness of the strategy described in Form B5 in dealing with the identified risks and detect potential additional ones well in advance to take appropriate measures to avoid or minimize their impact.

The timeline for the production of the periodic report is set as follows:

- Four weeks before the end of the reporting period, all Partners will be reminded by the Management Partner (ITRB) to provide their contribution for the report and will receive template and guidelines;
- Partners will have five weeks to complete their contributions;
- Consolidation of the received contributions will be done within two weeks by the Management Partner (ITRB). Partners will be contacted in case of discrepancies;
- The Project Coordinator (P5T) will review the report, ask for improvements or validate it;
- Upon validation, the Coordinator will inform the Partners of the finalisation of the periodic report and provide it to the European Commission.

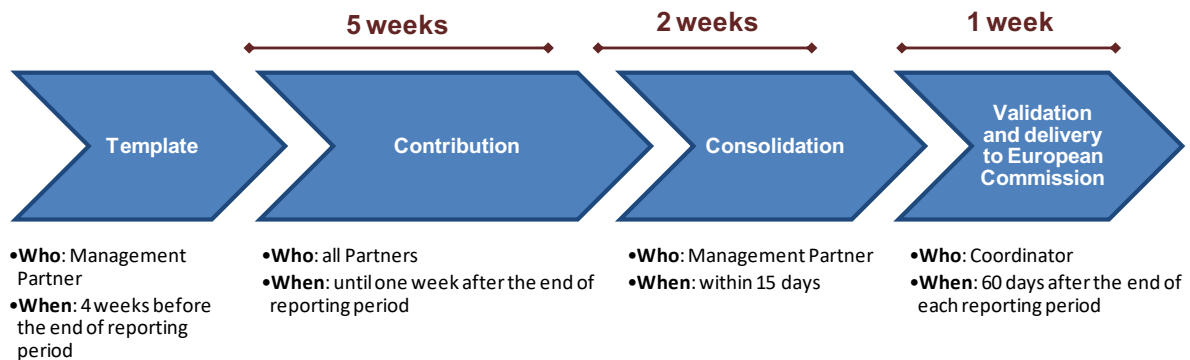


Figure 2: Timeline for Periodic Report production.

7.4 Project Meetings

Meetings shall be either teleconferences or face-to-face meetings and each meeting should have well defined objectives in the form of an agenda. The agenda shall be made available at least 3 weeks prior to the meeting.

Face-to-face meetings should be announced in advance. It is recommended to announce the face-to-face meeting at least 2 months in advance to facilitate the travel accommodations by the Partners.

Each meeting shall be recorded by meeting minutes by the Management Partner (ITRB). The minutes of the meeting shall be written and circulated to the meeting participants within 2 weeks after the meeting. Minutes shall be revised according to the comments and amendments received. Without further notice the meeting minutes are considered approved 2 weeks after the first dissemination.

Progress Meetings are planned on a regular basis, at least every 6 months.

Additional meetings or teleconferences may be held whenever necessary, defined by the involved Partners.

7.5 Contract Amendments

Any modifications regarding the project work plan in the Description of Work, or in the Partner's budget, or regarding the representatives authorised to sign contractual documents shall be communicated to the Project Coordinator and to the Management Partner. These modifications shall be validated by the Executive Board whenever necessary, and the contract amendment will be requested by the Project Coordinator to the Project Officer of the European Commission.

8 Communication provisions

8.1 Communication tools

A key success factor in project management is to ensure that information circulates rapidly and efficiently to all the project's actors and stakeholders. To this end, the management relies on communication support tools.

8.1.1 Project Repository

A shared repository dedicated to STONEWALLSFORLIFE has been set up to share documents and to support efficient collaboration between the Partners. The tool for project repository is Dropbox at the following link

<https://www.dropbox.com/sh/wz29jm0h1v0a00g/AACxf4DK3na9z5le8QKx50nwa?dl=0>

The shared repository will be used for storing all relevant material, including:

- Documents, not documents in progress to be exchanged, but also final and validated reports or deliverables, and any valuable information produced or collected during the lifetime of the project;
- Calendar: project meetings, events;
- Reports and material produced for communication activities.

All Partners can upload files in the shared folder. Any creation or deletion of either files or folders should be promptly communicated to the Partners.

8.1.2 Conferencing tool

Access to GoToMeeting conferencing tool is provided by ITRB for the internal communication meetings held by teleconference. Other conference tools can be used for technical teleconferences.

8.1.3 Website

The project website will be designed and made available at

<https://www.stonewalls4life.eu/>

It will include general information on the project goals and progress and a contact form through which visitors will be able to communicate with the project Consortium. Also, a newsletter will be set up to update those interested in the activities of the

project. Using these communication tools, all efforts will be made by the management to support fluid information flow and to avoid information bottlenecks.

8.2 Publications

8.2.1 Acknowledgement

The communications must include the logo of STONEWALLSFORLIFE, the logo of the LIFE Programme and the logo of Natura 2000 (Figure 3 below as examples):



Figure 3: Logos to be included in any communication material

All Scientific Papers and Articles to be published with relation to project activities must also include the following text:

The research leading to these results has been performed within the STONEWALLSFORLIFE project (<https://www.stonewalls4life.eu/>) and received funding from the LIFE Programme of the European Union under G.A. LIFE18 CCA/IT/001145.

Alternatively, the following statement shall be added when relevant (contribution to the paper from other STONEWALLSFORLIFE Beneficiaries but not worth the authorship):

“The authors would like to acknowledge the contributions of their colleagues from the STONEWALLSFORLIFE Consortium.”

Translation in Italian:

La ricerca che ha portato a questi risultati è stata condotta nell’ambito del progetto STONEWALLSFORLIFE (<https://www.stonewalls4life.eu/>) ed è stata finanziata dal Programma LIFE dell’Unione Europea (G.A.: LIFE18 CCA/IT/001145)

Translation in Spanish:

La investigación que ha conducido a dichos resultados se ha llevado a cabo en el marco del Proyecto STONEWALLSFORLIFE (<https://www.stonewalls4life.eu/>), habiendo recibido fondos del Programa LIFE de la Comunidad Europea (G.A. LIFE18 CCA/IT/001145).

8.2.2 Process for validation of publications

The following procedure shall apply when communications related to STONEWALLSFORLIFE are planned. The objective of this process is to check that the publication is within the project scope/activities, to keep track of the work disseminated, and to ensure that Intellectual Property rules defined in the Project Agreement are followed.

The project internal process to be followed in order to submit papers supported by (and acknowledging) STONEWALLSFORLIFE is as follows:

- Prior notice of any planned **publication** shall be given including a draft of the proposed publication to the other Partners at least 30 calendar days before the intended date of submission of the proposed publication.
- Any objection to the planned publication shall be made in accordance with the Grant Agreement in writing and motivated to the Coordinator and to the Partner(s) proposing the dissemination within 14 calendar days after receipt of the notice. If no objection is made within the time limit stated above, the publication is permitted.

- Prior notice of **conference abstracts** and **non-published presentations** (PowerPoint presentations or similar) shall be given by email to the other Partners at least 14 calendar days before submission (abstracts) or presentation (presentations) together with sufficient information on the results it will disseminate.

Any objection to the conference abstract shall be made in accordance with the Grant Agreement and motivated in writing to the Coordinator and to the Partner(s) proposing the dissemination within 7 calendar days after receipt of the notice. If no objection is made within the time limit stated above, the publication is permitted.

If no objection is made within the time limit agreed in the Consortium Agreement, the publication is permitted. If an objection has been raised the involved Partners shall discuss how to overcome the justified grounds for the objection (for example by amendment to the planned publication and/or by protecting information before publication).

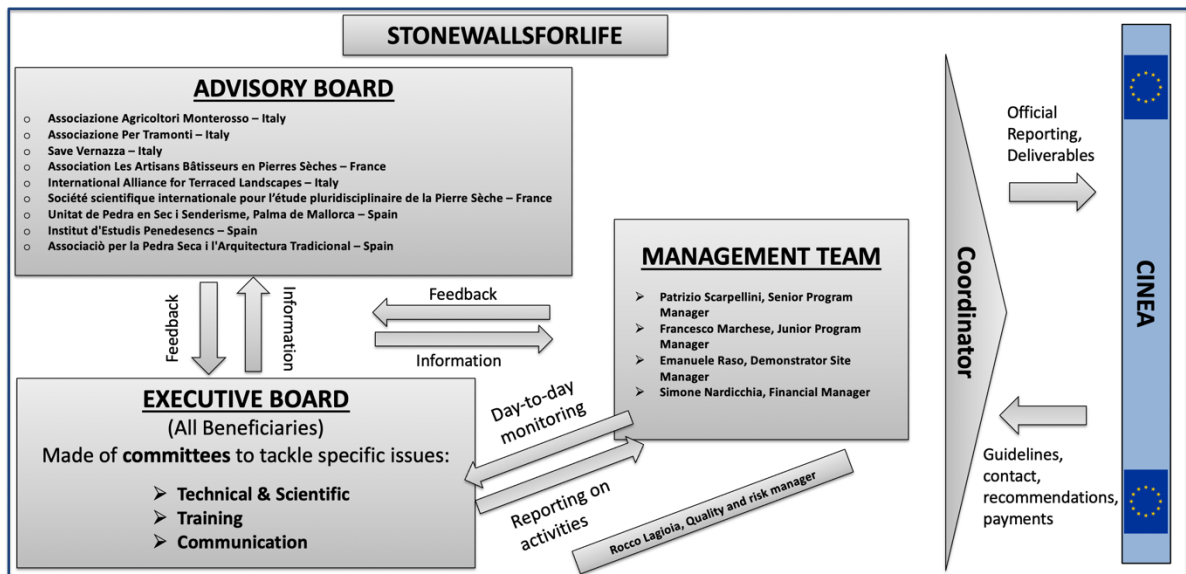
After acceptance, the author sends the final version to the Coordinator and the Partners. The Coordinator sends a copy to the European Commission.

Annex I: Update on January 31st, 2022

The following annex aims to provide an update in particular of the roles that are covered within the STONEWALLSFORLIFE consortium.

Figure 4 shows an update of the organization chart with the roles defined and assigned to the staff of the partnership.

Figure 4: Organigramme updated



Changes were also made to the participants of the General Assembly (Table 5)

Table 5: General Assembly

Name Surname	Beneficiary	Role	Contact
Emanuele Raso	P5T	Technical Leader	emenuele.raso@parconazionale5terre.it
Francesco Marchese	P5T	Junior Program Manager	francescomarchese@gmail.com
Eugenio Bordoni	FM	Technical Leader	eugenibordoni@tiscali.it
Patricia Varona	DIBAR	Technical Leader	varonapp@diba.cat
Andrea Cevasco	DISTAV	Technical Leader	andrea.cevasco@unige.it

Rocco Lagioia	ITRB	Quality and Risk Manager	r.lagioia@itrb.net
Mattia Gianvincenzi	ITRB	Technical Leader	m.gianvincenzi@itrb.net
Santo Grammatico	LA	Technical Leader	s.grammatico@legambiente.it

Similarly, changes were made within the management team (Table 6)

Table 6: Management Team

Role	Responsibilities	Assigned to
Project Manager	The Project Manager is responsible for the daily management of the project, the coordination of the various bodies involved in the implementation of the actions, the relations within the consortium, with the stakeholders, and with the contracting Authority.	Emanuele Raso
Senior Manager	The Senior Manager supports and advises the Project Manager during the daily activities	Patrizio Scarpellini
EU Project Specialist	The EU Project Specialist supports at the micro-management level the Project Manager and the Senior Manager. The EU Project Specialist generates and provides tools, templates, and guidelines to all partners in order to facilitate effective communication, progress monitoring and results reporting. The EU Project Specialist assists the Project Manager in keeping records and organization of meetings at all project levels.	Mattia Gianvincenzi
Administrative Manager	The Administrative Manager decides on a common approach for the financial reporting, makes sure that the procedures are followed, and ensures the punctuality of the periodic reporting to the Contracting Authority, and liaises with the external auditor for the final audit.	Simone Nardicchia, Francesco Marchese
Financial Manager	The Financial Manager supports and advises the Administrative Manager in the following tasks: <ul style="list-style-type: none"> • Provide templates for official documents; • Remind partners regarding and attain administrative deadlines; • Consolidate and submit financial and administrative reports; • Follow-up resources; • Identify deviations and actions required with the EC (administrative matters); • Respect the contractual frame; • Manage the consortium agreement and necessary updates; • Organize and manage major meetings and the following-up of actions. 	Simone Nardicchia