




D1.1 Project Management Handbook

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Coordinating partner



Beneficiary partners



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1. Project Management Handbook objectives

The purpose of the LIFE eCOadapt50 Project Management Handbook is to provide a concise overview of the key managerial aspects of the project. Its main objective is to establish the guidelines and responsibilities of the partners, ensuring the project's work progresses smoothly and maintains high quality.

This document serves as a comprehensive resource for effective management of project documentation. It encompasses information regarding the management strategy, consortium structure, reporting procedures, prescribed templates, publication protocols, and more. Additionally, it aims to clarify any legal and financial matters pertaining to the Grant Agreement and Consortium Agreement, offering further explanation to the beneficiaries.

It's important to note that this guide is a dynamic document, subject to modifications based on the evolving needs of the LIFE eCOadapt50 project. Throughout the project's lifecycle, including relevant developments and procedural changes, this document will be regularly updated and expanded. All partners will receive timely notifications regarding the updates and revisions made in comparison to the previous version.

In the event of any discrepancies between documents, the Grant Agreement (including its Annexes) and the Consortium Agreement take precedence over the Project Management Handbook.

2. Project basis

2.1. Project Participants

The project participants of LIFE eCOadapt50 are listed in the Grant Agreement, in the Consortium Agreement, and presented in the next list:

Nº	Type of participant	Beneficiary organisation name	Short name	Country
1	Coordinator	DIPUTACION PROVINCIAL DE BARCELONA	DIBA	ES
2	Beneficiary	DIPUTACION DE GERONA	DDGI	ES
3	Beneficiary	DIPUTACIO DE LLEIDA	DLL	ES
4	Beneficiary	DIPUTACIO DE TARRAGONA	DIPTA	ES
5	Beneficiary	ASSOCIACIO INICIATIVES RURALS DE CATALUNYA	ARCA	ES
6	Beneficiary	COMARCA DE L'ALT PENEDES	CCAP	ES
7	Beneficiary	CONSORCI DE POLITIQUES AMBIENTALS DE LES TERRES DE L EBRE	COPATE	ES
8	Beneficiary	CONFEDERACION SINDICAL DE LA COMISION OBRERA NACIONAL DE CATALUNA	CCOO Catalunya	ES

9	Beneficiary	UNIO GENERAL DE TREBALLADORS DE CATALUNYA	UGTCAT	ES
10	Beneficiary	UNIO DE PAGESOS DE CATALUNYA	UPCAT	ES
11	Beneficiary	CAMBRA OFICIAL DE COMERC INDUSTRIA I NAVEGACIO DE BARCELONA	CCB	ES
12	Beneficiary	INSTITUT DE RECERCA I TECNOLOGIA AGROALIMENTARIES	IRTA-CERCA	ES
13	Beneficiary	CONSORCI CENTRE DE CIENCIA I TECNOLOGIA FORESTAL DE CATALUNYA	CTFC	ES
14	Beneficiary	Departament d'Acció Climàtica, Alimentació i Agenda Rural	DACC-OCCC	ES
15	Beneficiary	OBSERVATORIO DEL EBRO FUNDACION	OE	ES
16	Beneficiary	ASSOCIACIO GRUP D'ACCIO LOCAL PESQUER COSTA BRAVA	GALP CB	ES
17	Beneficiary	ASSOCIACIO PER LA GESTIO DEL PROGRAMA LEADER RIPOLES GES BISAURA	ALRGB	ES
18	Beneficiary	CONSORCI LEADER PIRINEU OCCIDENTAL	CLPO	ES
19	Beneficiary	ASSOCIACIO LEADER DE PONENT	ALP	ES
20	Beneficiary	ASSOCIACIO PER AL DESENVOLUPAMENT RURAL INTEGRAL DE LA ZONA NORD-ORIENTAL DE CATALUNYA	ADRINOC	ES
21	Beneficiary	CONSORCI PER AL DESENVOLUPAMENT DE LA CATALUNYA CENTRAL	LCC	ES
22	Beneficiary	CONSORCI LEADER DE DESENVOLUPAMENT RURAL DEL CAMP	CLDRC	ES
23	Beneficiary	FEDERACIO CATALANA D'ASSOCIACIONS DE PROPIETARIS FORESTALS	BOSCAT	ES
24	Beneficiary	ARC CORREDORIA D'ASSEGURANCES SCCL	ARÇ	ES

Table 1. LIFE eCOadapt50 beneficiaries

The document contains an updated list of contacts in Annex I. Any new contacts, changes, or corrections to the contact list should be communicated to the project coordinator to ensure that the contact details of the involved beneficiaries remain up to date.

2.2. Grant Agreement (GA)

Grant Agreement No. 101069781 — LIFE21-IPC-ES- LIFE eCOadapt50 is composed of:

- Preamble
- Terms and Conditions (including Data Sheet)
- Annex 1 Description of the action (DoA)
- Annex 2 Estimated budget for the action
- Annex 2a Additional information on unit costs and contributions
- Annex 3 Accession forms
- Annex 3a Declaration on joint and several liability of affiliated entities
- Annex 4 Model for the financial statements
- Annex 5 Specific rules

All the LIFE eCOadapt50 beneficiaries have a copy of the GA and its annexes and are also available in the LIFE eCOadapt50 documentation repository.

2.3. Project Structure

The overall plan of the project follows the tasks, activities, schedule and budget as laid down in the Description of the Action - DoA.

2.3.1. Work Packages

LIFE eCOadapt50 is a 96-month project organised in 11 work packages (WPs), with the structure between Work Packages described in DoA and included below:

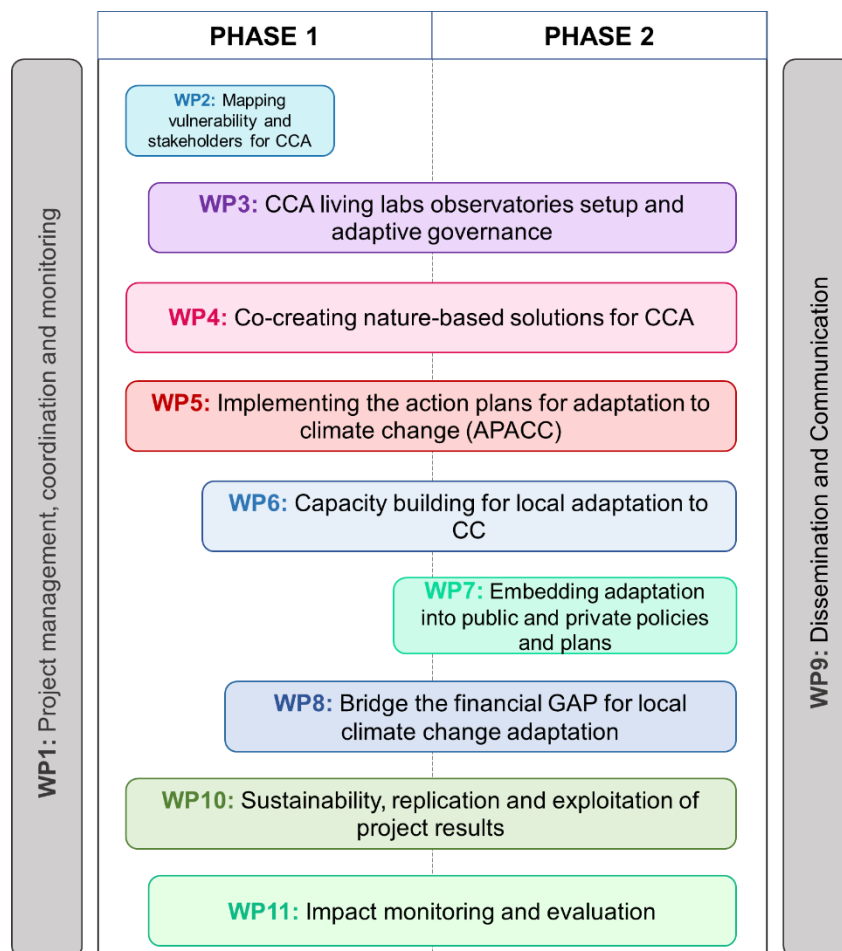


Figure 1. LIFE eCOadapt50 Work Packages

Each Work Package has its own WP leader whose responsibility is the completion of the work described for his/her Work Package in Annex 1 of the GA (DoA).

2.3.2. Project duration

The effective start of the project is 01/01/2023, and the project ends 96 months later, on 31/12/2030.

2.3.3. Budget

The estimated budget for the action, as set out in Annex 2 to the Grant Agreement, is 18,656,635.82€, with a maximum funding rate of 60% of the action's eligible costs, thus, the maximum grant amount to the project is 11,193,981.49€

	Total costs	Funding rate %	Maximum EU contribution	Requested EU contribution
1- DIBA	3,536,842.2 €	60	2,122,105.3 €	2,122,105.3 €
2- DDGI	246,516.2 €	60	147,909.7 €	147,909.7 €
3- DLL	472,932.5 €	60	283,759.5 €	283,759.5 €
4- DIPTA	585,517.9 €	60	351,310.7 €	351,310.7 €
5- ARCA	948,802.2 €	60	569,281.3 €	569,281.3 €
6- CCAP	1,076,126.8 €	60	645,676.1 €	645,676.1 €
7- COPATE	1,071,394.2 €	60	642,836.5 €	642,836.5 €
8- CCOO Catalunya	426,651.8 €	60	255,991.1 €	255,991.1 €
9- UGTCAT	415,646.0 €	60	249,387.6 €	249,387.6 €
10- UPCAT	573,627.0 €	60	344,176.2 €	344,176.2 €
11- CCB	424,362.0 €	60	254,617.2 €	254,617.2 €
12- IRTA-CERCA	400,543.8 €	60	240,326.3 €	240,326.3 €
13- CTFC	427,967.9 €	60	256,780.7 €	256,780.7 €
14- DACC-OCCC	747,694.6 €	60	448,616.8 €	448,616.8 €
15- OE	551,440.6 €	60	330,864.3 €	330,864.3 €
16- GALP CB	866,177.8 €	60	519,706.7 €	519,706.7 €
17- ALRGB	869,145.0 €	60	521,487.0 €	521,487.0 €
18- CLPO	903,961.7 €	60	542,377.0 €	542,377.0 €
19- ALP	885,410.0 €	60	531,246.0 €	531,246.0 €
20- ADRINOC	862,231.7 €	60	517,339.0 €	517,339.0 €
21- LCC	885,382.2 €	60	531,229.3 €	531,229.3 €
22- CLDRC	861,253.7 €	60	516,752.2 €	516,752.2 €
23- BOSCAT	441,803.0 €	60	265,081.8 €	265,081.8 €
24- ARÇ	175,205.0 €	60	105,123.0 €	105,123.0 €
Consortium [€]	18,656,635.8		11,193,981.5	11,193,981.5

Table 2. LIFE eCOadapt50 budget and EU contribution

Additionally, in the Annex II of this document, the detailed budget of each beneficiary is described according to the information provided in the Annex 2 of the GA.

3. Project reporting

The continuous monitoring of project implementation is an ongoing responsibility that extends throughout the active period and beyond. Specific contractual tasks make project monitoring particularly important during certain stages of the project's life, especially after each reporting period when payments are due.

As outlined in the Grant Agreement, the project has reporting obligations to the Commission, which include the following:

- Periodic reporting:
 - o Periodic report (within 60 days following the end of the reporting period).
 - o Final report (within 60 days following the end of the last reporting period).
- **Continuous reporting:** deliverables, milestones, risks... (deadlines defined in the annex 1 Description of the Action).

3.1. Periodic reporting

Periodic Reporting is the pre-condition for receiving payments. The LIFE eCOadapt50 project has 3 reporting periods of the following duration:

- P1: M1-M36, thus, from 01/01/2023 to 31/12/2025
- P2: M37-M72, thus, from 01/01/2026 to 31/12/2028
- P3: M73-M96, thus, form 01/01/2029 to 31/12/2030

After the end of each reporting period, **within 60 days after the end of the reporting period**, a periodic report shall be submitted to CINEA by the project coordinator.

The corresponding dates periodic report deadlines are:

- P1: M38, 28/02/2026
- P2: M75, 28/02/2029
- P3: M98, 28/02/2031

At the end of each reporting period, the Commission shall evaluate and approve project reports and deliverables and distribute the corresponding payments (see section 5.2.2).

3.1.1. Content of periodic reports

According to Article 21.2 of the LIFE Model Grant Agreement (MGA), the content of the Periodic reports is mandatory and determined by the Commission. The structure of the Periodic Report consists of a technical report and a financial report, as outlined below:

1. Technical Report:

The technical part includes an overview of the action implementation. It must be prepared using the template available in the Portal Periodic Reporting tool.

- **Section A:** This section contains structured tables of project information generated by the IT system. The data entered into the Continuous and Periodic Reporting modules of the Grant Management Services (GMS) on the Funding & Tenders Portal (FTP) is used to populate Section A (refer to section 3.2).
- **Section B:** It includes a narrative description of the work carried out during the reporting period. Section B, along with its annexes, must be uploaded on the Technical Report (Section B) screen. Templates for Section B can be found on the FTP as part of the Reference Documents (also available for download at this [link](#)) for the LIFE Programme. The Periodic Report should cover the following areas:
 - Summary of the work performed, achievements, results, and impacts.
 - Report on any changes to the expected impacts and the sustainability strategy of the project.
 - Overview of the work conducted for each Work Package, providing explanations for deviations, consequences, and proposed corrective actions.
 - Report on any changes to: i) the impact monitoring and evaluation strategy, ii) consortium composition, iii) project management approach, and iv) budget planning.
 - Report on the communication and dissemination activities carried out.

2. Financial Report:

For the periodic and final report:

- Individual financial statements (Annex 4 to the GA).
- A periodic summary (consolidated) financial statement, including the request for payment. The financial statements must detail the eligible costs and contributions for each budget category and, for the final payment, also the revenues for the action.
- An explanation of resource use (or detailed cost reporting table from each beneficiary, if required).
- Certificate on the financial statements (CFS) (mandatory when a beneficiary or affiliated entity requests EU contribution to costs \geq EUR 500,000 in LIFE 2021).

The Financial Report is automatically generated by the IT system using the financial information provided in the Periodic Reporting module. If necessary, additional documents such as the Certificate on the Financial Statements (CFS) can be uploaded alongside the report.

3.1.2. Preparation and submission processes

The main steps for the preparation and submission of the periodic reports are:

1. Notification: all beneficiaries receive a notification at end of period.

2. All beneficiaries:

- a. contribute to the Technical Part of the Periodic Report
- b. complete their own Financial Statement (applicable when requested EU contribution to costs \geq EUR 500 000.00).
- c. sign (the Project Financial Signatory, PFSIGN, of each beneficiary) and submit their Financial Statements to the Coordinator.

These actions are to be taken within 20 days of notification at the latest, to allow for quality control and validation by the Coordinator prior to submission.

3. The Coordinator approves and submits the elements of the Periodic Report to the EU Services.
4. The EU Services review the submitted Periodic Report and accept or reject it.
5. Periodic Payment (including final).

3.1.2.1. *Data collection from beneficiaries and roles*

The submission of the periodic reports to CINEA is the responsibility of the Coordinator. For the preparation of these reports technical and financial inputs are necessary from all beneficiaries.

Technical information workflow

At the end of each periodic report in LIFE eCOadapt50, the Project Coordinator will initiate the collection of technical inputs for the technical report. The beneficiaries are expected to provide their contributions one month later, specifically at M37 (31/01/2026), M73 (31/01/2029), and M97 (31/01/2031). Subsequently, the project coordinator will review all the information within the following week and may request additional details from the beneficiaries if needed.



Figure 2. Technical information workflow

Financial information workflow

The Project Coordinator will launch the process of collecting financial information at the end of each periodic report and the beneficiaries should **send their contributions one month later**, thus, in LIFE eCOadapt50 at M37 (31/01/2026), M73 (31/01/2029) and M97 (31/01/2031).

- For periodic reports: all beneficiaries shall inform the coordinator about the statement on the use of the previous payment.

- For final report: all beneficiaries shall complete electronically the model for the Financial Statement via the FTP. The Individual Financial Statements of each beneficiary shall be signed electronically by the corresponding PFSIGN appointed by each organization.

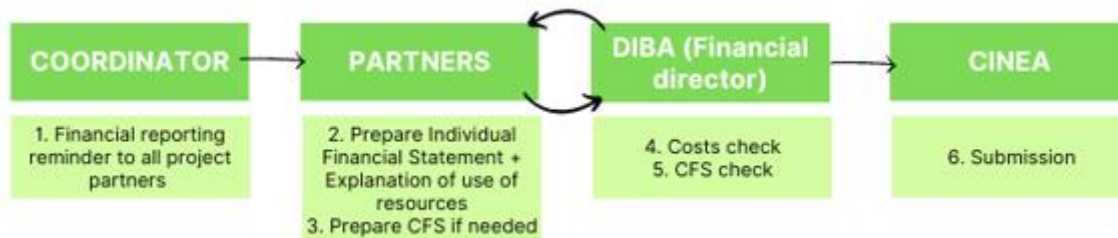


Figure 3. Financial information workflow

In summary, documents to be sent to the coordinator in order to elaborate the periodic reports are the following:

REPORT	WHO	WHAT	WHEN (to Coordinator)
Technical Report	Work Package Leader	WP Progress report within the period	30 days after finalisation of each reporting period: M37, M73 and M97
Financial Report	All the partners	Cost statement* + Estimation of resources Model for the financial statements	30 days after finalisation of each reporting period: M37, M73 and M97

Table 3. Inputs for the periodic reports

*See sections 3.4 and 5.1.1 for further information about this document.

3.2. Continuous reporting

CINEA activates a Continuous reporting module via the electronic exchange system (SyGMA) at the time the project starts. This module makes available the electronic submission of Deliverables that can be optionally entered at any time during the life of the project such as: i) Project summary (publishable), ii) Deliverables, iii) Milestones, iv) Risks, v) Dissemination & Communications activities and vi) Financial support to 3rd parties.

- The project coordinator will be responsible for completing the continuous reporting via the GMS of the FTP.

3.2.1. Deliverables

WP N°.	N°	Deliverable name	Lead beneficiary	Type	Dissemination level	Due date	Due date (DD/MM/YYYY)
1	D1.1	Project Management Handbook	1 - DIBA	R	PU	1	28/02/2023
1	D1.2	Quality Management Plan (QMP)	1 - DIBA	R	PU	1	28/02/2023
1	D1.3	Auditory report	1 - DIBA	R	PU	48	31/01/2027
1	D1.4	Progress report	1 - DIBA	R	PU	54	31/07/2027
1	D1.5	Risk register	1 - DIBA	R	PU	96	31/01/2031
2	D2.1	Climate change vulnerability assessment (3 studies)	14 - DACC - OCCO	R	PU	20	30/09/2024
2	D2.2	LL4CC mapping	1 - DIBA	DATA	SEN	9	31/10/2023
3	D3.1	Sectorial and territorial joint meeting recordings uploaded on a sharing content platform	7 - COPA TE	DEC	PU	88	31/05/2030
3	D3.2	Methodological manual for the creation and operation of the sectorial broad and territorial (LL4CC) governance structures for the adaptation to climate change.	7 - COPA TE	R	PU	36	31/01/2026
3	D3.3	Compilation of all climate change adaptation actions prioritized by the sectoral and territorial governance structures of the eCOadapt50 project.	7 - COPA TE	DATA	PU	48	31/01/2027
3	D3.4	Compilation of all climate change adaptation actions prioritized by the sectoral and territorial governance structures of the eCOadapt50 project. - II	7 - COPA TE	DATA	PU	96	31/01/2031

3	D3.5	Methodological manual for the creation and operation of the sectorial broad and territorial (LL4CC) governance structures for the adaptation to climate change - II	7 - COPA TE	R	PU	96	31/01/2031
4	D4.1	NBS methodological Handbook	6 - CCAP	R	PU	36	31/01/2026
4	D4.2	NBS Proposal	6 - CCAP	R	PU	48	31/01/2027
4	D4.3	Catalogue of the NBS Actions	6 - CCAP	R	PU	96	31/01/2031
4	D4.4	Criteria for selection of third parties for NBS actions	6 - CCAP	R	SEN	54	31/07/2027
5	D5.1	Catalogue of actions for local adaptation to climate change. *online dynamic	5 - ARCA	R	PU	96	31/01/2031
5	D5.2	Actions reference handbook	5 - ARCA	R	PU	96	31/01/2031
5	D5.3	Handbook of good practices in the implementation of actions for local adaptation to climate change	5 - ARCA	R	PU	54	31/07/2027
5	D5.4	Guidelines for the implementation and monitoring and evaluation of demonstrative actions	5 - ARCA	R	PU	54	31/07/2027
5	D5.5	Criteria for selection of third parties	3 - DLL	R	SEN	54	31/07/2027
6	D6.1	Analysis of capacity building needs on adaptation to climate change	11 - CCB	R	PU	12	31/01/2024
6	D6.2	Know-how library on local and sectoral adaptation to climate change	11 - CCB	R	PU	84	31/01/2030
6	D6.3	CCA Best practises report	11 - CCB	R	PU	84	31/01/2030
6	D6.4	Training course / Moodle (T.6.1.)	11 - CCB	R	PU	12	31/01/2024

6	D6.5	Final outcome report	11 - CCB	R	PU	84	31/01/2030
7	D7.1	How to foster a comprehensive local climate adaptation policy	2 - DDGI	R	PU	96	31/01/2031
7	D7.2	Guidelines and tips to embed climate change adaptation in the private sector	2 - DDGI	R	PU	96	31/01/2031
7	D7.3	Guidelines for supralocal policies to support local adaptation to climate change	1 - DIBA	R	PU	96	31/01/2031
8	D8.1	Roadmap for public and private investments and for green insurances	1 - DIBA	R	PU	33	31/10/2025
8	D8.2	Results of marketplace on financing adaptation	1 - DIBA	R	PU	63	30/04/2028
8	D8.3	Insurance tips to increase resilience to climate-related risks	1 - DIBA	R	PU	48	31/01/2027
8	D8.4	Report of the achievement of complementary actions	1 - DIBA	R	PU	96	31/01/2031
8	D8.5	Insurance tips to increase resilience to climate-related risks II	1 - DIBA	R	PU	96	31/01/2031
9	D9.1	LIFE-eCOadapt50 Communication Plan	1 - DIBA	R	PU	2	31/03/2023
9	D9.2	Promotional materials	1 - DIBA	R	PU	48	31/01/2027
9	D9.3	Sector Toolkit for stakeholders	8 - CCOO Catalunya	R	PU	24	31/01/2025
9	D9.4	Yearly publication on Climate Change adaptation in rural territories (every 12 months, 7 editions,	1 - DIBA	R	PU	48	31/01/2027
9	D9.5	Layman report	8 - CCOO Catalunya	R	PU	96	31/01/2031
9	D9.6	Dissemination materials among citizens report	8 - CCOO Catalunya	R	PU	96	31/01/2031

9	D9.7	Website	1 - DIBA	DEC	PU	6	31/07/2023
9	D9.8	Promotional materials - II	1 - DIBA	R	PU	96	31/01/2031
9	D9.9	Sector Toolkit for stakeholders - II	8 - CCOO Catalunya	R	PU	48	31/01/2027
9	D9.10	Sector Toolkit for stakeholders - III	8 - CCOO Catalunya	R	PU	72	31/01/2029
9	D9.11	Sector Toolkit for stakeholders - IV	8 - CCOO Catalunya	R	PU	96	31/01/2031
9	D9.12	Yearly publication on Climate Change adaptation in rural territories (every 12 months, 7 editions - II)	1 - DIBA	R	PU	96	31/01/2031
10	D10.1	Replication plan	4 - DIPTA	R	PU	24	31/01/2025
10	D10.2	Replication toolkit	4 - DIPTA	R	PU	24	31/01/2025
10	D10.3	Replication toolkit II	4 - DIPTA	R	PU	96	31/01/2031
11	D11.1	Monitoring and Evaluation Plan (MEP)	1 - DIBA	R	PU	12	31/01/2024
11	D11.2	Midterm assessment of project indicators	1 - DIBA	R	PU	50	31/03/2027
11	D11.3	Final assessment of project indicators	1 - DIBA	R	PU	96	31/01/2031
11	D11.4	Report on data from the LIFE KPI webtool I	1 - DIBA	R	PU	9	31/10/2023
11	D11.5	Report on data from the LIFE KPI webtool II	1 - DIBA	R	PU	48	31/01/2027
11	D11.6	Report on data from the LIFE KPI webtool III	1 - DIBA	R	PU	96	31/01/2031
11	D11.7	Report of increased awareness on climate change adaptation among society (results of perception barometer)	1 - DIBA	R	PU	96	31/01/2031

Table 4. LIFE eCOadapt50 deliverables

LEAD BENEFICIARY: Each deliverable is associated with one or more tasks of the project and, therefore, has one or more contributors. Each deliverable has usually a main contributor, which is

also the person responsible for the deliverable. This responsibility is always shared with the WP leader who is responsible for the work in the Work package (including the deliverables).

TYPE corresponds to one of the following codes:

- R = Document, report
- DEM = Demonstrator, pilot, prototype
- DEC = Websites, patent fillings, prototype
- DATA = Data sets, microdata, etc.
- DMP = Data Management Plan
- ETHICS
- SECURITY

DISSEMINATION LEVEL corresponds to the following codes:

- PU = Public
- SEN = Sensitive
- R-UE/EU-R = EU Classified
- C-UE/EU-C = EU Classified
- S-UE/EU-S = EU Classified

DUE DATE: month in which the deliverables will be available, understanding that the deadline for submission is the last day of the month indicated. LIFE eCOadapt50 starts the 01 January 2023. Submission of a deliverable in month 1 (M1) shall be understood as deadline for delivery on the 31 January 2023.

Submission of deliverables

All deliverables must be submitted electronically to the Commission through the GMS in the FTP within the deadlines defined in **Error! No s'ha trobat l'origen de la referència..** The project C coordinator will be the person responsible for uploading the final version of the deliverable in FTP and submit it electronically to the Commission.

The Lead beneficiary of a deliverable shall submit the deliverables to the corresponding partner in charge of its review **20 working days** in advance of the submission date of the deliverable to the Commission.

The Reviewer assigned will review the reports and deliverables from each work package, informing the PTB and Project Coordinator about the progress. The reviewer will give feedback and comments **10 working days** in advance of the submission date of the deliverable.

The Lead beneficiary of a deliverable will take into consideration the feedback from the reviewer and implement changes (if necessary) in **6 working days** in advance of the submission of the deliverable.

The Lead beneficiary of a deliverable will submit the final version of the deliverable to the Project Coordinator **3 working days** in advance of the submission date.

The review process is subject to further modifications during the entire project lifespan. This process is shown in the following figure:

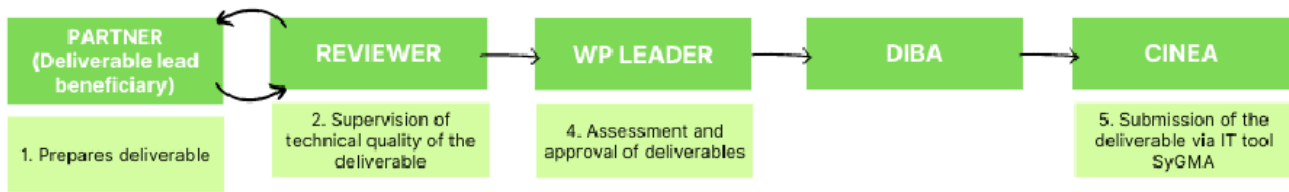


Figure 4. Deliverables review process

3.2.2. Milestones, risks, dissemination and communication activities

The list of milestones and risks of the LIFE eCOadapt50 to be reported to the Commission are shown in the following tables.

Milestone No.	Milestone name	WP No.	Lead beneficiary	Due date (month)	Due date (DD/MM/YYYY)
1	Kick-off meeting	1	1-DIBA	1	28/02/2023
2	KPIs in the LIFE KPI web tool - I	1	1-DIBA	96	28/02/2023
3	Positive Progress Project after each implementation phase I	1	1-DIBA	49	31/01/2027
4	Positive Progress Project after each implementation phase - II	1	1-DIBA	96	31/07/2027
5	Project Successfully Completed	1	1-DIBA	96	31/01/2031
6	Climate change vulnerability study	2	14-DACC - OCCC	10	30/09/2024
7	Characterization of stakeholders	2	1-DIBA	6	31/10/2023
8	Climate change vulnerability assessment	2	14-DACC - OCCC	18	31/05/2030
9	Official constitution of the sectoral broad and the LL4CC in each territory	3	7-COPATE	10	31/01/2026
10	Establish LL4CC as a stable body - I	3	7-COPATE	36	31/01/2027
11	Establish LL4CC as a stable body - II	3	7-COPATE	72	31/01/2031
12	Establish LL4CC as a stable body - III	3	7-COPATE	96	31/01/2031
13	Organization of four joint territorial and eight sectorial meetings - I	3	7-COPATE	16	31/01/2026
14	Organization of four joint territorial and eight sectorial meetings - II	3	7-COPATE	40	31/01/2027

15	Organization of four joint territorial and eight sectorial meetings - III	3	7-COPATE	64	31/01/2031
16	Organization of four joint territorial and eight sectorial meetings - IV	3	7-COPATE	88	31/07/2027
17	Provide updated information about the advancements achieved in each territory in the process of constituting the governance structures	3	7-COPATE	96	31/01/2031
18	Meeting with IUCN Standard Technicians from Mediterranean IUCN Cooperation Centre	4	6-CCAP	6	31/01/2031
19	Joining the User Group for the IUCN Global Standard for NBS	4	6-CCAP	6	31/07/2027
20	Use of the Standard with at least 10 NBS	4	6-CCAP	36	31/07/2027
21	Demonstrative actions phase 1 (38)	5	5-ARCA	48	31/07/2027
22	Planning adaptation to climate change actions	5	5-ARCA	12	31/01/2024
23	Surveys developed in the municipalities of the eCOadapt50 territory.	7	2-DDGI	48	31/01/2030
24	Joint seminar on local policies celebrated.	7	2-DDGI	60	31/01/2030
25	Four sectoral debates on adaptation developed	7	2-DDGI	72	31/01/2024
26	Peer-to-peer meetings	7	2-DDGI	84	31/01/2030
27	Establishment of channels of communication between LL4CC and FAB	8	1-DIBA	42	31/01/2031
28	Organisation of marketplaces for identification of suitable projects - I	8	1-DIBA	36	31/01/2031
29	Organisation of marketplaces for identification of suitable projects - II	8	1-DIBA	51	31/01/2031
30	Organisation of marketplaces for identification of suitable projects - III	8	1-DIBA	63	31/10/2025
31	Attendance at congresses, conferences and seminars - I	9	1-DIBA	48	30/04/2028
32	Attendance at congresses, conferences and seminars - II	9	1-DIBA	96	31/01/2027
33	Organisation of Final Conference	9	1-DIBA	96	31/01/2031
34	Design and approval of the visual identity of the project	9	1-DIBA	3	31/01/2031
35	Social network channels twitter and YouTube active	9	1-DIBA	4	31/03/2023

36	Project leaflet and project poster printed and distributed among project partners	9	1-DIBA	3	31/01/2027
37	Collection of at least 19 short videos for LIFE funded actions	9	1-DIBA	96	31/01/2025
38	Replication plan developed	10	4-DIPTA	10	31/01/2027
39	Tracking of projects contacted - I	10	4-DIPTA	48	31/01/2031
40	Tracking of projects contacted - II	10	4-DIPTA	60	31/01/2031
41	Replication plan executed	10	4-DIPTA	96	31/07/2023
42	Documenting Indicators	11	1-DIBA	6	31/01/2031
43	Baseline, start of the art of eCOadapt50	11	1-DIBA	12	31/01/2027
44	Surveys - I	11	1-DIBA	47	31/01/2029
45	Surveys - II	11	1-DIBA	93	31/01/2031
46	Updating KPI database (midterm)	11	1-DIBA	49	31/01/2031
47	Updating KPI database (end of the project)	11	1-DIBA	96	31/01/2025

Table 5. LIFE eCOadapt50 milestones

Risk No.	Description	WP No.	Proposed risk-mitigation measures
1	Lack of active participation of beneficiaries Impact: High Likelihood: Med	1	The leading partner has experience in participating and coordinating projects at regional, national and European level. All members have experience in working collaborative projects, having a strong commitment towards teamwork. Some have also worked together in the past, so they know each other well. All partners have shown their commitment and have actively participated in the elaboration of the proposal.
2	Fatigue of meetings Impact: Med Likelihood: Low	1	A schedule of meetings (see Figure 28) has been proposed to avoid possible delays or misunderstandings among partners
3	Duplication of responsibilities of the same person in different bodies Impact: Med Likelihood: Low	1	A clear and well-defined structure has been proposed (see section 4.2) to avoid duplication of responsibilities
4	Change of people in responsibilities (elections, staff mobility) Impact: Low Likelihood: Med		Documents, meetings and trainings will be held to transfer the know-how
5	Deliverables delays and/or results not meeting objectives Impact: High Likelihood: Med	1	The proposed Quality Management Plan will include mechanisms to react against possible delays. Regular WP and steering committee meetings will be held to ensure that activities are streamlined and learnt lessons shared.
6	Inability to organise physical meetings and events or to	1	Technical preparedness would be ensured to enable online meetings and workshops in an environment that

participate in external events due to COVID-19 or other diseases.
Impact: Med Likelihood: Low

is conducive for discussion and to get best results.
Webinars and other online meetings tools.
Adequate working plans and working space adjusted to situation and state rules, home office by default to carry design and management tasks.

7	Problems or delays Impact: High Likelihood: Med	1	Strengthened supervision Adjustments to Project strategy (i.e. a partner is leaving the consortium) Changes to implementation arrangements Changes in budget allocations
8	Poor vulnerability analysis due to the complexity of each territory Impact: High Likelihood: Low	2	The Catalan Office of Climate Change (OCCC), an organisation with extensive experience in this type of analysis, will be in charge of conducting the impact and vulnerability diagnosis studies on climate change. Furthermore, the OCCC was the entity that commissioned the Regionalized climate scenarios in Catalonia (ESCAT-2020) study from the Servei Meteorològic de Catalunya. The OCCC supervised the execution of this study, which establishes projections of a wide range of climate variables up to 2050. The resolution of the projections is excellent, only 1 km, and this high degree of precision will facilitate the accuracy of the predictions. In addition, other knowledge partners as OE, IRTA and CTFC can deepen the analysis in their fields of expertise.
9	Low stakeholders' involvement Impact: High Likelihood: Low	2	Developing meetings during drafting the proposal with stakeholders gave them the opportunity to participate in the definition of their own role and expressing the needs, in general to motivate them to be involved/engaged on adaptation process. Task 2.2 will reinforce these issues, identifying the main stakeholders, formalising the bases for the continuity of the MeTACC progressing to LL4CC, generating commitment of territorial management bodies on adaptation and further involving economic stakeholders on the adaptation debate.
10	Awareness and knowledge is not increased among stakeholders and the territorial managers Impact: Med Likelihood: Med	2	Developing meetings during drafting the proposal with stakeholders will minimise this lack of knowledge
11	Low stakeholder involvement due to lack of awareness and knowledge about climate change adaptation Impact: Med Likelihood: Low	3	Vulnerability diagnosis (WP2) and the use of the SAVICC tool (WP2) as well as governance methodology, creation of reference spaces for CCA action (LL4CC) and action planning for climate change adaptation will help increase awareness and knowledge about climate change adaptation and thus gain stakeholder involvement. In addition, eCOadapt50 works with established local structures such as the LAG, county councils and nature parks. This will add value to the project, facilitating knowledge, stakeholder involvement
12	Getting an active participation of the different stakeholders	3	To ensure the applicability and operability of LL4CC decisions, the interlocutors will be considered to be those

involved in the LL4CC for 8 years
Impact: Med Likelihood: Med

local administrations and higher-level administrations that have the resources to implement the measures and actions. The experience acquired with LIFE CLINOMICS will facilitate the smooth and successful operation of LL4CC, as well as the integration of LL4CC results in the processes of prioritisation of actions, their implementation and development, and the monitoring of project results.

13	Sectoral groups may propose actions that are not appropriate for the other sectors Impact: Med Likelihood: High	3	eCOadapt50 proposes the analysis and proposal of actions taking into account all sectors. In addition to the sectoral bodies, LL4CCs will be created where all the sectors involved will be jointly discussed and actions beneficial to all sectors will be proposed. All the territories will also work together with the aim of sharing solutions and opportunities. Working in this way also generates synergies and facilitates the development of complementary actions generated within the LL4CC framework.
14	Lack of expertise assessing actions with the SbN criteria Impact: High Likelihood: Med	4	Joining the User Group for the IUCN Global Standard, where they offer expertise support and exchange of knowledge. Keep in contact with the technics from the Mediterranean IUCN Cooperation Centre: There have been a first contact during the elaboration of this proposal with the commitment between both parts of continue working together
15	Lack of information and knowledge about the selection of actions to verification, design and scaling up of NbS by the LL4CC Impact: Med Likelihood: medium	4	Creation of the NBS DATABASE (T4.1) with external actions (existing outside the eCOadapt50 project) to inspire the definition of own actions Establishing a standardized and participatory methodology based on the Adaptive Governance (T.4.2 & D3.4 from WP33), which assures a proper participation of the LL4CC during the process
16	Availability of resources (economic and human) Impact: High Likelihood: high	5	EcoAdapt50 will put the focus on offering financial support and funding advice to these rural territories, in order to overcome this risk and facilitate the implementation of actions with all the resources needed. Additionally, the project partners will join efforts to find extra resources to fund complementary actions, which become particularly crucial for long term actions
17	Some local stakeholders (e.g., landowners, municipalities, etc.) can be reluctant to participate Impact: Med Likelihood: high	5	To face this societal challenge, the rich and varied project consortia will become crucial in the facilitation and engagement tasks with stakeholders. Also, the WP9 is fully dedicated to dissemination activities and the governance structure, as key tasks to build a consistent conceptual framework to divulgate and transfer knowledge to stakeholders and the whole of society, highlight the relevance of the climate change adaptation actions in their territory.
18	Inaccurate follow up of the demonstrative actions Impact: Med Likelihood: Med	5	The monitoring methodology of demonstrative projects included T5.3 embraces the possibility of updating or adjusting the indicators that can provide measures on

over the monitoring and the results. In addition, WP11 is dedicated to monitoring tasks and WP9 to dissemination.

19	Lack of political leadership Impact: Med Likelihood: mid	5	Political bodies engagement is considered throughout the project's development. involvement of LAGs and other territorial government bodies which include the main public agents of each territory on their General Committees.
20	Indicators outdated Impact: Low Likelihood: mid	5	T5.3 embraces the possibility of updating or adjusting the indicators that can provide measures on over the monitoring and the results. In addition, WP11 is dedicated to monitoring tasks.
21	Lack of time from the target actors (private actors/ organisations and public governments) to take part in the capacity building activities planned Impact: Med Likelihood: Med	6	We will plan the training session in a flexible manner that allows all interested parties to join them. For instance, we will probe before scheduling the training session what is the preferred date and time for the people attending them, the convenience of organising it physical and/or online, recording the session (at least the non-interactive/participative parts, so other beneficiaries can watch it later or again), among other measures of flexibility. Our communication will clearly remark the benefits for participants, so the session looks attractive enough to prioritize its attendance, if possible.
22	Lack of interest in the training proposed Impact: Med Likelihood: Low	6	The amount and relevance of the materials that we will use make us believe the training sessions will be interesting for participants. We will ensure the quality and relevance of the training content is well communicated prior every session. We will use various channels of communication, adapting the message in each context and posting the announce of the session in an attractive manner, clearly indicating the benefits of the session for the participants.
23	It is probable that there exists a knowledge imbalance in between the different partner organisations and territories. Impact: Med Likelihood: Med	6	The gathered material will be shared, discussed, and exchanged across the partnership. The discussions will also extend to learning methodologies applied and intangible knowledge and experiences of value. To this end, during the first year of the project, and on a regular basis throughout the project, project partners will set up dedicated online or, in exceptional cases, physical meetings to put to discussion the above mentioned. As the implementation of the pilot activities advances, further subjects will be raised within these discussions and experience shared accordingly. Two meetings will happen during the first year and 1 meeting per year during the remaining 6 project years.
24	Climate change is not yet included in policies as a cross-cutting issue. Impact: Med Likelihood: High	7	eCOadapt50 seeks to address this by engaging local governments in a common debate to realize how to better embed adaptation in the different policies and plans at local level.

25	More links between local and supralocal policies on climate change is needed as well as support from supralocal policies Impact: Med Likelihood: High	7	eCOadapt50 will promote these synergies, attempting to find possibilities and new ways in which supralocal policies can support local adaptation.
26	Failing to attract actors from different territories and sectors in implementing projects or initiatives Impact: High Likelihood: Low	8	<ul style="list-style-type: none"> - To provide technical and financial advice (FAB) - To create the figure of a territorial facilitator (who will directly get in contact with potential actors to be involved in the project, with personalised approach
27	Lack of interest and attendance of FAB members as a result of not achieving concrete results in improving their business activity Impact: Med Likelihood: Low	8	Information documents and communication channels with stakeholders will be created in order to make the relationship transparent and support the financial market creation
28	Difficulties for European or own public fund managers to combine their relationship with LIFE SIP eCOadapt50 stakeholders and their obligation to make open competitive calls Impact: Med Likelihood: Low	8	Specific sections will be defined for calls for proposals that provide some improvement in the scoring for the award of CCA-related grants promoted by the LIFE SIP eCOadapt50 project or other adaptation projects. This measure has already been tested and contrasted with LIFECLINOMICS
29	Delays in the delivery of some communication material. Impact: Low Likelihood: Low	9	The Communication Management Board will coordinate this action and it will supervise monthly the work carried out by the external companies subcontracted to develop the communication material.
30	Delays in the launching of the project website. Impact: Med Likelihood: Low	9	Personal from DIBA will be in charge of coordinating the design and development of the website.
31	The project does not attract the interest of relevant actors and stakeholders and get their involvement and participation in the workshops, seminars, training sessions organised both to disseminate project results and to build-up a high skilled team. Impact: Med Likelihood: Low	9	<ul style="list-style-type: none"> - Effective communication tools will be developed for the project (specific website, logo, roll-up posters, brochures and leaflets, press releases, project video, development of social media content...) and the project will count with the support of an external specialized company. - All project partners are committed to contribute to project results dissemination and communication using their current communication tools: websites, platforms, attendance to events, etc. - Project partners will maintain an open dialogue with all identified stakeholders to build trust and confidence and focus on key people with influence and significant impact on the community to drive interest and ensure community participation. The project already counts with Letters of Support and Interest from different stakeholders either for dissemination, replication or support purposes. - A specific organ has been defined in the management structure to guarantee that all the identified relevant stakeholders are contributing to the project development, and that their contributions are being considered at the IP. - Political parties and mass media are considered as a main target group of the project and its results due to

			<p>their influence in the society and range of influence. Therefore, specific communication and dissemination measures will be defined to approach them and count with their support to the project.</p>
32	<p>Authorities' involvement for the success of European CC adaptation efforts: Knowledge, best practices, etc. transference to other regions is not achieved. Impact: High Likelihood: Low</p>	9	<p>- Project partners and mainly, the coordinator, have previous experience on the transfer and communication of project results to other countries and regions, which could ensure the adequacy of the results achieved to more general contexts that could be adapted to their specific situation.</p> <p>- Project partners will be attending to several events, also policy related ones, aiming at spreading the project results and establishing contacts with other regions, so that knowledge transference and best practices exchange can be achieved.</p>
33	<p>Low level of other sectors and regions involvement/ participation Impact: High Likelihood: Med</p>	10	<p>Prepare each event at least 2 months in advance to ensure a high turnout. Reimburse travel and accommodation expenses for overseas travel and to foreign participants in local events.</p>
34	<p>Replicability plans do not adapt sectors Impact: Med Likelihood: Low</p>	10	<p>Ensure that the methodology, tools, procedures, guidelines, checklists are standard enough to be deployed, without specific adaptation and ad-hoc arrangements, in different sectors. Involve representatives from different sectors since de beginning of the project (see stakeholder table).</p>
35	<p>Limited capacities of the entities leading the implementation of the CCA actions, compromising their success. Impact: Med Likelihood: Low</p>	10	<p>Adequate coaching will be provided to make sure effective participative workshops are carried out as well as provide continuous tutorship. Best practices will be shared regularly among entities.</p>
36	<p>There are no standard indicators for CCA actions. While there are clear indicators for climate change mitigation, adaptation must be grounded in the context, scale, sector, and capacity to act, all of which vary widely. Impact: High Likelihood: High</p>	11	<p>The analysis of existing indicator packages as well as the prior analysis of the impacts and vulnerabilities in the project's territories and sectors will allow the selection of appropriate indicators for the project and the proposed objectives. The development of a MEP will make it possible to define a methodology for obtaining data and calculating the indicators, as well as interpreting the results. It is necessary to assess whether the effort that must be made to calculate and update is worth the added value they provide. The expertise of those responsible for the WP is a guarantee that the analysis and the MEP offer an adequate framework for the evaluation of the project's impact.</p>
37	<p>Shifting baseline data. The normal approach to assess the progress is from determining a baseline data from which allows assess the progress. However, climate change impacts are unpredictable on local ecosystems, activities and populations. Comparison of</p>	11	<p>We propose to develop a monitoring and evaluation system at different spatio-temporal scales. For this purpose, the design will be worked on from the beginning of the project and simultaneously with the definition of actions in the field, in coordination with the different agents involved in the different tasks of the corresponding WP (WP3 and WP5).</p>

	pre- and post-intervention data thus could lose validity. Impact: Med Likelihood: High		
38	Lack of data, the project acts at a local level, or smaller than local, and there is no reliable climate change data at this scale, that make difficult the calculation of some indicators. Impact: High Likelihood: Med	11	The MEP will identify the availability of data at the appropriate spatial and temporal scale of the project and will propose the monitoring of some actions, defining the methodology and type of data to be obtained, guaranteeing that they are reliable and useful data. Based on this proposal, an attempt will be made to overcome, whenever possible, the barrier of the lack of reliable data.
39	The difficulty of finding a consensus on which the most relevant indicators are, and which provide information on whether the vulnerability of the territories and the activities of the sectors involved in the project is being reduced. Impact: Med Likelihood: Low	11	The analysis carried out by those responsible for the WP, based on their expertise, of the existing indicator systems, the identification of the main vulnerabilities of the territories and of each sector (WP2) and the lines of action proposed by the project (WP3, WP4 and WP5) will allow the development of the MEP with a set of indicators and calculation methodology agreed. This proposal will allow to obtain the starting point and will be tested with a report in the middle of the project. Carrying out this calculation of indicators in the middle of the project will make possible to validate whether the proposed indicators are adequate or not and, from there, to propose new indicators.
40	The socioeconomic impact of the actions developed is very difficult to calculate. It is difficult to impute an increase in employment due to the actions or wealth generated Impact: Med Likelihood: Med	11	MEP will develop specific indicators to approach this impact as much as possible, indirectly, and defining which kind of vulnerability reduction takes at least 5 to 10 years to be seen.

Table 6. LIFE eCOadapt50 risks

Milestone, risks, dissemination and communication activities reporting

The project Coordinator will be the person responsible for reporting, through the GMS of the FTP, the status of milestones (when achieved), inform about the appearance of risks (or update unforeseen risks), and report the dissemination and communication activities carried out in the context of the project. This reporting will be done at least during the reporting periods defined in section 3.1.

3.3. Report on the distribution of payments

If requested by CINEA at the final payment, the project coordinator shall fill and submit a report on the distribution of payments. The template can be downloaded in this [link](#) to the Reference documents of the LIFE Programme.

3.4. Certificate on the financial statements (CFS)

In accordance with the LIFE MGA, certificate on the financial statements' for each **beneficiary or affiliated entity** are compulsory, if it **requests a total contribution of EUR 500,000 or more** (see Article 4.3 in the GA's Data Sheet).

The certificates must be drawn up using the template published on the [Reference documents](#) of the LIFE Programme (please ask your auditors to follow strictly the model requested by the Commission), cover the costs declared on the basis of actual costs and costs according to usual cost accounting practices (if any), and fulfil the following conditions:

- be provided by a qualified approved external auditor which is independent and complies with Directive 2006/43/EC (or for public bodies: by a competent independent public officer)
- the verification must be carried out according to the highest professional standards to ensure that the financial statements comply with the provisions under the Agreement and that the costs declared are eligible.

According to the LIFE eCOadapt50 budget in DoA, the following partners are expected to provide a CFS:

Short name	Legal name
CLDRC	CONSORCI LEADER DE DESENVOLUPAMENT RURAL DEL CAMP
ADRINOC	ASSOCIACIO PER AL DESENVOLUPAMENT RURAL INTEGRAL DE LA ZONA NORD-ORIENTAL DE CATALUNYA
GALP CB	ASSOCIACIO GRUP D'ACCIO LOCAL PESQUER COSTA BRAVA
ALRGB	ASSOCIACIO PER LA GESTIO DEL PROGRAMA LEADER RIPOLLES GES BISAURA
LCC	CONSORCI PER AL DESENVOLUPAMENT DE LA CATALUNYA CENTRAL
ALP	ASSOCIACIO LEADER DE PONENT
CLPO	CONSORCI LEADER PIRINEU OCCIDENTAL
ARCA	ASSOCIACIO INICIATIVES RURALS DE CATALUNYA
COPATE	CONSORCI DE POLITIQUES AMBIENTALS DE LES TERRES DE L EBRE
CCAP	COMARCA DE L'ALT PENEDES
DIBA	DIPUTACION PROVINCIAL DE BARCELONA

Table 7. Partners expected to provide a CFS

As the expected EC contribution in their planned budget exceeds the threshold of 500,000 EUR. This certificate will be provided in the appropriate interim/final periodic report if the CFS threshold is reached, once per project.

The certificates will not affect the granting authority's right to carry out its own checks, reviews or audits, nor preclude the European Court of Auditors (ECA), the European Public Prosecutor's Office (EPPO) or the European Anti-Fraud Office (OLAF) from using their prerogatives for audits and investigations under the Agreement (see Article 25 of LIFE MGA).

If the costs (or a part of them) were already audited by the granting authority, these costs do not need to be covered by the certificate and will not be counted for calculating the threshold (if any).

4. Governance structure

The organisational structure of the LIFE eCOadapt50 Consortium is shown in the following figure:

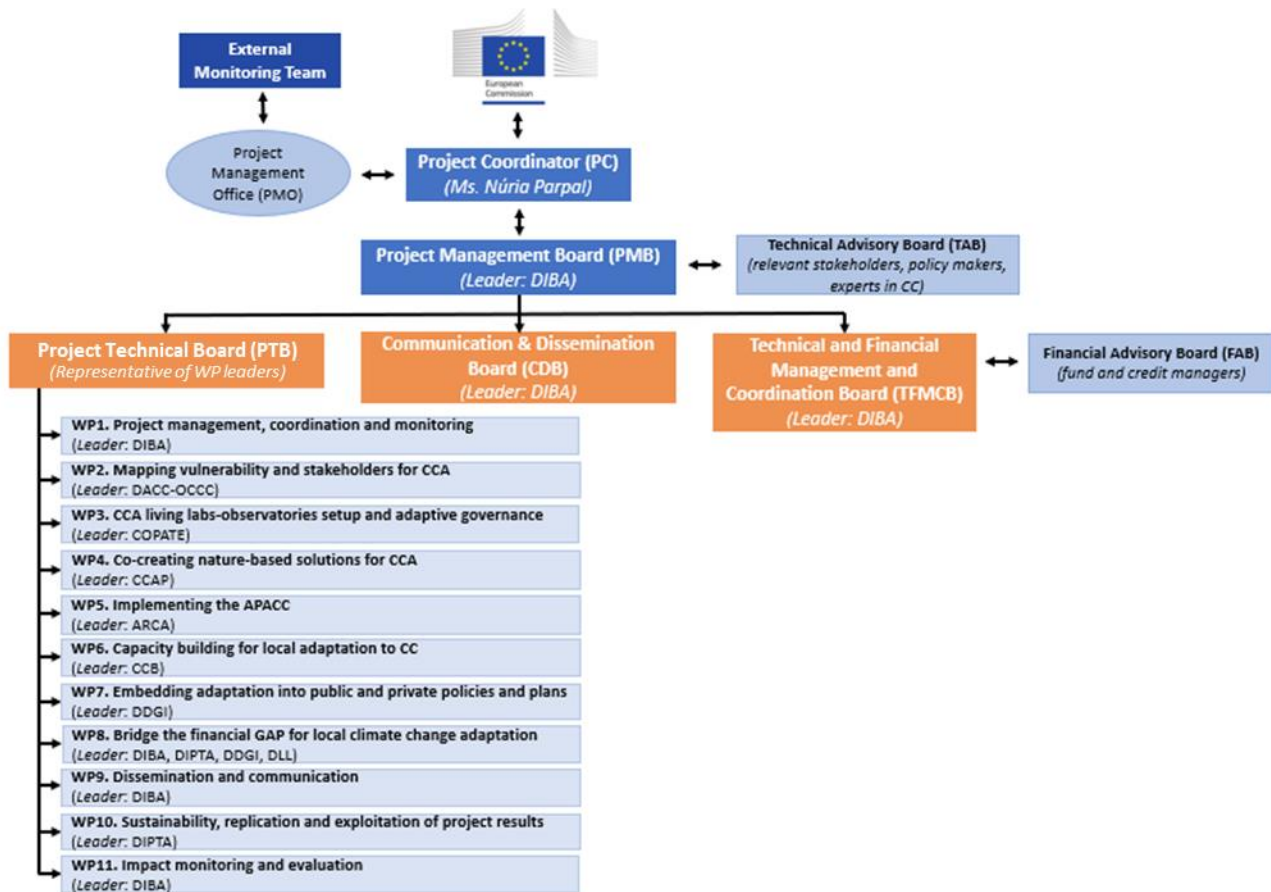


Figure 5: LIFE eCOadapt50 governance structure

4.1. European commission bodies: CINEA and Elmen monitoring team

The European Climate, Infrastructure, and Environment Executive Agency (CINEA) is responsible for the management of the LIFE Programme and serves as the representative body of the European Union for signing Grant Agreements with LIFE projects. CINEA ensures that all contractual obligations (technical, administrative, and financial) between the respective LIFE Project and the European Commission are fulfilled. Final decisions are made by CINEA Project Advisors assigned to each project.

To streamline the management of the numerous projects funded under various LIFE sub-programmes, CINEA has subcontracted a Monitoring Team known as the ELMEN Monitoring Team.

The ELMEN Monitoring Team comprises experts in each of the LIFE sub-programmes who are responsible for the technical monitoring of the projects. For the LIFE eCOadapt50 project, the assigned Monitor from the ELMEN Monitoring Team is Sara Barceló.

All communications with CINEA and the ELMEN Monitoring Team should be conducted through the project coordinator. Alongside direct contact between the coordinator and the ELMEN monitors via the LIFE monitoring helpdesk, the monitoring team typically conducts three follow-up visits to the project: at the project's inception, midway, and upon completion (occasionally, the CINEA Project Advisor may also be present during these visits, typically once per project). These visits involve reviewing the technical and financial progress of the project and reporting any unforeseen events that may arise during its execution to the monitoring team for further analysis.

4.2. Project coordinator (PC)

DIBA as PC will be responsible for:

- Overall project management and partnership coordination.
- Acting as intermediary between all beneficiaries and EC.
- Being responsible for all communications with EC.
- Monitoring compliance by all beneficiaries to their obligations according to the Grant Agreement of the LIFE Integrated project.
- Follow-up and adaptation of the project planning and progress monitoring on all actions and setting management procedures.
- Monitoring of the expenses and allocation of the budget.
- Organising, steering, checking and assuring the reporting in time towards EC.
- Coordinating the payments to the associated beneficiaries.
- Preparing and communicating the yearly project progress reporting to the External Monitoring Team.

The overall management of the project will be assumed by the DIBA and chaired by the PC, Ms. Núria Parpal, who will be the person having the day-to-day communication with the EC. The main tasks of the PC are:

- Executive management of the project: technical management of the actions, responsible for the technical committee and the Technical and Financial Management and Coordination Board, liaison with the financial committee, liaison, convening and secretariat of the various boards.)
- Formal revision and submission to the EC of progress reports, costs statements, and any other documents of relevance related to the project.
- Calling on participants to attend coordination meetings, as well as setting up and circulating the meeting agendas.
- At least 17 consortium meetings will be held during the project to exchange information between the PMB and the technical staff involved in the WP.
 - a) M1, kick off meeting. To review the project chronogram, deliverables and tasks to be performed by each party.
Reviewing process will take consider the terms, the costs or time scales, and the termination date of the EC contract.

- b) 6-monthly progress meetings (M7, 13, 19, 25, 31 ... 96). These meetings will be divided into the following parts:
 - Monitoring the fulfilment of the work programme, the achieved work progress and the quality of the results obtained by the project participants. The assessment will be based on progress indicators, milestones and expected results.
 - Discussing the results obtained and preparing the consecutive reports.
 - Planning in detail the work to be implemented in the following months before the next meeting.
- c) M96, final meeting. Monitoring the fulfilment of the whole work programme and the quality of the results obtained during the project. Preparing and elaborating the final reports and deliverables foreseen in the work programme.
 - Supervising and informing all participants about the project progress (i.e. sending interim reports, meetings minutes, etc.)
 - Day to day assistance to the overall Project Management (including both technical and administrative issues).

To guarantee the correct implementation of the Integrated Project, a supervision planning has been defined by the PC. These will consist in holding 2 PMB's annual meetings as well as progress meetings with the WP leaders (PTB), least every 3 months, to monitor the fulfilment of the work programme, the achieved work progress and the quality of the results obtained by the project participants. The assessment will be based on progress indicators, milestones and expected results. Moreover, these meeting will be used to discuss the results obtained for preparing the consecutive reports and detailed planning of the work to be implemented in the following months before the next meeting.

To ensure all beneficiaries meet their project commitments, the PC will define in the partnership agreement a payment scheme based on the participation and execution of the project actions by all project beneficiaries. Thus, a first payment will be released once the pre-financing is received by the coordinator, and subsequent payments will be distributed accordingly to all Partners as future pre-financing and final payments are received, following the due budget certification by EC.

4.3. Project Management Office

The PC will be assisted by a Project Management Office (PMO) composed by DIBA staff with expertise in administrative, technical, and financial aspects. They will provide support on administrative and economical management, controlling financial aspects of the project including the payments to outsourced firms, and any financial reports necessary during the execution of the project. As will be outlined in the Quality Management Plan, they will also strive to maintain a successful evolution of technical aspects of the project throughout its duration. Specifically, the PMO will participate in the following activities:

- Administrative support. Provide counsel to each of the partners on all administrative aspects: legal enquiries, changes to budgets, modifications to partners' data, concepts to be justified, etc.

- Amendments: in case the Project suffer some modifications regarding that initially submitted, for instance amendments concerning the consortium configuration, planning adjustments, technical scope modifications, budget alterations, etc., the PMO will support the PC for the preparation of all the information needed according to the LIFE procedures.
- Financial monitoring: collection and review of project costs from each project beneficiary for the elaboration of progress economic reports and supporting documents (Financial Statements) that the PC must submit on behalf of the consortium as proofing documents of the expenses incurred during the period covered.
- Review of progress reports: the PMO will review the first draft created by the PC that will compile the technical information from all the project beneficiaries to ensure its compliance with the LIFE requirements.
- Support for the organisation of project meetings: the PMO will execute the secretariat tasks of the meeting during their duration, which will include diverse tasks i.e.: prepare the meeting agenda, follow-up attendees' registration, collect presentations, deal with the computer presentations, etc. Besides, it will arrange and complete the presentations regarding the administrative subjects and will help to elaborate the PC presentations concerning management matters.

4.4. Project Management Board (PMB)

The PMB (a body equivalent to a Steering Committee) will be formed by an empowered representative of the partners of the consortium. In this governing body the Local Action Groups (GAL) are represented by ARCA, who will represent in the PMB the following partners:

Short name	Legal name
GALP CB	ASSOCIACIO GRUP D'ACCIO LOCAL PESQUER COSTA BRAVA GALP COSTA BRAVA
ALRGB	ASSOCIACIO PER LA GESTIO DEL PROGRAMA LEADER RIPOLLES GES BISAURA
CLPO	CONSORCI LEADER PIRINEU OCCIDENTAL
ALP	ASSOCIACIO LEADER DE PONENT
ADRINOC	ASSOCIACIO PER AL DESENVOLUPAMENT RURAL INTEGRAL DE LA ZONA NORD-ORIENTAL DE CATALUNYA (ADRI NORD-ORIENTALDE CATALUNYA)
LCC	CONSORCI PER AL DESENVOLUPAMENT DE LA CATALUNYA CENTRAL
CLDRC	CONSORCI LEADER DE DESENVOLUPAMENT RURAL DEL CAMP
CPP	COFRARIA DE PESCADORS DE PALAMÓS
FNCCP	FEDERACIÓ NACIONAL CATALANA DE CONFRARIES DE PESCADORS

The PMB will be responsible for ensuring the good overall results of the project, by providing the necessary relevant strategic guidelines and organizing the overall direction of the project. The PMB will therefore be responsible of the major decisions affecting the implementation and success of the project, such as:

- Any major change in the nature of the project including starting or stopping it to conduct a particular part of the project.
- Making proposals for the review or amendment of the terms of the EC Contract.
- General assessment and approval of the periodic activity and management reports that the EC might request.
- General monitoring of project costs and budget and any proposed amendments therein.
- Monitors of annual budgets and any proposed amendments therein.
- The approval of any exceptional expenditure not agreed upon in the Budget.
- Decisions and agreements on the ownership access rights of the results and exploitation plans.

The communication of findings or recommendations by the PMB will be carried out through mails or calling to meetings (online or face to face) to the project consortium or to the project beneficiaries involved. In addition, a communication group via Teams will be created. If these findings are not urgent, the PMB will try to do these communications in the progress meeting already defined (every 6 months).

This information will be also communicated to the EC and the External Monitoring Team using the abovementioned media (mails, phone calls, meetings...) and through the reports (interim and final) that will be elaborated within the project.

4.5. Technical Advisory Board

The TAB will actively contribute to three main tasks within the project:

- Expert reports on the implementation of actions and the achievement of results and objectives.
- Evaluation of the development of indicators.
- Replication and transference.
- Identification of current policies that might be aligned with the project objectives as well as definition of policy recommendations.

To this extent, the TAB gathers all the regional relevant stakeholders and Climate Change experts that could provide valuable inputs regarding the project execution as well contribute to the elaboration of some policy recommendations.

Therefore, in this board it will be possible to find stakeholders from the Spanish office of climate change as well as representatives from vulnerable sectors, associations, local entities, experts in economics and taxation of the primary and tourism sectors and biodiversity experts.

The TAB will be convened whenever their input is needed, and always prior to progress meetings in order to take their input into account.

4.6. Project Technical Board (PTB)

The PTB will be led by DIBA and composed by the responsible of each WP. These are:

- WP1. Project management, coordination and monitoring (DIBA)
- WP2. Mapping vulnerability and stakeholders for CCA (DACC-OCCC)
- WP3. CCA living labs-observatories setup and adaptive governance (COPATE)
- WP4. Co-creating nature-based solutions for CCA (CCAP)
- WP5. Implementing the action plans for adaptation to climate change (DACC-OCCC, ARCA)
- WP6. Capacity building for local adaptation to CC (CCB)
- WP7. Embedding adaptation into public and private policies and plans (DDGI)
- WP8. Bridge the financial GAP for local climate change adaptation (DIBA, DIPTA, DDGI, DLL, DACC-OCCC)
- WP9: Dissemination and communication (DIBA)
- WP10. Sustainability, replication and exploitation of project results (DIPTA)
- WP11. Impact monitoring and evaluation (DIBA)

They will meet at least every 3 months (although meetings could be called whenever it is necessary).
The PTB will:

- Provide an environment of discussion, interaction and collaboration between Action leaders on the advancement and results of each Action and their effects and interaction with other Actions.
- Prepares internal reports of the status of project implementation.
- Revise the status of the Risks and Constraints of the project (including also the main risks concerning complementary actions that would have an impact on the IP itself)
- Advise and support the decisions of the PC on project operational issues.
- Decide on particular managerial issues related to the work plan and tasks.
- Report on the Technical Progress of the project
- Decide on the update of the implementation plan if necessary.

The PTB will elaborate all the reports defined according to the LIFE programme rules. These reports will include a description of the actions development, showing in detail the results obtained according to the successful criteria of performance, defined by each indicator. Also, each report will include an assessment of the project's effectiveness, enriched with external opinions from the management team.

4.7. Communication and Dissemination Board (CDB)

DIBA will be responsible of coordination dissemination and communication activities, including website, social media, and all activities with the purpose to achieve a major impact and awareness related to LIFE eCOadapt50 project and the implementation of the eCOadapt50 strategy.

In this sense, it is worth mentioning that communication and dissemination tasks are not only addressed to CC community, but that counting with the support of political parties and mass media is also vital for the project success and implementation of the Strategy (further description in WP9).

The representatives of each Party will communicate with the Project Coordinator on behalf of the entity they represent, sharing all relevant information through the communication channels established in the Project Communication Plan. This assures a constant and consistent communication with the PC to maintain them accurately informed of project evolution.

4.8. Technical and Financial Management and Coordination Board (TFMCB)

The TFMCB is the executive coordination body for all the beneficiaries of the project and for monitoring the concrete development of all the tasks and all the financial and administrative events of LIFE eCOadapt50. It will be composed of a technical and a financial and administrative responsible person for each beneficiary.

The TFMCB will carry out:

- General monitoring and sharing of the project tasks that correspond to each beneficiary.
- Monitoring and sharing of the execution of expenditure of each beneficiary and the corresponding financial statements.
- Analysis of difficulties and deviations, if any, in the execution of the tasks of each beneficiary or in the execution of expenditure.
- Proposals for modification or reallocation of tasks between beneficiaries.
- Six-monthly individualised financial reports of each beneficiary.
- Collaborate with the PTB and the PMO in the preparation of technical and financial reports, both internal and mandatory.
- It will provide a communication space for sharing the learning of all beneficiaries.

The DIBA PMO will oversee advising, guiding, and directing the tasks of each beneficiary, it will also ensure communication and reporting between the PTB and the TFMCB in order to avoid duplication and guarantee the alignment of the bodies that will run the day-to-day project.

The TFMCB will hold meetings at least once a year, although if circumstances require it, it may hold extraordinary meetings at the call of the PC or at the request of 25% of the beneficiaries.

4.9. Financial Advisory Board (FAB)

- Advise the beneficiaries of the LIFE eCOadapt50 project on the management to access the funds foreseen in the project for the execution of the investments included in the complementary actions: ERDF, EAFRD, FEMPA, NGEU and own funds of the various entities, such as subsidies from public calls for proposals in competitive competition, bank credits or subsidies from Corporate Social Responsibility policies.
- Provide information on financial opportunities that could support the projects and complementary actions for adaptation to climate change developed within the framework of the eCOadapt50 project.
- Provide feedback on the cost-effectiveness of strategic lines of investment in climate change adaptation proposed by the action plans defined by eCOadapt50.
- Provide general guidance on the conditions to be met by investors intending to apply for funding for climate change adaptation projects.
- Provide suggestions and expertise on sustainable finance in any area of the implementation of eCOadapt50 project actions.
- Propose a roadmap for the submission of projects or actions: timetable of grants, characteristics of grants and requirements of projects or actions.
- To collaborate as far as possible in the programming of basic financial training for economic agents in the territories

The involvement of the financial sector, insurance companies, public managers of the major European funds and public managers of state, regional and local own funds that could be used to adapt to climate change is essential from the outset.

Regarding the organization of this board:

- The committee shall not adopt agreements or decisions.
- The frequency of the meetings will be every six months and there will always be the possibility of face-to-face or remote participation. Extraordinary meetings may be convened, if necessary, if the development of the project makes it advisable.
- The advisory interlocutors will be the steering and management committees of the eCOadapt50 project.
- The tasks of convening and secretariat will be carried out by the DIBA.

4.10. External monitoring team

An external expert team will support all the governance and management bodies of the project. Its task will focus on assisting in the implementation and monitoring of the administrative and financial aspects of the project, but it should also have the capacity to assist in the development of the technical aspects. It will be led by the PC and will work mainly with the PMO and the TFMCB.

The large number of beneficiaries and the diversity of capacities among them, makes desirable to have external support that can assist in covering common management issues and ensure that these are implemented smoothly and without straining the usual resources of each beneficiary. Thereby, the External Monitoring Team will provide advice and support to all beneficiaries and will help them to develop their technical and administrative responsibilities.

The External Monitoring Team will collaborate specifically:

- Organisation of the documentation generated by all the project bodies.
- Monitoring of the implementation and eligibility of expenditures.
- Preparation of the periodic financial reports, whether voluntary or compulsory.

Its consolidated effort is expected to correspond to one person/year, although it will need to bring in expertise from various fields.

5. Management procedures

5.1. Internal monitoring and progress reporting

To ensure the technical and financial quality of the deliverables and reports, the consortium has established internal reporting procedures on a semi-annual, annual, and continuous basis. Each reporting procedure serves specific purposes and involves the following components:

- a. Semi-annual Reporting.** The semi-annual reporting focuses on providing an overview of the progress made in each work package (WP) over the past six months, as well as the planned activities for the next six months. It includes the following elements:
 - Technical Monitoring for each WP: general status update, encompassing the completion of deliverables, tasks executed during the past six months, and upcoming tasks for the next six months. Any deviations or critical points encountered are also reported.
 - Balance Sheet of Costs Incurred and Forecasts: A compilation of tracking excels is utilized to present the costs incurred in each WP and the corresponding budget items.
- b. Annual Reporting.** The annual reporting serves as a comprehensive assessment of the project's advancements over the course of a year. It includes the following components:
 - Technical Monitoring for each WP: specific status update, highlighting the completion of deliverables, tasks performed in the previous 12 months, and planned tasks for the upcoming twelve months. It also addresses any deviations or critical points that may have arisen.
 - Balance Costs Incurred and Forecasts: Financial monitoring excels are compiled to present a detailed breakdown of costs incurred throughout the project.
- c. Continuous Reporting.** Involves periodic checkpoints to evaluate specific actions, deliverables, and milestones throughout the project's duration. This enables ongoing assessment and ensures that critical elements of the project remain on track.

By implementing these reporting procedures, the consortium can effectively monitor and manage the technical and financial aspects of the project, ensuring its successful execution and achievement of desired outcomes.

Next table shows main delivery dates for the monitoring and progress report detailed per type of report:

Progress of activities and follow-up			
Type	Name	Delivery	Commitment
Report	1st Periodic report	M37	Grant Agreement
Report	2nd Periodic Report	M73	Grant Agreement
Report	Final Report	M97	Grant Agreement
Internal	Semi-annual progress tracking	M7	Consortium
Internal	Annual progress tracking	M14	Consortium
Internal	Semi-annual progress tracking	M19	Consortium
Internal	Annual progress tracking	M26	Consortium
Internal	Semi-annual progress tracking	M31	Consortium
Internal	Annual progress tracking	M37	Consortium
Internal	Semi-annual progress tracking	M43	Consortium
Internal	Annual progress tracking	M50	Consortium
Report	Progress Report	M54	Consortium
Internal	Semi-annual progress tracking	M55	Consortium
Internal	Annual progress tracking	M62	Consortium
Internal	Semi-annual progress tracking	M67	Consortium
Internal	Annual progress tracking	M73	Consortium
Internal	Semi-annual progress tracking	M79	Consortium
Internal	Annual progress tracking	M86	Consortium
Internal	Semi-annual progress tracking	M91	Consortium
Internal	Annual progress tracking	M97	Consortium

Table 8. Progress follow-up

5.1.1. Financial reporting

Each beneficiary shall provide (see the deadlines in TABLE 7. Progress follow-up) to the Coordinator the Cost Statement of the period duly completed in order to check and verify costs are claimed. The periodic completion of the individual costs statements by each beneficiary will help to complete the Financial statement (through the FTP) at the time of the Final report (see section 3.1.2) and will also define the use of previous prefinancing at the moment of reporting for additional pre-financing.

For the Final report, once the cost statement is reviewed and validated by the coordinator, costs shall be completed in Grant Management Services (GMS) in the FTP, creating Individual Financial Statements per beneficiary (see detailed instructions in this [link](#)). The tool will create automatically the Financial Statements in accordance with Annex 4 of the Grant Agreement.

All persons with the following roles, within one organisation, have access to complete the explanation of the use of the resources in the GMS in the FTP and complete the Financial Statement:

- Participant Contacts: PaCo
- Coordinator Contact: CoCo

Individual Financial Statements of each beneficiary shall be signed electronically by the corresponding Project Financial Signatories (PFSIGN) appointed by each organization.

Instructions for the electronic signature of a PFSIGN

1. The PFSIGN shall log in the [Participant Portal](#) with your ECAS account.
2. Once you are logged in, please go to "My project" tab and click "Manage project" button of LIFE eCOadapt50.
3. The PFSIGN will have in the beneficiary's Financial Statement the option "Sign and Submit" Available. Please check that everything is correct and click "Sign and Submit".
4. The tool will ask you to enter again the PFSIGN's ECAS password in order to sign electronically.

Once the PFSIGN introduces his/her password and clicks "SIGN" the process will be completed and the Financial Statement signed electronically.

5.1.2. Eligible costs

The general eligibility conditions are detailed in the article 6 of the LIFE MGA, and for actual costs, they must be:

- actually incurred by the beneficiary
- incurred in the period set out in Article 4 (with the exception of costs relating to the submission of the final periodic report, which may be incurred afterwards)
- declared under one of the budget categories set out in Article 6.2 and Annex 2
- they must be incurred in connection with the action as described in Annex 1 and necessary for its implementation
- identifiable and verifiable, in particular recorded in the beneficiary's accounts in accordance with the accounting standards applicable in the country where the beneficiary is established and with the beneficiary's usual cost accounting practices
- comply with the applicable national law on taxes, labour and social security and
- they must be reasonable, justified and must comply with the principle of sound financial management, in particular regarding economy and efficiency

For LIFE projects, the eligible budget categories are:

Direct costs

A. Personnel costs

A.1 Costs for **employees** (employment contract or equivalent appointing act). They must be limited to salaries, social security contributions, taxes and other costs linked to the remuneration, and be calculated in accordance with the following method:

Daily rate for the person multiplied by **Number of day-equivalents worked** on the action (rounded up or down to the nearest half-day).

The daily rate must be calculated as **annual personnel costs** for the person divided by **215**

A.2 and **A.3** costs for **natural persons working under a direct contract** other than an employment contract and costs for **seconded persons by a third party against payment**. They must be calculated on the basis of a rate which corresponds to the costs actually incurred for the direct contract or secondment and must not be significantly different from those for personnel performing similar tasks under an employment contract with the beneficiary.

A.4 the work of **SME owners** for the action (not receiving a salary) or **natural person beneficiaries** (i.e. not receiving a salary) may be declared as personnel and are calculated as unit costs in accordance with the method set out in annex 2a of the LIFE MGA.

A.5 the work of **volunteers** for the action (calculated as unit costs in accordance with the method set out in annex 2a of the LIFE MGA).

B. Subcontracting costs

are eligible, if they are calculated on the basis of the costs actually incurred, fulfil the general eligibility conditions and are awarded using the beneficiary's usual purchasing practices — provided these ensure subcontracts with best value for money (or if appropriate the lowest price) and that there is no conflict of interest.

- Addition of amounts for subcontracts not provided for in Annex 1 either require an amendment or simplified approval (see section **Error! No s'ha trobat l'origen de la referència.**).

C. Purchase costs

C.1 Travel and subsistence (actual costs and in line with the beneficiary's usual practices on travel).

C.2 Equipment

Full cost + depreciation for listed equipment at grant level: Purchases of equipment, infrastructure or other assets specifically for the action (or developed as part of the action tasks) may be declared as full capitalised costs if they fulfil the eligibility conditions applicable to their respective cost categories. 'capitalised costs' means:

- I. costs incurred in the purchase or for the development of the equipment, infrastructure or other assets and,
- II. which are recorded under a fixed asset account of the beneficiary in compliance with international accounting standards and the beneficiary's usual cost accounting practices.

C.3 other goods, works and services

Actual costs that include, for instance, consumables and supplies, promotion, dissemination, protection of results, translations, publications, certificates and financial guarantees, if required under the agreement.

D. Other cost categories

D.1 financial support to third parties

Costs for providing financial support to third parties (in the form of **grants, prizes** or similar forms of support; if any) are calculated on the basis of the costs actually incurred and the support is implemented in accordance with the conditions set out in Annex 1.

D.2 land purchase

Costs for land purchase from private entities (or long-term lease of land or one-off compensations for land use rights) are calculated on the basis of the costs actually incurred and must comply with the conditions set out in Article 6.2.

Indirect costs

Indirect costs will be reimbursed at the flat-rate of 7% of the eligible direct costs (categories a-d, except volunteer costs and land purchase).

5.1.3. Documentation to be kept – supporting documents of costs claimed

The submission of a Certificate on the Financial Statements (CFS) does NOT waive the right of the Commission to carry out its own audit which may be launched at any time and up to 5 years after the final payment. Therefore, **all beneficiaries have to keep supporting documentation up to 5 years after the final payment**. The beneficiaries must keep the **original documents**. Digital and digitalised documents are considered originals if they are authorised by the applicable national law.

This list summarises all supporting documents (per cost category) that may be requested by an auditor:

Supporting costs documentation	
Personnel Costs	Collective Agreement and/or Work Calendar
	Payrolls
	Contribution Data Report (IDC) for each employee
	TC2/RNT models for Social Security contributions
	Time records and declaration

	<p>Employment contracts (according to the auditor)</p> <p>Remuneration policy of the organization (fixed and/or variable), if applicable</p>
Subcontracting	<p>Contract or agreement for collaboration</p> <p>Justification for choosing the offer with the best quality-price ratio (bidding, offers, justification for the choice of subcontractor, etc.)</p> <p>Invoices</p> <p>Payment receipt</p>
Travel and subsistence	<p>Invoices and payment receipts (receipts)</p> <p>Travel settlement</p> <p>Project traceability - Documentation proving the connection of the trips to the project (minutes, agendas, attendance sheets, etc.)</p> <p>Travel policy</p>
Equipment	<p>Invoices and payment receipts</p> <p>Amortization schedules</p> <p>Accounting record of depreciated assets</p> <p>Internal criteria for amortization and accounting ledger. Supporting documentation according to internal criteria for supplier selection (e.g., request for proposals, received offers, resolution of award to supplier...)</p> <p>In case of rented equipment: Rental contract, inventory list of the rented equipment; proof of the investment values of the rented equipment</p>
Other goods, works and services	<p>Contract or agreement for collaboration (services or works)</p> <p>Justification for choosing the offer with the best value for money (tender, offers, justification for the choice of subcontractor, etc.)</p> <p>Invoices</p> <p>Proof of payment</p> <p>Internal policy on the acquisition of goods and services</p>
Bank statements (for coordinator)	<p>Relating to the payments of the EC contributions and the distribution among partners</p>
General ledger / Management Accounts	<p>Salient extracts and reconciliations of costs claimed to underlying accounting records/general ledger to facilitate easy verification of costs claimed and their eligibility</p>
Certificate on Financial Statement (CFS)	<p>Copies of any auditor certification statements issued with a claim for cost reimbursement</p>

Table 9. Supporting costs documents

5.2. Payments

5.2.1. Payments from CINEA to the coordinator

Article 4.2 of the LIFE eCOadapt50 GA (Data sheet) establishes the following payment schedule:

- Prefinancing: 3,358,194.45€ (30% of the total contribution) within 30 days from entry into force the GA.
- 1st interim payment: 2,798,495.38 € (25% of the total contribution) within 90 days from receiving periodic report.

- 2nd interim payment: 2,798,495.38 € (25% of the total contribution) within 90 days from receiving periodic report.
- Final payment: balance payment (up to 2,238,796.30 €, thus, 20% of the total contribution) within 90 days from receiving final report.

In the case that the Commission requests any further information, clarification or documentation on the periodic report, the time for payment will be stopped from the Commission side restarting the count-down upon reception of requested information.

5.2.2. Payment from the coordinator to the beneficiaries

All the costs approved by CINEA will be reimbursed by the Coordinator to each party under the procedures defined in the Consortium Agreement.

5.3. Document handling

As outlined in section 4.3 of the QMP, internal communication and document transfer and review will take place through electronic mail, and the shared Microsoft Teams channel for ease of communication. The aforementioned channel is divided into sections according to theme: General, Communication, General Documents, Partners (Where each partner except for the Coordinator only has access to their own folder), Work Packages, and Zabala Support. Confidential information is compartmentalised and access to sections containing it is strictly controlled.

A document containing the use protocol has been made available to all partners, under the name '*Protocol d'ús equip Teams Life eCOadapt.pdf*'.

5.3.1. Language

According to Article 21.4 to the Grant Agreement, the reporting must be in the language of the Agreement, thus, reports and deliverables shall be written in English for ease of communication. As agreed in the Grant Agreement, some deliverables will only contain the summary in English, with the main body of work in Catalan, as that is the main language for all partners. The project team will provide translation for the project monitoring team in the event it becomes relevant and necessary.

5.3.2. Templates

It is compulsory to use the templates available for all the documentation generated within LIFE eCOadapt50 project. The PROJECT templates that have been prepared and will be available in the document repository are:

Management templates

- Power point presentation template
- Minutes of Meetings template
- Deliverables template
- WP leader report template
- LIFE Periodic report template
- Certificate Financial Statements template.

Financial templates

The coordinator will provide two templates:

- Time-sheets for tracking time devoted by employees to the project
- Cost Statement Template

5.4. Quality assurance

Quality Assurance activities have to be implemented throughout the entire project by the entire consortium. This means that every project partner shall review his own results before transmitting them to someone else.

The WP Leader will be the first instance to perform a quality control of deliverables. Further, all project deliverables will undergo a quality control of the Responsible Committee.

In order to have the best quality in the reports and deliverables to be prepared, the inputs to the report have to be original (whenever possible), not extracted or copied from other sources of information. Nevertheless, information taken from other sources could be valid and valuable for some deliverables, but in these cases, it is necessary to explicitly refer to the source from which the information has been taken.

Regarding the role of the responsible of each deliverable, it is important to take into account that its responsibility goes beyond to a simple coordination of the process and/or gathering inputs from other participants in the task. In this sense, the responsible of each deliverable is expected to be very active in contributing to the deliverable as well as in giving the necessary coherence for a good quality level. WP leaders are also expected to have a leading role in the elaboration of each deliverable, as each WP leader is the first responsible for the quality of the deliverables generated within each WP.

During the deliverable review process, the Responsible partner will be reviewing the deliverables based on the following aspects:

- Completeness:
 - o is it according to the original proposal?
 - o does it contain all required chapters?
- Correctness:
 - o does it contain correct information?
 - o language check.
 - o lay-out / template check.
- Consistency:
 - o Are the chapters consistent with each other?
 - o Is it consistent with other deliverables?
 - o is it according to the requirements of other WP's?

5.5. Project meetings

The chairperson of a Consortium Body shall produce written minutes of each meeting which shall be the formal record of all decisions taken. The chairperson shall send the draft to all its members within ten (10) calendar days from the day of the meeting.

The Minutes shall be considered as accepted if, within fifteen (15) calendar days from sending and confirmed receipt, no member has objected in writing to the chairperson concerning the accuracy of the draft Minutes.

The accepted Minutes shall be sent to all of the members of the Consortium Body and the Coordinator, who shall safeguard them. If requested, the Coordinator shall provide authenticated duplicates to the partners.

Additionally, each WP will arrange teleconferences via Teams whenever it would be necessary to guarantee proper communication between partners and progress of the activities being implemented.

5.6. Risk management

The Risk register will identify and monitor, during project implementation, internal and external risks as well as any other issues that might affect the Project progress towards its objectives, in order to carry out mitigation actions as early as possible. Risks and contingency plans have been identified in DoA. Each Partner has the responsibility to report immediately to their respective WP Leader any risky situation that may arise and may affect the Project objectives or their successful completion. The Work Package Leader will be the responsible for dealing with the issue raised and solve it. In the case that the issue cannot be solved, the Project Coordinator will be duly informed; if needed, the problem will be transmitted to the corresponding Committee and, ultimately, to the PMB.

Any change in time scheduled for deliverables or in the allocated budget must be reported to the corresponding WP Leader or to the Project Coordinator.

In case of problems or delays, the WP leader will be consulted and they may install task forces to take the necessary/corrective actions.

In case no resolution is reached, the different committees will be consulted and will establish mitigation plans to reduce the impact of risk occurring.

5.7. Conflict resolution

Having a good working relationship among the project team members will be a prerequisite for a quick resolution of problems and issues. The partners shall always try to reach an agreement on conflicts based on. However, if this is not possible, the resolution of problems and conflicts must be handled systematically.

Conflicts will have to be solved at the lowest level possible, and preferably amicably. If an agreement cannot be reached at a task or WP level, then the Project Coordinator will mediate. If that is not

satisfactory, then the PMB will take a decision, and if necessary, it will ask for the authorisation of CINEA.

Definitive conflict resolution procedures are laid down in the Consortium Agreement. This document formalizes the rights, obligations, relationships and procedures within the consortium, as well as any other relevant issues such as the use of background material, IPR, etc. In case of conflict between participants on access rights, the coordinator should advise the PMB for arbitration (in correlation with EC rules).

5.8. Voting rights and quorum

Only partners of the consortium have the right to vote under the rule of one Party - one vote. Each Member of a Consortium Body present or represented in the meeting shall have one vote.

Decisions of a Consortium Body are only valid if at least two-thirds (2/3) of its members are present or represented (quorum). If the quorum is not reached, the chairperson of the Consortium Body shall convene another ordinary meeting within 15 calendar days. If in this meeting the quorum is still not reached, the chairperson shall convene an extraordinary meeting which shall be entitled to decide even if less than the quorum of Members is present or represented.

Defaulting Parties may not vote.

Decisions shall be taken by a **majority of two-thirds (2/3)** of the votes cast, and if necessary, the Project Coordinator shall have the casting vote.

- Proposals for changes to Annexes 1 and 2 of the Grant Agreement to be agreed by the Funding Authority
- Changes to the Consortium Plan
- Withdrawals from Attachment 1 (Background Included)
- Additions to Attachment 3 (List of Third Parties for simplified transfer according to Section 8.2.2)
- Entry of a new Party to the consortium and approval of the settlement on the conditions of the accession of such a new Party
- Withdrawal of a Party from the consortium and the approval of the settlement on the conditions of the withdrawal

5.9. Communication, dissemination and visibility (Article 17)

5.9.1. Communication and dissemination plan

The beneficiaries must provide detailed information for the communication and dissemination plan, setting out the objectives, key messaging, target audiences, communication channels, social media plan, planned budget, and relevant indicators for monitoring and evaluation.

5.9.2. Additional communication and dissemination activities

The beneficiaries must engage in the following additional communication and dissemination activities:

- present the project (including project summary, coordinator contact details, list of participants, European flag and funding statement and special logo and project results) on the **beneficiaries' websites or social media accounts**.
- For actions involving **equipment**, infrastructure or works, display as soon as the work on the action starts a **printed or electronic sign** of appropriate size, with European flag and funding statement and special logo.
- Upload the public project results to the **LIFE Project Results platform**, available through the Funding & Tenders Portal.

5.9.3. Special logos

Communication activities and infrastructure, equipment or major results funded by the grant must moreover display the following logo:

- The LIFE Programme logo



and

- For projects in Natura 2000 sites or contributing to the integrity of Natura 2000 network: the Natura 2000 logo



5.10. Specific rules for carrying out the action: durability (Article 18 of the GA)

As stated in the aforementioned Article 18, unless exempted by the granting authority, beneficiaries of Standard Action Projects, Strategic Nature Projects and Strategic Integrated Projects must commit to continue to use and maintain after the end of the action equipment bought and eligible at full costs, for activities pursuing the action's objectives. Such equipment must be used for these purposes — for

at least five years after the end of the action (see Data Sheet, Point 1) or until the end of its economic lifespan (i.e. until it has been fully depreciated) — whichever is earlier.

5.11 Green Management

Green management criteria will be implemented throughout the execution of the project. A comprehensive strategy will be adopted to minimize environmental impact and promote sustainable practices at every phase of the project's lifecycle.

This will include the adoption of eco-friendly materials, resource-efficient technologies, and waste reduction measures in all project actions, including Management and Coordination activities. The project is committed to complying with recognized green standards and certifications, ensuring that activities align with environmentally responsible practices. Regular monitoring and evaluation processes will be implemented to assess environmental performance, and corrective actions will be promptly taken to address any identified issues.

These efforts are undertaken to keep the overall execution of the project aligned with its overarching sustainability and environmental impact goals. Transport will be kept to a minimum, eliminating unnecessary trips, and making as much use as possible of public and low-emissions transport systems when necessary. The use of plastics in meeting supplies and communications activities will be kept to a minimum, and the use of recycled and recyclable materials promoted. Food waste will be monitored, and reduction or re-use of any waste encouraged.

6. Participant portal roles

The [Funding & Tenders Portal \(FTP\)](#) is your entry point for electronic administration of EU-funded research and innovation projects and hosts the services for managing your proposals and projects throughout their lifecycle.

It is highly recommended that all individuals have an ECAS account (Participant Portal account).

The Participant Portal offers flexibility in the management of access rights and roles in the projects. The roles of a user can be checked after logging in to the ECAS account on the Participant Portal under the "My Roles" button (under the button bearing the name of the user).

All Participants must strive to keep relevant Portal roles updated and maintain access to those accounts. Any issues will be reported to the Project coordinator and be remedied as soon as possible through the appropriate helpdesk. Changes in entity structure must also be reported in order to maintain the Project contact information and roles updated.

6.1. Main roles and access rights

- **Primary Coordinator Contact (PCoCo)** of a project is a unique role, set/modified by the Commission/Agency. All Primary Coordinator Contacts have full, read/write access to their own and the consortium's common e-forms, and can submit to the Commission/Agency via the Participant Portal.

- **Coordinator Contacts (CoCo)** can be nominated by the Primary Coordinator Contact. All Coordinator Contacts have full, read/write access to their own and the common e-forms, and can submit to the Commission/Agency via the Participant Portal.
- **Participant Contacts (PaCo)** can be nominated either by the Primary Coordinator Contact or by Participant Contacts. All Participant Contacts can submit e-forms to the Coordinator Contacts via the Participant Portal. They have read/write access to their own forms and read-only rights to certain common forms.
- **Task Managers (TaMa)** can read, modify and save their own entity's forms.
- **Team Members (TeMe)** have read-only rights to the entity's own forms.
- **Financial Statement Authorised Signatory (FSIGN)** is the person authorised to sign Forms C for their organisation. The FSIGN is nominated by the Legal Entity Appointed Representative (LEAR) or an Account Administrator under the "My Organisations" tab > "RO" icon (consequently the nomination of LEARs is now mandatory). An unlimited number of FSIGNs can be nominated for an organisation and assigned to a project. Then it is up to the Primary Coordinator Contacts, the Coordinator Contacts and Participant Contacts to assign FSIGNs to specific projects, becoming at this moment Project Financial Signatories (PFSIGNs).
- **Legal Statement Authorised Signatory (LSIGN).** To appoint LSIGNs, the procedure is the same as for FSIGNs. The LSIGN has to be nominated by someone having an organisation role (LEAR, Account Administrators). The LSIGN must then be appointed to one or several project(s) by someone having a project role (Primary Coordinator Contact, Coordinator Contacts or Participant Contacts) in said project(s). At this moment, the Project Legal Signatories (PLSIGNs) will be appointed.

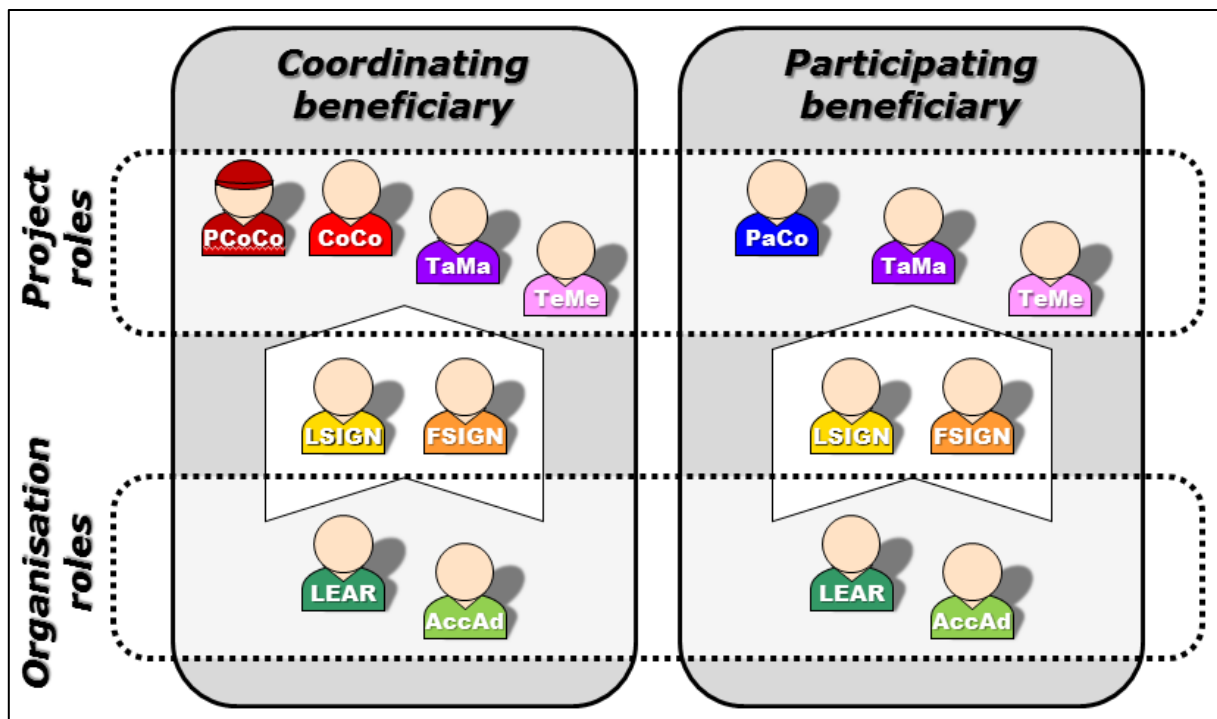


Figure 6. Participant portal roles

6.2. How to add or revoke roles in the participant portal?

- Except for the Primary Coordinator Contact (PCoCo) and the LEAR, every role must be modified by the Participants.
- Each user can be nominated or revoked by another user, as follows:
- The Primary Coordinator Contact can nominate/revoke Coordinator Contacts, Task Managers and Team Members of the coordinating entity, Participant Contacts of other participating organisations, and assign LSIGNs and FSIGNs to a project.
- Coordinator Contacts can nominate/revoke other Coordinator Contacts, Task Managers and Team Members of the coordinating entity, and assign LSIGNs and FSIGNs to a project.
- Participant Contacts can nominate/revoke other Participant Contacts, Task Managers and Team Members of their own entity, and assign LSIGNs and FSIGNs to a project.
- The Legal Entity Appointed Representative (LEAR) can nominate Account Administrators, LSIGNs and FSIGNs for his/her own entity.
- Account Administrators can nominate LSIGNs and FSIGNs for his/her own entity.

6.3. Roles defined in LIFE eCOadapt50

- Roles appointed by each beneficiary can be checked via the FTP under "My Projects" choosing the option "Manage Consortium".
- If you wish to change, add or revoke roles, you can always contact the DIBA technician of reference at otccs.ecoadapt50@diba.cat and they will indicate how to proceed.

7. Project changes and potential amendments

The basic principle of the project is to carry out the tasks and activities within the time scheduled and resources foreseen as described in the Annex 1 (DoA) to the GA. Any changes in the status of a beneficiary shall be communicated to the Coordinator as soon as possible. The coordinator shall resolve queries and advise the beneficiaries. If required, the Project Coordinator will contact the ELMEN monitor and, through him/her, the CINEA Project Advisor and request clarifications and procedures to be followed.

Significant project changes and deviations from the work planned must be dealt with in writing. The participant involved or WP Leader proposing the change should forward a written communication to the Project coordinator explaining the reason behind the proposed changes and direct consequences in terms of budget, work programme, etc.

As a general rule, an amendment to the Grant Agreement (GA) is necessary whenever the GA or its annexes shall be modified. In some cases, the GA gives the parties the possibility to carry out certain modifications without an amendment to the GA. Finally, there are cases where the need for an amendment must be assessed carefully. If an amendment to the GA is necessary, the Project Coordinator will request the amendment process to the Project Advisor on behalf of the Consortium.

Small changes during the implementation of the activities and/or the plan defined in the DoA shall be understood as normal in a research project. However, these minor deviations shall be identified and explained in the description of the activities of the corresponding periodic report and corrective measures that were implemented (if any).

The budget breakdown may be adjusted, without an amendment, by transfers (between participants and budget categories), as long as this does not imply any substantive or important change to the description of the action in Annex 1.

7.1. Changes which require an amendment

A non-exhaustive list of situations that require an amendment is shown:

- Changes to the partnership (removal or addition of beneficiaries, change of coordinator...).
- Changes to the project duration.
- Changes of reporting periods.
- Changes related to financial issues:
 - a) Changes to the budget category for volunteers (if used) always require an amendment.
 - b) Changes to budget categories with lump sums costs or contributions (if used; including financing not linked to costs) always require an amendment.
 - c) Changes to budget categories with higher funding rates or budget ceilings (if used) always require an amendment.
 - d) Addition of amounts for subcontracts not provided for in Annex 1 either require an amendment or simplified.