



Healing Alps:
Tourism based on natural health resources as strategic innovation for the
development of Alpine regions
ASP815

Project Management Handbook

WP Management

**Deliverable D.M.1.1
HEALPS 2 Project Management Handbook (PHM)**

**Responsible: LP PMU
contact: christina.pichler@pmu.ac.at**

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Version Control Sheet

Title	HEALPS 2 Project Management Handbook
Prepared by	Paracelsus Medical University Salzburg, LP
Approved by	<i>has to be approved by all PP (project steering group)</i>
Version Nr.	03
Contact	Christina Pichler (christina.pichler@pmu.ac.at)

Revision History:

Version	Date	Summary of Changes	Project Partner and Initials	Changes marked
01	27.02.2020	whole document	LP CP	no
02	14.04.2020	input of feedback from partners (a.o. codification of documents, online meetings)	LP CP	no
03	10.06.2020	adaption of the PMH to corporate project identity	LP CP	no

Table 1:PMH Version Control Sheet



Abbreviations

AF	Application Form
ASP	Alpine Space Programme
ems	electronic monitoring system
JS	Joint Secretariat
LP	Lead Partner
MA	Managing Authority
NCP	National Contact Point
OBS	Observer Partner
PA	Partnership Agreement
PMH	Project Management Handbook
PMT	Project Management Team
PP	Project Partner
PR	Project Progress Report
PSG	Project Steering Group
QM	Quality Management
SC	Subsidy Contract
SR	Periodic Status Report
WP	Work Package
WPC	Work Package Committee

1 PMH Executive Summary

This Project Management Handbook (PMH) is intended to support all partners in the effective and efficient administration, procedural and financial management of the project.

The PMH includes project workplan, regulations, responsibility matrix, risk analysis, reporting and evaluation procedures. It comprises methodology for data collection, exchange, reporting, task organisation & conflict resolution.

Especially, this PMH sets out:

- The procedures and standards to be used in the HEALPS 2 project
- The key roles and responsibilities
- How the project will be carried out, measured, reported and

The PMH will be regularly updated: At project steering group meetings, the tasks will be defined together, summarised by the Lead Partner and transferred to the PMH.

The size of the handbook shall be limited to make it an accessible and user-friendly manual. Therefore, the PMH will refer to relevant documents, where possible, especially to:

- HEALPS 2 Application Form (AF) - on [Sharepoint](#) and the [ems system](#)
- the Partnership Agreement (PA) - on [Sharepoint](#) and the [ems system](#)
- the Subsidy Contract (SC) - on [Sharepoint](#) and the [ems system](#)
- Alpine Space programme documents such as the [project implementation handbook](#).



2 Project summary

HEALPS 2 is an Alpine Space Project that was approved for co-financing in the 4th call of the Interreg Alpine Space Programme 2014-2020.

Project summary

Tourism is a major engine for job creation and a driving force for economic growth and development in the Alpine programme area. Yet alpine tourism is currently experiencing challenges such as climate change and is often only focussed on specific regions. Global trends such as a thirst for nature-based experiences and increased health consciousness hold considerable opportunities for developing innovative nature-based health tourism value chains. To fulfil this potential, the project will provide policymakers, regional developers, Alpine regions and SMEs access to innovation knowledge and to implementation tools.

Building on the ARPAF project HEALPS, the aim is to improve framework conditions for utilising Alpine natural health resources by developing health tourism products and service chains. Lessons learnt from existing innovative, but fragmented cases will be elevated to a transnational level. Supported by the combination of the latest research results with digital solutions, the nature-based health tourism approach will be tested in pilot regions and the experiences then translated into relevant tools for Alpine regional development. By engaging quadruple helix stakeholders, cross fertilisation between tourism, health and other relevant sectors and co-learning is stimulated at transnational level. This shared knowledge at various scales facilitates framework conditions for value generation based on location-bound Alpine assets.

Recommendations for different policy levels as well as guidelines & implementation toolkits for product and service chain development reflect the purpose of a broad implementation of hands-on knowledge for the stimulation of SME- and destination driven innovation. Two international conferences on Alpine health tourism will allow transnational & transversal knowledge transfer from academia to regions and SMEs. Thus, the project contributes to the positioning of the Alpine Space as globally attractive health promoting place.

Website: <https://www.alpine-space.eu/projects/healps-2/en/home>

Funding

Total eligible costs: 2.169.952 EUR

ERDF grant: 1.844.460 EUR

Duration

Project start date: 01/10/2019

Project end date: 30/06/2022

3 Project Management

3.1 Management structures

A management structure has been set up to allow an effective and sound implementation of the HEALPS 2 project. It includes different types of partners and bodies that correspond both to the administrative and technical levels. A brief description of each of the management structures follows.

The partnership of HEALPS 2 is comprised of **11 project participants (1 Lead Partner (LP) + 10 Project Partners (PP)) and 18 Observer Partners (OBS)**. The terms of LP, PP and OBS are described in detail in the partnership agreement (PA), article 1.

The contact details of all PP and OBS are listed in the ems system. All project participants are asked to keep this information updated and inform the LP in case of any changes.

3.1.1 Project partners

Partner	Name	Country
LP 1	Paracelsus Medical University Salzburg	AT
PP 2	ALPARC - the Network of Alpine Protected Areas	FR
PP 3	National Research Council	IT
PP4	ZRS Bistra Ptuj	SL
PP5	Innovation and Technology Transfer Salzburg	AT
PP6	University of Applied Sciences of the Grisons	CH
PP7	Association of the Route of Spa Towns in the Massif central area	FR
PP8	Development centre Murska Sobota	SL
PP9	Management Body of the Ossola Protected Areas	IT
PP10	MOXOFF SPA	IT
PP11	Community Network Alliance in the Alps	DE

Table 2: HEALPS 2 project partners

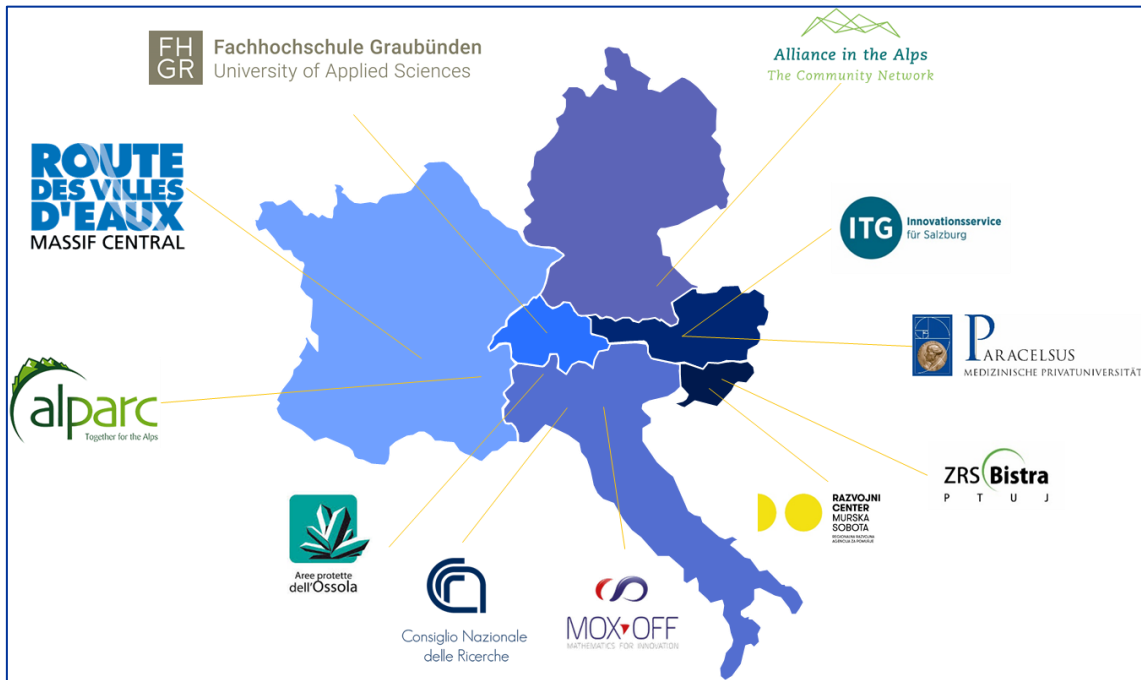


Figure 1: HEALPS 2 partnership

The obligations of LP and PP are set out in the partnership agreement, Article 4 and 5. Summarising, the project partners are responsible for the following activities:

- Daily management of the project in their territories
- Disseminating and promoting the activities of work of HEALPS 2 in the region
- Carrying out the tasks agreed by the project steering group (PSG) for the project's implementation in the respective territories.
- Carrying out and implementing their part of the project according to the standards required by the INTERREG Alpine Space Joint Secretariat (JS) and by the terms of reference agreed between all partners.

3.1.2 Observer Partner

Partner	Name	Country
OBS 1	Federal Ministry of Sustainability and Tourism of the Republic of Austria (Directorate for International Tourism Affairs)	AT
OBS 2	Regional Council of Auvergne-Rhône-Alps	FR
OBS 3	Clinic Gut AG	CH
OBS 4	CIPRA International Commission for The Protection Of The Alps	LI
OBS 5	Ammergau Alps LLC	DE
OBS 6	Friuli Venezia Giulia Autonomous Region	IT
OBS 7	Cluster Innovatherm: Auvergne-Rhône-Alpes SPA Innovation	FR
OBS 8	National Association of Medical Spa companies	FR
OBS 9	Bavarian LEADER network	DE
OBS 10	Lombardy Region: Direction General Welfare	IT
OBS 11	Tourism and Hospitality Chamber of Slovenia	SL
OBS 12	Salzburg Tourism	AT
OBS 13	Auvergne-Rhône Alpes Interuniversity Institute for Spa Medicine (IISM)	FR
OBS 14	Austrian Alpine Association (Initiative Mountaineering Villages)	AT
OBS 15	Nature Park Nagelfluhkette	DE
OBS 16	Tourist Board of Lake Constance	DE
OBS 17	Regional Government of Carinthia, Department 8 Environment, Energy and Nature protection	AT
OBS 18	Swiss Parc Network	CH

Table 3: HEALPS 2 Observer Partner

3.1.3 Project Steering Group (PSG)

The project partnership is organized by the project steering group (PSG), which is composed by all project partners (PP) and chaired by the Lead Partner (LP).

The PSG meets twice a year (Kick-off + one PSG meeting per period), ideally co-organized with transnational stakeholder meetings and in the different Alpine regions of the project partners.

The PSG is responsible for the following tasks:

- Steering and taking strategic decisions with regard to the project
- Validating the project performance and progress towards the achievement of the objectives
- Take decisions with regard to project modifications (e.g. content, partnership, budget)

Project steering group meetings:

Period 1 (01.10.2019 - 30.06.2020)			
Nr.	Date	Location	Organised by
1 (Kick-off)	05. & 06.12.2019	Salzburg	LP
2	03. & 04.6.2020	Schruns, Montafon (AT)	PP11
Period 2 (01.07.2020 - 31.12.2020)			
Nr.	Date	Location	Organised by
3	28. & 29.09.2020	Lyon <i>co-organised with transnational stakeholder meeting 2</i>	PP7
Period 3 (01.01.2021 - 30.06.2021)			
Nr.	Date	Location	Organised by
4			
Period 4 (01.07.2021 - 31.12.2021)			
Nr.	Date	Location	Organised by
5			
Period 5 (01.01.2022 - 30.06.2022)			
Nr.	Date	Location	Organised by
3			

Table 4: Overview of PSG meetings

3.1.4 Project Management Team (PMT)

The Project Management Team is composed of project manager, financial manager and communication manager. WP Leaders are actively involved. There will be 1 online meeting per month with the whole consortium via Microsoft Teams and additional online meetings with specific partners depending on the needs of the project tasks.

Furthermore, work package committees (WPC) are set up. They are composed of WP Leaders and partners that are responsible for activities in the respective WP (see Figure 2).

Project Management Team		
Role	Partner	Main contact person
Project Manager	LP	Christina Pichler
Financial Manager	LP	Renate Weißböck-Erdheim

Communication Manager	PP2	Veronika Widmann
Work Package Committees		
Role	Partner	Main contact person
WP Lead Management	LP	Christina Pichler
WP Lead T1	LP	Michael Bischof
WP Lead T2	PP4	Danilo Čeh
WP Lead T3	PP5	Bernhard Lehofer
WP Lead Communication	PP2	Veronika Widmann

Table 5. Project Management Team and WP Leads

The WP Leaders are responsible for the overall implementation of the respective WP within project duration. In particular, they are responsible for following tasks:

- Establishment of sufficient and effective management structures and procedures (especially WP M)
- Ensuring an appropriate flow of information among all WPC partners
- Constant monitoring of the progress of implementation in order to identify potential risks and deviations that might make necessary corrective interventions
- Quality management: controlling of the quality of the work done and the deliverables and outputs produced
- Regular contact and communication with the programme management (ASP Managing Authority and ASP Joint Secretariat) - this refers in particular to WP M and WP C.

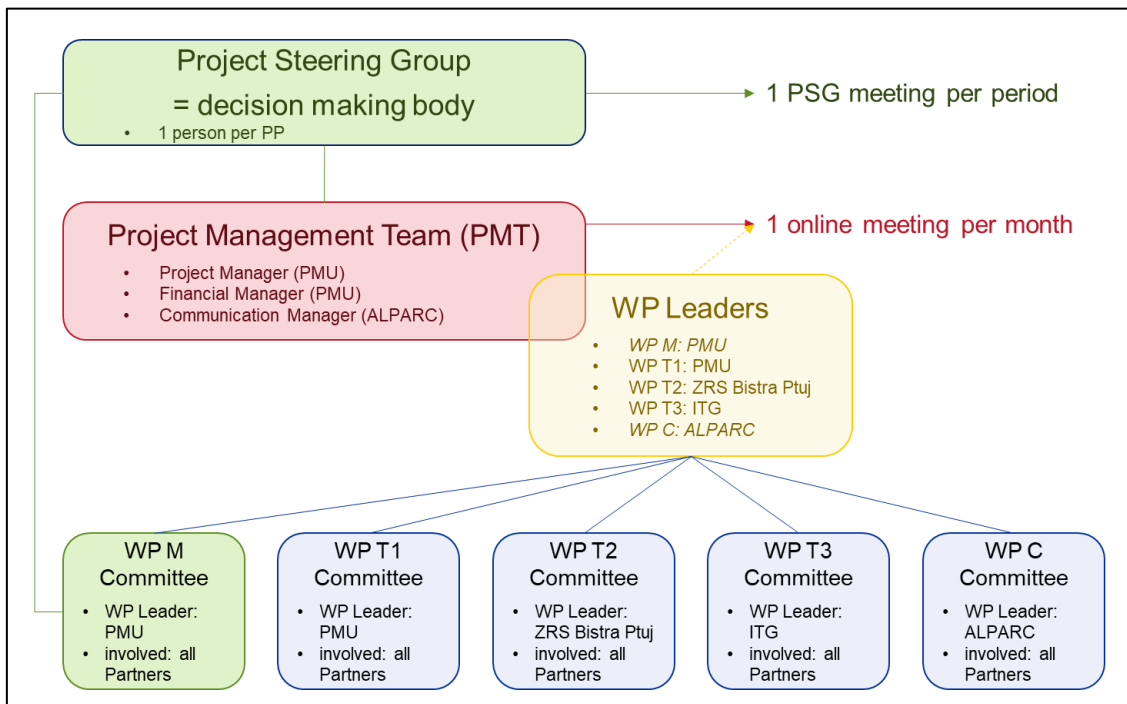


Figure 2: Management structure of HEALPS 2



4 General decision-making process

The decision-making body is the Project Steering Group (PSG). As outlined in Article 6 of the HEALPS 2 partnership agreement, the PSG shall:

- be responsible for monitoring and implementation of the project
- be responsible for settlement of any disputes among project participants
- have the possibility to set up sub-groups or workgroups to deal with specific tasks related to the project.

5 Roles and tasks among the partners

The roles and general responsibilities of LP and PP are described in the partnership agreement (Article 4 and 5) as well as in chapter 3.1 and 7.1 of this handbook.

The Application Form (AF) in the current version is the basis for all activities and tasks. The AF can be downloaded by every partner via the ems system. Furthermore, a current version of the AF will always be available at the web-based communication platform SharePoint.

Based on the AF, the tasks for the respective period will be defined by the PSG at the PSG meetings. The PP receive a protocol and task list after these meetings. Further subtasks may be assigned by the LP and WP Leads at any time based on the activities and deliverables set out in the AF.

The task list per period will be attached to the PMH as annexes.

6 Project communication

This section refers to **internal project communication** within the WP Management. External project communication (website, facebook, PR etc.) is set out in WP Communication.

The internal communication needs to support the smooth management of the project with measures to ensure fluent communication among partners and clear distribution of responsibilities according to the work plan set out in the AF. The LP will take responsibility for establishing tools and procedures that keep all partners engaged as well as constantly informed.

6.1 Communication with ASP bodies

The LP and PMT are the main points of contact for the Alpine Space Managing Authority (MA) and the Joint Secretariat. The LP will immediately provide all relevant information of the JS to the PP. If there are questions regarding the management of the project (reporting, task assignments etc.), PP are asked to contact the LP and the LP will forward the request to the JS/MA.

There are two project officers at the JS that are responsible for the HEALPS 2 project:

- Stefania Amorosi (stefania.amorosi@alpine-space.eu)
- Nuno Madeira (nuno.madeira@alpine-space.eu)

In case of questions regarding national requirements, the PP shall contact their respective National Contact Point (NCP).



6.2 Working language

The official language with INTERREG Alpine Space is English. All the official documents of the operation with INTERREG JS will have to be available in English.

Partners' national languages can be used in regional documents (e.g. programmes and invitations to regional stakeholder events, brochures), and in other documents, that might be produced in national languages like workshop materials.

Although, protocols/follow-up-sheets of workshops etc. must be delivered to the responsible WP Leader in English for further use.

6.3 Communication channels

E-Mail and phone conferences

The main internal communication channel (beside personal meetings) will be e-Mail and video/telephone conference.

The contact information (Address, e-Mail address, telephone number) of the legal representative and contact person of all PP are set out in the AF and in the ems system.

Furthermore, following e-mail distribution lists are available on SharePoint and are regularly updated:

- ASP_HEALPS2_PP (comprising e-mail addresses of all project partners)
- ASP_HEALPS2_OBS (comprising e-mail addresses of observer partners)
- ASP_HEALPS2_and_OBS (comprising e-mail addresses of all project and observer partners)

PP are asked to inform the LP, if any person shall be added respectively removed from the e-mail-distribution lists.

The subject line of e-Mails shall be coded in the following way:

- HEALPS 2 WP TOPIC
- Example: HEALPS 2 WPM Project Management Handbook and PSG Meeting 2

Web-based project communication platform (D.M.2.2): Sharepoint

The web-based project communication platform SharePoint ensures collaborative working by sharing all information, documents and report. It provides news, reports, task lists, a joint calendar, and working/reporting documents.

The **Digital Work Plan (D.M.2.1)** will also be available in its current version.

A SharePoint account is created for all PP and can be accessed via following link:

<https://sharepoint.pmu.ac.at/HEALPS2/>

The WP Leads are responsible to upload the deliverables of their respective work package on Sharepoint within the defined timelines. **Final versions of deliverables should**

be indicated through the addition “final”, so this version is marked for the upload of the deliverable on the project’s website by the communication manager (<https://www.alpine-space.eu/projects/healps-2/en/deliverables-download>).

6.4 Project documents

6.4.1 Document templates

A **Project Identity Document Kit (D.M.2.3)** will be available on SharePoint (after the final approval of the logo etc.) that includes templates for MS Word and Powerpoint in the project identity style (fonts, colours, logos) for all internal working documents (like PP three-monthly report sheet, D.M.2.4).

All PP shall only use these document templates.

All document deliverables will contain a version control table outlining changes made to the document

Example:

Title	HEALPS 2 Project Management Handbook
Prepared by	Paracelsus Medical University Salzburg, LP
Approved by	<i>has to be approved by all PP (project steering group)</i>
Version Nr.	v01
Contact	Christina Pichler (christina.pichler@pmu.ac.at)

Revision History:

Version	Date	Summary of Changes	Project Partner and Initials	Changes marked
v01	27.02.2020	whole document	LP CP	no

Table 6: Example of Version Control Sheet

6.4.2 Codification of documents

The codification of documents tries to clearly identify a relevant set of information: the type of documentation, the activity/deliverable it contributes to, author/responsible and version. Files will be identified according to the following structure:

HEALPS 2_WP_Filename_author_version.extension

Where:

- **WP:** Work package (WP) designates the work package of the project the documents belong to (WPM, WPT1, WPT2, WPT3, WPC).
- **Filename:** Filename is a non-restricted name - just what the author considers a logical name. It ideally refers to a specific activity or deliverable including its number.
- **Author:** Number of the participant entity as shown in the AF
- **Version:** Two-digit codes identify the document version:
 - intermediate versions: v01 to v09
 - final versions: final
 - further modifications to final versions: final + date of modification

Examples:

- HEALPS2_WPM_Project Management Handbook_LP_v1.docx
- HEALPS1_WPT1_Health Tourism Key Performance Indicators_LP_v2.docx

6.4.3 Availability and storage

Project documents will have its latest version available through SharePoint. The LP will keep in its internal records the final version on paper and computer supports.

6.4.4 Confidentiality

Although the nature of the implementation of the project is public, part of the information exchanged in the context of its implementation between the LP and the PP, the partners themselves or other bodies (OBS, stakeholder group members) can be confidential.

Only documents and other elements explicitly provided with the statement “confidential” and “for full publication” shall be regarded as such. Other documents, without any mention of confidentiality will be considered as internal.

Whenever a document should contain confidential information, it will be clearly stated as a formal decision in a project meeting or other communication channels. The confidentiality classification is decided by the partnership (LP and PP).

The LP and PP commit to taking measures to ensure that all staff members carrying out the work respect the confidential nature of this information, and do not disseminate it, pass it on to third parties or use it without prior written consent of the LP and the PP that provided the information.

The confidentiality classification may be changed by a decision taken by all partners during the progress of the project. This confidentiality clause shall remain in force exceeding the termination of the HEALPS 2 project.

The PSG has the authority to approve documents and their distribution.



The PP may also decide to make project results available to external parties in their own regions and to European institutions.

6.5 Conflict resolution

As a general rule, the approach to project management in HEALPS 2 will aim at a consensus building and promoting in order to ensure the maximum cooperation within the consortium. However, in the unlikely event that a conflict arises, a majority rules approach will be adopted so that the issue may be resolved through a fair and transparent decision-making process. Decisions will be taken according to the majority of votes (one vote per consortium partner).

7 Quality Management

Quality Management (QM) of the HEALPS 2 project is a continuous process (quality cycle) as periodic assessment of a project's relevance, performance, efficiency, and impact (both expected and unexpected) in relation to stated objectives, activities, deliverables and outputs.

A common quality expectation for all deliverables is their relevance to reach the overall objective and the specific objectives, with a further focus on their development in an efficient and effective manner. Timely delivery following the project workplan as identified in the AF.

7.1 Quality responsibilities

The WP Leader:

- is responsible for the delivery of up-to-date information on the WP progress, making sure that all activities are in the time frame defined in the AF
- is responsible for coordinating the WP and ensuring that all the activities are contributing to the respective deliverables and project's objectives
- sends out draft deliverables to the project partners for comments and revisions with an appropriate deadline (between 1 and 2 weeks)
- sends alerts on time to remind about submission deadlines and the procedures to be followed and provides input and suggestions to the fulfilment of the tasks
- verifies the satisfactory implementation of the comments and revisions on draft deliverables
- is responsible for the finalisation of deliverables and outputs in the respective work package
- presents the progress of activities and deliverables in the respective WP to the LP on a regular basis
- directly send the final deliverables of their WP to the WPC Lead to put in on the website

The partners contributing to the WPs:

- are responsible for the implementation of activities and tasks as defined at the PSG meetings and by the WP leads within the timeframe
- will provide feedback (comments and revisions) to the WP lead on draft deliverables within the given deadline
- report to the WP Leader for any problems occurring during the implementation of the activities

- cooperate with the WP Leader and other partners in order to ensure the activity's progress
- are responsible for providing to the WP Leader all necessary information for the completion of deliverables and outputs

The LP:

- accepts the deliverable or provides final comments to the WP Leaders
- cooperates with the WP Leaders in order to ensure that all WPs are progressing in conformity with each other and that any cross-WP inputs and outputs are being delivered as foreseen by the WP description
- informs the partnership of any changes in the AF and the PMH
- will regularly present the progress in:
 - implementing the activities and reaching the deliverables incl. the progress towards reaching the related target values.
 - achieving the project outputs, and
 - budget spending.
- officially submits all approved deliverables to the JS.

For the validation of the quality of a final output, external qualified experts can also be involved.

7.2 Three-monthly Report Sheet

For the quality and time monitoring of the HEALPS 2 project, LP and every PP will write three-monthly reports on activities done in the last three months and activities planned in the next three months. This will enable the project manager to monitor the technical progress of the project in relation to work package plans and deliverable submission as well as providing an overview of resources committed by all partners. Also, the reports are a useful monitor in terms of financial reporting. The report shall be kept very short, but relevant and informative (4-5 lines per square).

The report sheets will be provided by the LP via SharePoint. The LP will send reminders to all PP before the deadlines. The reports shall be uploaded by every partner within the given timeline to Sharepoint in the respective folder (Three-monthly report sheets). They shall be named as follows:

HEALPS2_WPM_Report Sheet Number_Partner

Example: HEALPS1_WPM_Report Sheet 1_PP2

7.3 Risk Management

As part of the internal quality management, a regular risk assessment will be carried and reviewed out during the PSG meetings (risk brainstorming) which shall lead to corrective adaptations of the work plan. The risk management strategy addresses issues that could potentially endanger the achievement of project objectives, deliverables and outputs considering

- financial risks (overspending and underspending),
- timing (postponing of activities/deliverables),
- performance risks (quality of deliverables/outputs), and
- sustainability of the project results.

The identification and assessment of new risks is a joint responsibility of all PPs who have to communicate them to the WP Leads and LP, eventually suggesting also possible interventions and solutions, as soon as they get aware of those risks. In particular, partners may think of preventive actions (avoiding that the risk occurs) and corrective actions (decreasing the severity and impact).

Identified risks as well as information on corrective and/or preventive actions will summarised by the WP Leads per work package after the PSG meetings, and provided on Sharepoint.

8 Reporting

Considering that the reimbursement of the ERDF part of the reported expenditures will be processed and initiated by the MA/JS only in case the related project status reports (SR) and project progress reports (PR) are approved by the MA/JS, it is important that the LP describes the progress of the project implementation in sufficient details and quality in each SR and PR and the project partners help the LP in this by preparing their partner reports at the same level of quality.

All guidelines for reporting can and shall be read timely in the ASP project implementation handbook, which can be accessed here: <https://www.alpine-space.eu/project-management/project-implementation-handbook/project-implementation>

Following documents are especially related to reporting:

- Fact Sheet 4.7 Project reporting
- Fact Sheet 4.7 annex 1 Guidance for reporting
- Factsheet 4.7 annex 2.1 Project assignment template
- Factsheet 4.7 annex 2.2 Project assignment guidance
- Factsheet 4.7 annex 3.1 Six-monthly task report
- Factsheet 4.7 annex 3.2 Six-monthly task report guidance



Reporting deadlines

An extension of project duration is not possible. Therefore, every partner must stick to the deadlines for reporting.

The reporting deadlines are predefined by the JS. Until these respective dates, the LP will have to send the project status report (SR) resp. project progress report (PR) to the JS via the ems system. The partner reports are the basis for the SR and PR, therefore, the internal deadlines for the partner reports will be three weeks prior to the reporting deadline.

The reporting deadlines are as follows:

Period	Duration	Reporting Deadlines (LP to JS)	Internal Deadlines (PP to LP)
Period 1 10/2019 – 06/2020	9 months	15.09.2020	21.08.2020
Period 2 07/2020 – 12/2020	6 months	15.03.2020	19.02.2021
Period 3 01/2021 – 06/2021	6 months	15.09.2021	20.08.2021
Period 4 07/2021 – 12/2021	6 months	15.03.2022	18.02.2022
Period 5 01/2022 – 06/2022	6 months	15.09.2022	12.08.2022

Table 7. HEALPS 2 Reporting Deadlines



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11 ANNEX

11.1 ANNEX I

Task Lists (see Sharepoint)

11.2 ANNEX II

11.3 ANNEX III