



EU  INTERNATIONAL PARTNERSHIPS
DIGITAL FOR DEVELOPMENT HUB

Quality Management Plan

Innovation Dialogues Europe-Africa Digital for Development Hub Project

Version 1.2



Funded by the H2020 Framework Programme of the European Union
(Grant Agreement 101017015)



Cover Page

Deliverable D2

Project Management and Quality Plan

Work Package 4: Project Management

Date of delivery: 01st of April 2022

Leader: GIZ

Contributors

Name	Organisation
Lucrezia Biteete	GIZ

Revision History

Version	Date	Reviewer	Modifications
1.0	28.01.2022	Lucrezia Biteete	Established
1.1	14.03.2022	Lucrezia Biteete	Review corrections by SAS and BPL, update section on final report, update sections relevant to amendment
1.2	01.04.2022	Lucrezia Biteete	Updates after PMB meeting; rule on quorum and access to background

The IDEA D4D Hub project is funded under the Horizon 2020 Programme. With a duration of 22 months starting in December 2021, it seeks to strengthen the capacity of civil society organisations and academia in Africa to participate in a meaningful dialogue around inclusive digital transformation. It is implemented by 5 partners: BetterplaceLab, Enabel, Expertise France, GIZ and Smart Africa Secretariat.

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Executive Summary

The IDEA D4D Hub Project aims to strengthen the capacity of civil society actors and academia in Africa, so they can increasingly participate in the discussions on digital transformation. In addition, the project will forge partnerships between civil society and academia actors in Africa and Europe, bringing them together to solve challenges in an innovative way. This should overall lead to a more inclusive and human centered digital transformation process in the countries.

In the Project Action plan, the work packages, tasks, risks and time schedule is outlined. Note that at the time of writing this document, an Amendment is being prepared to change the overall project implementation plan to fit a new approach. After careful consideration, the consortium members decided to change the implementation approach to carry out the activities country by country, instead of first completing all workshops before moving on to the innovation days. The change in deliverables and milestones will not affect the overall project schedule, nor the expected impact.

In addition, the Amendment will include the re-allocation of some tasks from one consortium partner to two other consortium partners (in Work Package 1).

This Quality Management Plan outlines the key bodies governing this project (Project Management Board, Project Coordinator, Work Package Leader, Work Package Participant) and their main roles and responsibilities.

It also outlines the process for reporting, both for continuous and periodic reporting, as well as the key deadlines, deliverables and milestones.

The document also outlines the collaboration tools that will be used by the project partners, communication and dissemination guidelines as well as intellectual property rights.

Project Summary

Project Acronym	IDEA D4D Hub
Project Title	Innovation Dialogues Europe-Africa Digital for Development Hub Project
Coordinating Organisation	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), GmbH
Project Coordinator	Lucrezia Biteete (lucrezia.biteete@d4dhub.eu) Simone Conrad (simone.conrad@giz.de)
Project Members	Betterplace Lab, Expertise France, Enabel, Smart Africa
Project Duration	01.12.2021 - 30.09.2023 (22 months)
EC Budget Contribution	999,700 EUR

List of Acronyms

BPL	Betterplace Lab
CSO	Civil Society Organistaion
D4D	Digital for Development
EC	European Commission
EF	Expertise France
Enabel	Belgian development agency
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), GmbH
PMB	Project Management Board
SAS	Smart Africa Secretariat
WP	Work Package

Contractual Documents

Grant Agreement

The Grant Agreement no. 101017015 was signed by the EC on the 29th of November 2021 and entered into force on the 1st of December 2021. All partners have signed the Accession Form to the Grant Agreement.

The consortium is currently discussing an amendment to the grant agreement following the adjustment of the project implementation schedule. The main purpose of the amendment is to adjust the timing of some deliverables and milestones to fit the new implementation schedule. In addition, the amendment will include the re-allocation of some tasks from one consortium partner to two other consortium partners in Work Package 1.

The signed Grant Agreement and all its Annexes are available in the project shared folders ("Contract Documents").

Partnership Agreement

The partnership agreement governs the relationship between the project partners beyond what is described in the partnership agreement. It includes rules on governance of the project as well as reporting and project management. In case of discrepancy, the Partnership Agreement is overruled by the Grant Agreement.

Due to the internal signing processes within the partner organizations, the Partnership Agreement has not yet been signed by all partners yet, however, the legal text has been approved by all project partners.

The Partnership Agreement will be available on the project shared folders ("Contractual Documents").

General Purpose of this Document

The purpose of this document is to outline and detail the rules and procedures governing the project decision making, management and reporting, beyond what is already specified in the Grant Agreement and the Partnership agreement.

It complements the Project Action Plan, which outlines the objectives, target groups, work packages, project risks and deliverables.

Note that after the delivery of the Project Action Plan, the consortium has agreed to make some changes to the project implementation schedule. These will be included in a forthcoming amendment of the Grant Agreement and are still subject to approval by the EC. The main purpose of the amendment is to align certain deliverables and milestones in the project reporting portal with the new project implementation plan. In addition, the amendment will include the re-allocation of some tasks from one consortium partner to two other consortium partners in Work Package 1. This will not have an impact on the start of the project activities, which are already underway.

Organisation

The project will be managed by the Project Management Board, chaired by the Project Coordinator. The Project Coordinator shall also serve as the Ethical Manager and establish the Policies and Roles jointly with the partners to achieve the project results. The project management structure is presented in the diagram below:

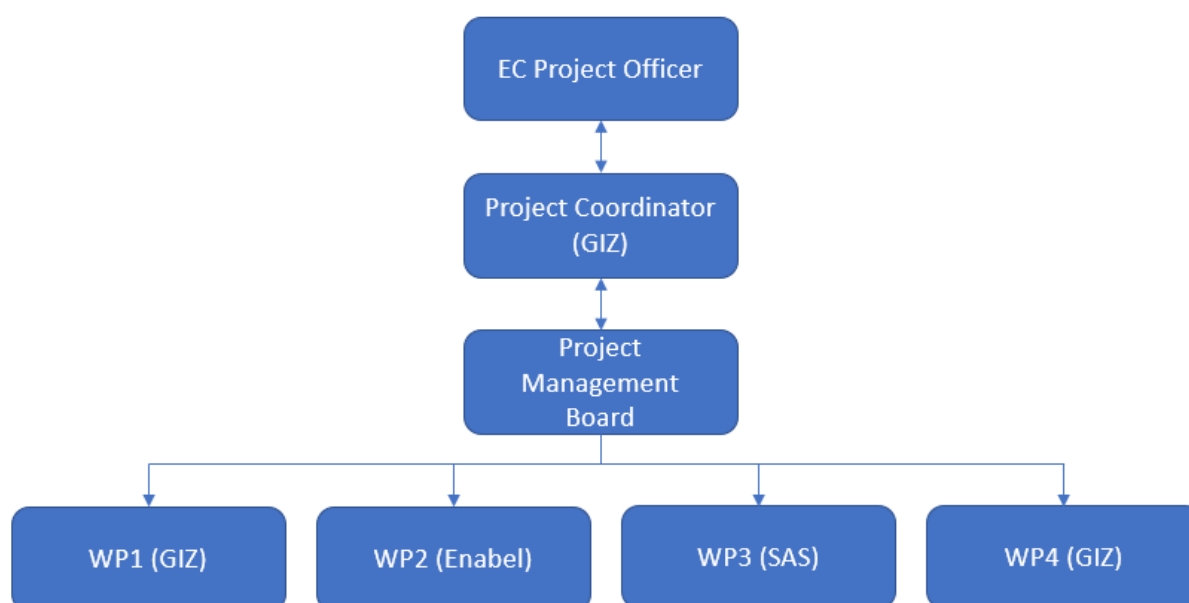


Figure 1: Project governance bodies

Project Management Board

The Project Management Board (PMB) will decide all fundamental questions and issues regarding cooperation during project implementation, which are not reserved for decision by the Project Coordinator under the present Partnership Agreement. Each partner will appoint one (1) representative to the Project Management Board. The meetings shall be

chaired by the representative appointed by the Project Coordinator. Partners should be present or represented at any meeting, and may appoint a substitute or a proxy to attend and vote at any meeting, and shall participate in a cooperative manner in the meetings.

The Project Coordinator will convene the meeting of the Project Management Board whenever necessary but not less frequently than once in 12 months. The Project Management Board may also meet remotely. The results of such a digital conference will be documented by the Project Coordinator in writing and confirmed by the partners. Decisions by the partners may also be made by Email by way of a written vote.

The Management Board is responsible for the following activities:

- Adopting strategic decisions on project management, to achieve consensus on technical, financial, planning and control matters, dissemination and exploitation;
- Assessment of the performance of the Project Coordinator and WP leaders, providing recommendations or prescriptions to improve the operative management;
- Supervision of the progress towards project objectives;
- Management of the Intellectual Property Rights (IPR).

The Project Management Board will constitute a quorum if all partners participate in the adoption of a resolution. Each partner will have one vote. All decisions by the Project Management Board will be taken by consensus. In case of failure to reach consensus, the decisions will be taken by a majority of two thirds of the votes cast. If the Partners fail to reach a two-third majority decision, then GIZ shall decide, subject to the following paragraph.

Exceptions to this provision governing GIZ's right to make the final decision shall include:

- A. amendments to the Grant Agreement,
- B. amendments to the allocation of tasks or budget within the project, as stipulated in the Grant Agreement or in the present Partnership Agreement
- C. as well as all other amendments to the present Partnership Agreement

At its inaugural meeting, the Project Management Board should adopted detailed rules of procedure for the formal execution of its work. The main adjustment that was made by the PMB was regarding quorum for PMB meetings. In order to avoid a paralysed PMB board in case a partner becomes inactive or unresponsive, the PMB agreed on the following rule:

In case quorum is not reached (all partners represented) in a PMB meeting, the PMB can postpone the meeting to a new date, known by everyone, within 15 days. If at this meeting quorum is not reached, the PMB can still make decisions on behalf of the project.

Table 1: Current members of the Project Management Board

GIZ (Coordinator)	Lucrezia Biteete
BPL	Isabel Gahren
Enabel	Benoit Piret
Expertise France	Aurelie Drouet
Smart Africa Secretariat	Ralph Oyini

Project Coordinator

The Project Coordinator coordinates all the project activities among the partners, organises project meetings, carries out the overall administrative and financial management of the project, monitors the timing and quality of the activities in order to meet the project's objectives and to ensure quality of final results. To ensure the ethical standards and that the project is in line with the EU Directives, the Project Coordinator is responsible to oversee all the potential ethical issues of the project.

The Coordinator's rights and obligations towards the EC and the other Partners are described in the Grant Agreement and Partnership Agreement and include in particular:

- coordinating and monitoring of the project implementation by the Partners,
- representing the interests of the Partners towards the EC and other relevant third parties,
- conducting any correspondence with the EC; the Project Coordinator must forward a copy of all correspondence relating to the work and activities of the other Partners to the Partners concerned without delay; all correspondence affecting material interests of the other Partners will be agreed in consultation with these before mailing,
- reporting periodically on the progress of the project to the EC,
- handling payment transactions between the Project Coordinator and the EC on the one hand, and forwarding payments to the other Partners on the other.

The Partners shall cooperate with the Project Coordinator and do their utmost to enable the Project Coordinator to fulfill its obligations as Coordinator towards the EC as well as the other Partners. The Partners will make available to the Coordinator all information and documents required to perform his role as Coordinator with regard to the implementation of the Project or with regard to the Grant Agreement. The Partners will inform the Coordinator without delay of any circumstances which could influence the Project and/or

which are of relevance under the Grant Agreement. All correspondence with the EC shall be conducted via the Coordinator.

Work Package Leader

Each work package has a leader appointed with the common agreement between the project partners. The tasks are divided based on the overall logic of the project and competences of the partners. The WP leaders conduct operative management on the level of their WP, are responsible for meeting the aims of the WP in organizing all the activities foreseen, chairing the WP group meetings, preparing the deliverables, and reporting to the Project Coordinator and PMB to ensure compliance with the work plan. The WP leaders work closely together with the Project Coordinator and inform the Project Coordinator on the developments of the WP regularly. WP leaders are also responsible for inviting members of other WPs to meetings or sessions that are relevant to their work, in order to ensure good coordination between the WPs.

The WP leaders are responsible for ensuring that all relevant documents and activities are stored in the project shared folders in their respective folder for their work package so that other project members can access the documents any time.

Each WP leader should make a budget update and send to the Coordinator every 3 months of the project, and inform the Coordinator immediately in case of any risks or actions needed.

WP leaders also play a crucial role in the reporting process (see section below on reporting).

Table 2: Current work package leaders

WP	Title	WP Lead	Contact
1	Strengthening the capacities of civil society and academia	GIZ	Lucrezia Biteete
2	Pooling of challenges and engaging stakeholders	Enabel	Capucine Gonnord
3	Disseminate and sustain	Smart Africa	Rym Jarou
4	Project Management	GIZ	Lucrezia Biteete

Work Package Participants

The WP participants will focus on process and progress of the deliverables at the level of their organisation following the WP objectives. Each beneficiary is responsible for the management of their project activities, ensuring that its organisation fulfills the role and responsibilities, and that the deliverables are produced on time and within the given budget. Each participant shall provide administrative support to the project coordinator to ensure smooth running, and ease of communication for all partners involved in the project. In addition, each participant shall represent the interests and expectations from its organisation in the overall project.

The Partners will name one (1) representative to the Project Coordinator to coordinate the work of the organisation related to the IDEA Project.

In addition, all work package participants commit to the following:

- To support the WP leader with the required information and updates on activities so that WP leaders can fulfill their duties.
- To make available to the other Partners all necessary information without delay.
- To ensure, to the best of their knowledge and belief, the accuracy of all materials and information, which they make available to other Partners. Any errors found must be reported immediately.
- To treat all business and operating secrets of the other Partners as confidential, as far as the respective information is marked as confidential.
- To ensure appropriate protection of any received personal data in accordance with all applicable local, government and international data protection laws. This obligation remains in force beyond the end of the Partnership Agreement.

Taking Decisions at the right Level

All project partners meet regularly for a coordination meeting. The frequency of the meeting depends on the phase of the project, and may be more frequent in the beginning of the project. The coordination meetings are convened and chaired by the coordinator. WP leaders may convene work package meetings as often as needed in order to execute the responsibilities of the WP. Other members of the consortium may also be invited to these meetings, or for specific sessions tackling a specific topic or activity.

Decisions always have to be taken at the right decision level. Those organisations responsible for deliverables should decide autonomously on all matters related to the implementation of their individual task unless the decision renders a change implying a strategic or timing change that affects other tasks or would result in an Amendment. WP leaders should take all decisions within their work package autonomously unless other work packages are affected and inform the Project Coordinator. Decisions that affect more

than one work package shall be addressed to the Project Coordinator and be decided upon in coordination meetings. Partners that are affected by a change should be informed without delay. Strategic decisions and decisions resulting in an Amendment will be addressed by the Project Coordinator to the Project Management Board for a decision.

Project Reporting

Continuous reporting

The consortium must submit deliverables and provide updates on milestones set out in “Sygma”, the EC Funding and Tenders Portal Grant Management System. The quality assurance of the deliverables should follow the process in the diagram below:

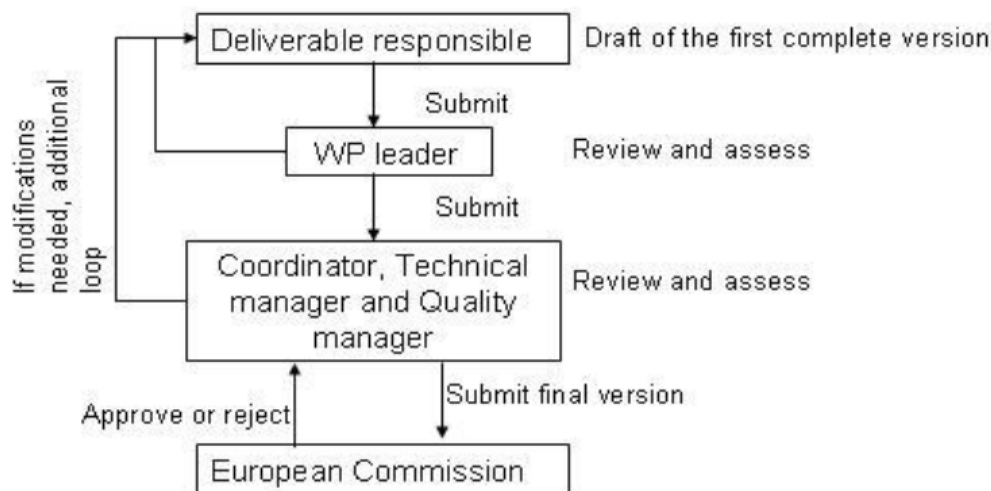


Figure 2: Reporting workflow

The organisation responsible for the deliverable shall develop the first draft of the deliverable, which is then reviewed by the WP leader. The WP leader then submits to the Coordinator at least 2 weeks before the submission deadline. In case further revisions are necessary, the Coordinator sends the draft back to responsible for the deliverable. Once the submission has been approved by the Coordinator, the organisation responsible uploads the final version to the Portal, and the Coordinator “approves” it.

Table 3: List of deliverables

WP	Del No	Item	Responsible	Deadline
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WP4	D1	Project Action Plan	GIZ	31.01.2022
WP3	D2	Dissemination and Communication Strategy	SAS	28.02.2022
WP4	D3	Quality Management Plan	GIZ	28.02.2022
WP3	D4	Website	SAS	31.03.2022
WP2	D5	Report on intercontinental ICT stakeholders	BPL	31.03.2022
WP1	D6	Report on the identified civil society topics	GIZ	31.05.2022
WP2	D7	List of selected challenges	Enabel	31.05.2022
WP2	D8	Methodology for the Innovation Days	Enabel	30.06.2022
WP2	D9	Methodology for monitoring of the activities	BPL	31.08.2022
WP1	D10	Report on the topic-specific workshops	EF	30.09.2022
WP3	D11	1st Report on dissemination and communication activities	SAS	31.10.2022
WP4	D12	Revised action plan	GIZ	31.10.2022
WP2	D13	Lessons learned from the Innovation Days	Enabel	31.07.2023
WP1	D14	Report on the activities to strengthen the participation	GIZ	30.09.2023
WP3	D15	2nd Report on dissemination and communication activities	SAS	30.09.2023
WP3	D16	Exploitation Strategy	SAS	30.09.2023
WP3	D17	Report on monitoring of the activities	BPL	30.09.2023

Note: the consortium is discussing a proposed Amendment to the Grant Agreement to align some deliverables and milestones with the revised project implementation schedule.

Table 4: List of milestones

Number	Milestone	Responsible	Deadline
1	Successful kick-off and action plan developed	GIZ	31.01.2022
2	Dissemination and communication strategy has been developed	SAS	31.03.2022
3	Challenges have been selected	Enabel	31.05.2022
4	2 Innovation Days have been carried out successfully	BPL	31.01.2023
5	All Innovation Days have been carried out successfully	BPL	31.07.2023
6	Activities to strengthen the capacities of civil society and academia have been carried out	GIZ	30.09.2023

Periodic Reports

The Coordinator must submit to the EC technical and financial reports as set out in Grant Agreement Art. 20. An example for a periodic report can be found [here](#): The actual forms and templates must be drawn up from the [Funding & Tenders Portal Grant Management System](#) as they may contain certain differences.

Table 5: Main reporting deadlines

Reporting Period	Duration in months	Start date - end date	Reporting type	Deadline for report submission to the EC	Deadline for report submission to the Coordinator
1	12	01.12.2021 - 30.11.2022	Periodic report (Technical and Financial)	29.01.2023	Financial: 10.12.2022* Technical: 13.01.2022

2	10	01.12.2022 - 30.09.2023	Periodic report (Technical and Financial)	29.11.2023	Financial: 02.11.2023 Technical: 16.11.2023
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*It is suggested to submit the financial report before most organisations break off for Christmas

Light Review

A “Light Review” was foreseen to be completed by February 2022. A light review is an external review organised by the EC. It has now been proposed to change the light review to May or June 2022.

Periodic Technical Reports

The work package leaders are responsible for compiling the relevant information of the work packages necessary for the technical reports. The work package leaders then send the necessary information to the Coordinator 2 weeks before the submission date to the EC. The Partners are obliged to submit relevant information in time and collate and compile the reports in such a manner that will allow compliance with the contractual obligations in the Grant Agreement. In addition to the information provided for the periodic report, the sections for the final report also need to be completed for the second reporting deadline.

The workflow is the same as for Continuous Reports (see Figure 2).


Also note that, by the time of submitting the first periodic report, all relevant sections in the Portal must also be filled out by the partners responsible: critical risks (GIZ), Dissemination and Communication (SAS) and gender (GIZ).

Periodic Financial Reports

The Partners complete their Financial Statement, e-sign (PFSIGN) and submit their Financial Statements (Annex 4 of the Grant Agreement) to the Coordinator 4 weeks before the date of submission of the financial reports to the EC at the latest. The Partners will ensure, to the best of their knowledge and belief, the accuracy of the financial statements. Any errors found must be reported immediately. For the second reporting deadline, partners are also required to submit the information for the final report.

Every Partner is responsible for the information shared in its financial statement. The Coordinator and WP leaders can do a plausibility check.

It is highly recommended to do an internal financial report including checking evidence such as timesheets, after six months of the project. Errors can as such be identified and



corrected for the rest of the reporting period, and this will save a lot of time for the first financial reporting. All partner organisations must allocate sufficient human resources from all departments needed to complete the first financial report, since this usually takes longer than estimated.

Partners can use the [Financial Management toolkit](#) for recipients of EU funds for external actions which provides practical guidance, best practices, tools and templates. Additional resources such as materials from trainings and relevant powerpoint presentations are saved in a folder on the project shared folders (“H2020 resources and training material”).

Payment Procedures

Please refer to Article 21 of the GA and article 7 of the Partnership Agreement.

The Coordinator will forward payments made by the EC to each Partner based on correctly filled out request forms and their financial and technical reporting, and the stipulations of the Grant Agreement and Partnership Agreement.

The Commission will make the pre-financing payment of 75% of the EC contribution amount to the coordinator within 30 days from the entry into force of the Agreement (see Grant Agreement Article 58).

The Commission will pay to the Coordinator the amount due as interim payment within 90 days from receiving the periodic report (except if Grant Agreement Articles 47 or 48 apply).


If the total amount of earlier payments is lower than the final grant amount, the Commission will pay the final balance within 90 days from receiving the final report (except if Grant Agreement Articles 47 or 48 apply).

Collaboration Tools

The Project Coordinator has created a **shared folder structure** for the project that can be accessed by all consortium members. Each Work Package has a dedicated folder, and there are also folders for other relevant reference documents such as contractual documents, reporting templates, trainings and resources. All documents related to the implementation of the IDEA project shall be stored in the respective document repository of the work package. The WP leader is responsible for ensuring that all relevant documents on work package activities, all deliverables as well as input to the technical reports are stored within the document repository. The folders should always be up to date.

The shared folder structure allows for joint **real-time collaboration on documents** so that documents for deliverables and reports do not have to be sent around by email.

The Project Coordinator manages the access to the shared folder structure.



The Project Coordinator has also created a **contact list** for the project, with the emails and contact details of the different team members from each organisation, as well as their roles on the project. The contact list is stored in the WP4 folder. The partners must inform the Project Coordinator at their earliest convenience in case there are any changes to the contact details or project teams.

The Project also has a **joint task management system** that is used to track deadlines, deliverables, tasks and the progress of different work streams. This tool is used to guide the regular consortium meetings. Each partner is responsible for checking the task management system and stay informed about their upcoming deadlines and tasks. Each partner must plan their resources internally to meet the deadlines, and in case a deadline will not be met, the partner must inform the Project Coordinator immediately as this might affect other tasks and consortium members.

At the start of the project, the consortium will **meet every week** to make important decisions, track progress and discuss timelines and planning. Each consortium member should send a representative to this meeting. Once the project is running, the meetings will be organised with reduced frequency.

Work package leaders may organise **separate meetings** to discuss the implementation of their activities. Important decisions should be tabled in the consortium meeting, and if of strategic nature, in the Project Management Board meeting. WP leaders are encouraged to invite members from other work packages that may have a link to the activity discussed in their work package meetings as well. Any member of the consortium can call for a “brainstorm” session in case there is need to work collaboratively on designing a new activity, approach or to resolve a challenge.

In addition, the project has established a common **short messaging channel**, which allows for quick messages in between meetings or communications for clarifications or other practical reasons. All members are encouraged to check the channel regularly.

Communication and Dissemination

A detailed communication and dissemination strategy will be developed before end of March 2022. The exploitation strategy will be delivered at the end of the project.

Smart Africa Secretariat is responsible for the communication and dissemination work package. All issues regarding communication and dissemination should be discussed with someone from the Smart Africa team.

Please refer to Articles 29 and 38 of the Grant Agreement.

Unless the Commission requests or agrees otherwise or unless it is impossible, any dissemination of results (in any form, including electronic) must:

A. Display the EU emblem:



B. Include the following text: “This project has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 101017015”.

If not enough space, at least include the keywords “EU project” and “Horizon 2020” or “funded by the EU Horizon 2020 programme”.

Smart Africa Secretariat will develop a project logo inspired by the D4D Hub logo, and a website will be online as a sub-site of the [D4D Hub website](#) by the end of March 2022¹.

Intellectual Property Rights

According to the Partnership Agreement (Article 9), all inventions, design documentation, processes, documents, know-how and other intellectual property results arising from or procured by a Partner in the implementation of the Project shall remain at the respective Partner. However, the respective Partner **shall grant and herewith grants the other Partners an irrevocable, worldwide non-exclusive right** – for the duration of statutory copyright and other property rights – **to use these work results, including commercial use outside the Project.**

The EC may also use any project materials, documents and information (see Article 38 of the Grant Agreement) for its own purposes, distribution to the public, editing or redrafting, translation, storage, archiving etc.

None of the beneficiaries have informed the other parties of any background (Article 25 of the Grant Agreement) that is subject to legal restrictions. In the first Project Management Board meeting, the access to background was tabled as an agenda point (Article 9 of the Partnership Agreement), and the PMB agreed that any access to background requests should be made in writing. The PMB shall also agree to grant access to background information to any party that would like to exploit the results of the project, and where the background is required to successfully do so.

¹ In the amendment, the new deadline for the website has been proposed for May 2022

Project Changes and 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 I (DoA) to the Grant Agreement. If required, the Project Coordinator will contact the EC Project Officer responsible and request clarifications and procedures to be followed as well as changes in delivery dates.

Significant project changes and deviations from the work planned must be dealt with in the consortium meetings with the Project Coordinator.

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 Officer on behalf of the Consortium.

At the time of writing this document, an Amendment has been planned to change some deliverables and milestones of the project adjusting it to the new project implementation plan. After careful consideration, the consortium members decided to change the implementation approach to carry out the activities country by country, instead of first completing all workshops before moving on to the innovation days. The change in deliverables and milestones will not affect the overall project schedule, nor the expected impact. In addition, the amendment will re-allocate some tasks from one consortium partner to two other consortium partners in Work Package 1. After the amendment has been signed, an amendment will also be made to the partnership agreement to reflect the new budgets for each partner.