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CANALLS

AGROECOLOGICAL PRACTICES FOR SUSTAINABLE TRANSITION

D8.1: Management and Quality Plan

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Executive Summary

The present document constitutes the Management and Quality Plan (MQP) of the CANALLS project, funded by the European Union's Horizon Europe Framework Programme for Research and Innovation 2021-2027. CANALLS's main objective is to create a growing network of Agroecology Living Labs (ALLs) that leverages EU-AU cooperation to conduct transdisciplinary research, offer scientific support and drive coordinated action for delivering holistic solutions that help shape enabling conditions for agroecological transitions.

In this context, the current MQP defines the overall project management principles and procedures applied to CANALLS and the quality assurance (QA) provisions for safeguarding high-quality project outcomes. It describes the roles and responsibilities of each project participant, with emphasis on work breakdown and management, progress reporting, financial monitoring, payment processes, risk identification and change management.

QA assurance and risk mitigation measures are put in place for CANALLS to ensure project outcomes, namely deliverable reports, methodologies, etc., are of high quality and offer value to the project stakeholders. The underlying management and QA mechanisms, as described in this document, are obligatory for all CANALLS partners, while they aim at complementing (and not replacing) the provisions of the Grant Agreement and the Consortium Agreement of the project.

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Table 1: Terms and Definitions

Abbreviation	Definition
AB	Advisory Board
ALLs	Agroecology Living Labs
AP	Associated Partners
BEN	Beneficiaries
CA	Consortium Agreement
EC or Commission	European Commission
DM	Dissemination Manager
DoA	Description of the Action
DRC	Democratic Republic of the Congo
EU	European Union
EM	Exploitation Manager
GA	Grant Agreement
MQP	Management and Quality Plan
PC	Project Coordinator
PO	Project Officer
QA	Quality Assurance
QM	Quality Manager
SC	Steering Committee
TL	Task Leader
ToR	Terms of Reference
WP	Work Package
WPL	Work Package Leader

1. General Provisions

1.1 Objectives

The current document, titled Management and Quality Plan (MQP) has been elaborated within the framework of the CANALLS project, which is co-funded by the European Union's (EU) Horizon Europe Framework Programme for Research and Innovation 2021-2027 under Grant Agreement No. 101083653.

CANALLS aims to drive agroecological transitions in the humid tropics of Central and Eastern Africa via multi-actor transdisciplinary Agroecology Living Labs (ALLs). Eight ALLs will be set up in the Democratic Republic of the Congo, Burundi, Cameroon and Rwanda, working alongside and enabling over 20,000 farmers and value chain actors to co-create and benefit from optimal combinations of agroecological practices focusing on crops that are vital for subsistence and economic development (cocoa, coffee, cassava, rice, maize). In parallel, the engagement in solid multi-actor collaboration with rural communities, advisory services and governments will contribute to the development of a holistic assessment framework and the evaluation of the socioeconomic and environmental performance of the co-created practices (accounting for trade-offs and synergies). The generated comprehensive evidence will be used to build capacity and share knowledge (practice abstracts, replication guidelines, policy recommendations) as well as to deliver fair, inclusive and sustainable business models along with services and tools for facilitating access to markets and enhancing demand for agroecological products. CANALLS's vision is to create a growing network of ALLs that leverages EU-AU cooperation to conduct transdisciplinary research, offer scientific support and drive coordinated actions for delivering holistic solutions that help shape enabling conditions for agroecological transitions.

The consortium of CANALLS consists of 16 partners and 2 associated partners across African and European countries, as presented in the following table.

Table 2: CANALLS partners

Partner Role*	Partner No	Partner Name	Partner Short name	Country
CO	1	CENTRE DE COOPERATION INTERNATIONALE EN RECHERCHE AGRONOMIQUE POUR LEDEVELOPPEMENT - C.I.R.A.D. EPIC	CIRAD	France
BEN	2	INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE	IITA	Nigeria
BEN	3	UNIVERSITAET HOHENHEIM	UHOH	Germany
BEN	4	NIBIO - NORSK INSTITUTT FOR BIOOKONOMI	NIBIO	Norway
BEN	5	Q-PLAN INTERNATIONAL ADVISORS PC	Q-PLAN	Greece

BEN	6	RIKOLTO INTERNATIONAL	RIK	Belgium
BEN	7	UNIVERSITE CATHOLIQUE DE BUKAVU	UCB	Democratic Republic of the Congo
BEN	8	ASSOCIATION PAYSANNE POUR LE DEVELOPPEMENT INTEGRE AU SUD-KIVU	APDIK	Democratic Republic of the Congo
BEN	9	INSTITUT DE RECHERCHE AGRICOLE POUR LE DEVELOPPEMENT	IRAD	Cameroon
BEN	10	SOCIETE COOPERATIVE AVEC CONSEIL D ADMINISTRATION POUR LE MANIOC	SCOOP	Cameroon
BEN	11	INSTITUT DES SCIENCES AGRONOMIQUES DU BURUNDI	ISABU	Burundi
BEN	12	RWANDA AGRICULTURE AND ANIMAL RESOURCES DEVELOPMENT BOARD	RAB	Rwanda
BEN	13	COPED LTD	COPED	Rwanda
BEN	14	MAGGOT FARM PRODUCTION LTD	MFARM	Rwanda
BEN	15	AFRICAN FORUM FOR AGRICULTURAL ADVISORY SERVICES	AFAAS	Uganda
BEN	16	NATURLAND - VERBAND FUR OKOLOGISCHEN LANDBAU EV	NATUR	Germany
AP	17	EIDGENOESSISCHE TECHNISCHE HOCHSCHULE ZUERICH	ETHz	Switzerland
AP	18	AFRICAN AGRICULTURAL TECHNOLOGY FOUNDATION	AATF	United Kingdom

** CO = Coordinator, BEN = Beneficiaries, AP = Associated Partners*

In this context, the main objectives of the MQP are to:

- Ensure the **smooth implementation** and on-time completion of the diverse activities foreseen in the framework of the CANALLS project.
- Safeguard the **quality of the project activities and deliverables** in line with the contractual obligations of the consortium against the European Commission.

The MQP provides an overview of the management structure as well as the roles and responsibilities of the partners and defines the procedures for progress monitoring, quality assurance and project management.

Important Remarks

i) Compliance with the MQP is obligatory for all partners of the CANALLS project.

ii) The MQP complements and does not replace the Grant Agreement (GA) signed with the Commission (including its Annexes) and the Consortium Agreement (CA) of the project.

1.2 Structure

The remaining document consists of 5 sections:

- Section 2 presents the project's management structure and describes the partners' roles and responsibilities in this respect.
- Section 3 analyses the control (quality control, monitoring of changes, management of records/files, etc.) of the project's documents (deliverables reports, etc.).
- Section 4 addresses project communication issues, both "internal" (between project partners) and "external" (formal communication with the Commission, communication with coordinators/ contractors of other relevant projects or initiatives, etc.).
- Section 5 outlines the procedures for distributing the payments made by the Commission to the partners.
- Section 6 describes how the project planning and monitoring are performed (work packages, tasks, checks, etc.).

Finally, the Annexes of the MQP include (i) a list of files that are directly related to the MQP (administrative, financial management documents and instructions, templates, etc.); (ii) a Gantt Chart with the work schedule showing the timing of the project's deliverables and milestones; (iii) the Work Breakdown Structure of the project including its Work Packages (WP) and Tasks, list of deliverables, list of milestones, and the interdependencies of the Work Plan components; (iv) a table with the project partners assigned to review the quality of each deliverable foreseen in the context of the CANALLS project and (v) Advisory Boards Terms of Reference.

1.3 Control

The MQP was produced by the Project Management Office (PMO) as well as the Quality Manager (QM) in collaboration with the Project Coordinator (PC). The PC and the QM are responsible for updating or changing the MQP when necessary. The PC is also responsible for periodically reviewing the MQP and recommending relevant changes. In case of ambiguities or disagreements regarding the content of the MQP, the Steering Committee (SC) of CANALLS is responsible for taking the final decision. Changes may concern any section of the MQP. In any case, changes are marked appropriately (briefly on the cover page of the MQP, and new or modified text highlighted accordingly). After each change, a new version of the MQP will be published and distributed.

Before the new version is put into force, it will be first sent (by the QM) to the PC and the SC for comments. The QM will consider the comments of the SC and the PC, finalizes the new version of the MQP and distributes it to all partners (in electronic form).

2. Organizational issues

2.1 Management structure

The **management structure of CANALLS** is depicted in the following figure.

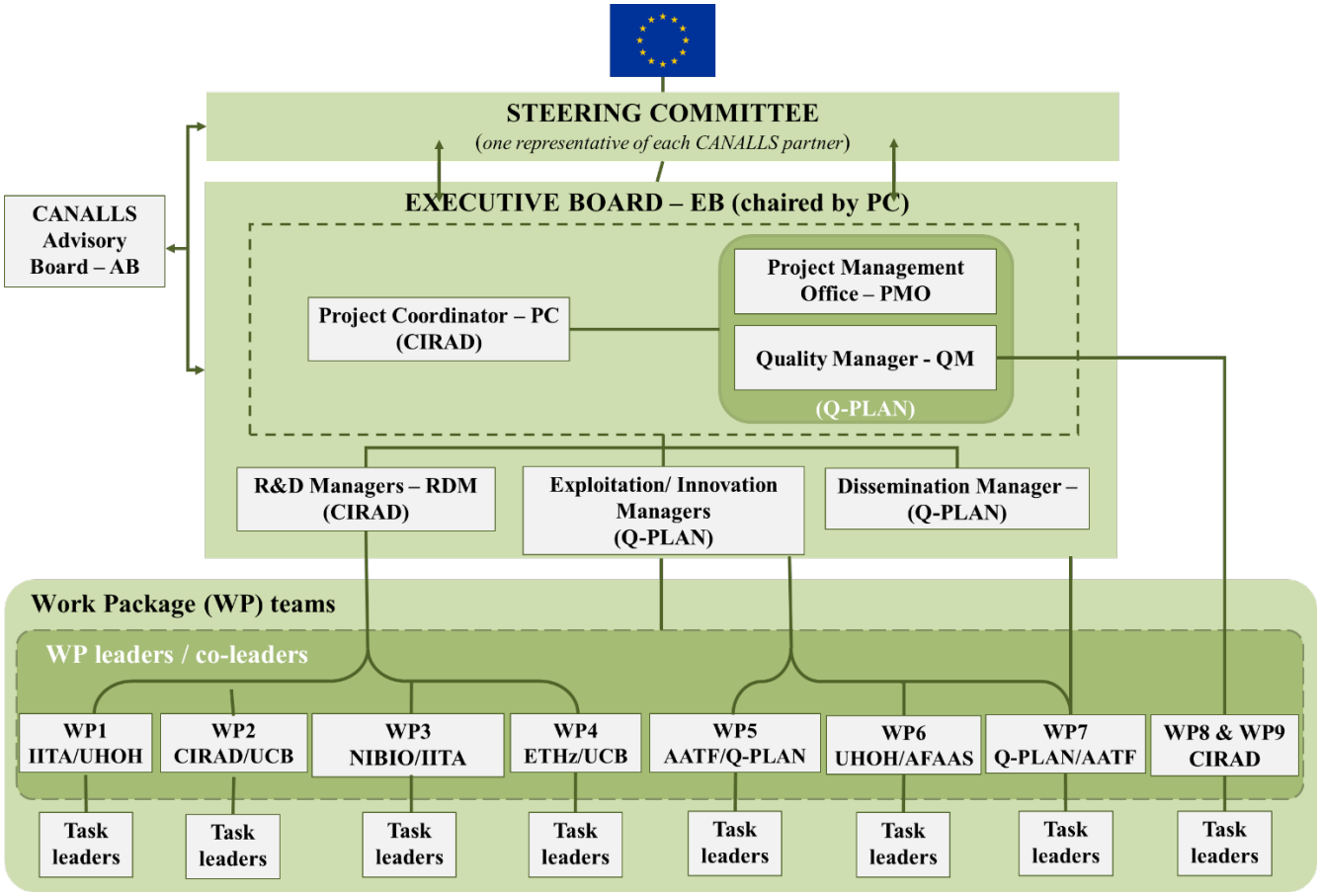


Figure 1: CANALLS management structure

The various management levels, roles and responsibilities are explained in the following sub-sections.

2.1.1 Steering Committee

The Project **Steering Committee (SC)** is composed of one representative from each partner. The SC will deal with strategic and technical issues, while also being responsible for on-time delivery of project results, assuring the quality of the work executed, monitoring budgetary and technical results, and gathering input for internal and external reporting and documentation. Individually, SC members are responsible for the on-time delivery of results on behalf of the partner they represent, assure the quality of the work executed, monitor budgetary and technical results, and gather input for internal and external reporting and documentation. The SC is chaired by the Project Coordinator (PC) and coordinates and manages items affecting the contractual terms with the Commission. The exact authorities, responsibilities and operational procedures of the SC are documented within Annex 1 to the Grant Agreement (GA), namely the Description of the Action (DoA) and, more specifically, within Part A, Section “List of Work packages” (pp. 17) and the provisions of the project’s CA (see Articles 6.2 and 6.3). The frequency of the SC meeting is at least once a year. Extraordinary meetings could be scheduled at any time upon request of the Executive Board or 1/3 of the Members of the Steering Committee.

2.1.2 Executive board

The supervisory body for the proper execution of the project, the **Executive Board (EB)** consists of the PC and the representatives of the Parties appointed to it by the Steering Committee. The EB monitors the effective and efficient implementation of the project and is responsible for managing its operational day-to-day aspects. The EB reports and is accountable to the project's GA.

2.1.3 Project Coordinator

The **Project Coordinator (PC)** serves as the chairman of the SC (central decision maker of the project) and is responsible for coordinating project activities. The PC coordinates and manages those items that affect the contractual terms with the Commission and the consortium's technical and scientific activities. The mandate of the PC is described within Part A of DoA, in the Section "List of Work packages" (pp. 17), complemented by the provisions of Article 6.4 of the project's CA.

In particular according the CA the PC is responsible for:

- monitoring compliance by the partners with their obligations under this Consortium Agreement and the Grant Agreement
- keeping the address list of Members and other contact persons updated and available
- collecting, reviewing to verify consistency and submitting reports, other deliverables (including financial statements and related certifications) and specific requested documents to the Granting Authority
- transmitting documents and information connected with the Project to any other partners concerned
- administering the financial contribution of the Granting Authority and fulfilling the financial tasks described in Section 7.2 of the CA
- providing, upon request, the partners with official copies or originals of documents that are in the sole possession of the Coordinator when such copies or originals are necessary for the Parties to present claims.
- providing a copy of the Grant Agreement and its Annexes to the Associated Partners.

2.1.4 Project Management Office

Led by Q-PLAN, the **Project Management Office (PMO)** undertakes all day-to-day administrative assistance to the PC to effectively coordinate the partnership and ensure the delivery of the expected results. More specifically the PMO is responsible to:

- Elaborate and monitor the implementation of the project's MQP.
- Support the evolution of the work plan and provide the PC with advice in terms of monitoring the project's activities and allocating its resources.

- Provide administrative and organisational support for project meetings (preparation, agenda, minutes, circulation of presentations and minutes, etc.).
- Support the PC in handling the project's financial aspects (financial monitoring, cost statements, etc.).
- Assist the PC concerning both internal and external reporting.
- Safeguard the effectiveness of internal communication.

2.1.5 Quality Manager

The **Quality Manager (QM)** is responsible for quality assurance according to the Management and Quality Plan. Both PMO and QM are in support of and managed by the PC.

2.1.6 Advisory Board

The **Advisory Board (AB)** is comprised of leading key stakeholders. The role of the AB is to advise the PC and SC. AB members provide their expertise on the needs and problems their stakeholder groups currently face and provide meaningful feedback on the project ideas, pilot actions and project outcomes. More importantly, the members of the AB facilitate access to important African and international stakeholder communities and drive the widespread acceptance and replication of the CANALLS results.

The **Terms of Reference** developed for providing meaningful information about CANALLS as well as about the expected contribution of its AB members along with the conditions pertaining to their membership are annexed to this document (see Annex V). The AB of CANALLS will be open for new members across the duration of the project, allowing for further additional expertise and knowledge to flow into the project, if necessary, while also extending its reach out to key stakeholder groups.

2.1.7 R&D Managers

R&D Managers (RDM) will provide support to the PC with respect to technical and R&D decisions and will be responsible for overseeing as well as auditing the technical direction and progress of the project. The RDM are also in charge of technical risk management, suggesting and adopting actions to correct any technical deviations, if necessary, to ensure that they do not negatively affect the progress of the project.

2.1.8 Exploitation & Innovation Manager

The **Exploitation & Innovation Manager (EIM)** is responsible for coordinating the CANALLS exploitable activities and for the successful exploitation of the project results. To this end, the EIM defines the project Innovation Management Strategy and prepares the "Exploitation and Sustainability Plan" (D7.2 Initial version due in M6- June 2023 and D7.6 Final version due in M48 – December 2026). At the same time, the EIM ensures that innovative ideas which arise during CANALLS are thoroughly

examined and assessed for potential exploitation. Finally, the EIM is in close communication with the PM and SC to ensure continuous feedback from escalating project activities.

2.1.9 Dissemination Manager

The **Dissemination Manager (DM)** is responsible for the design and implementation of the "Dissemination and Communication Plan" (D7.1 Initial version, due in M3 (March 2023) and D7.5 Final version due in M48 (December 2026) targeting to create awareness on the scope and activities of the CANALLS project, coordinates the dissemination and sharing of ideas with external stakeholders, and ensures the widest possible diffusion of CANALL's outcomes to its main target groups.

2.1.10 Work Package Leaders/ co-Leaders

The **Work Package Leaders (WPL) and co-Leaders (WPCL)** will share, in close cooperation, the responsibility of coordinating the partners collaborating under their WP to ensure the quality of executed work. They will also be jointly responsible for: (a) resolving day-to-day administrative, technical and resource problems within their WP, (b) disseminating information relate to all aspects of the work to the other WPLs ensuring smooth coordination of WP activities and (c) reporting to the upper levels of project management (i.e. the PC and SC). Moreover, each WP is co-led by an African as well as a European partner to safeguard not only the shared responsibility and leadership required to successfully deploy local activities and engage our target rural stakeholder communities, but also the necessary involvement and commitment to safeguard the sustainability and post-project exploitation of project results.

2.1.11 Task Leaders

Finally, **Task Leaders (TL)** are responsible for the on-time elaboration of the deliverables and results of their respective tasks. They work under the direct control of their respective WPL and report directly to them.

2.2 Roles and responsibilities

The roles and responsibilities of the SC and the PC are mentioned in detail in the project CA. **All partners should respect the decisions of the SC.**

Moreover, the roles and responsibilities of each partner are described in detail within Annex 1 to the GA, namely the DoA and, more specifically, within Part A, Section "List of Work packages" (pp. 5 - 18) and Part B, Section 3.2 Capacity of participants and consortium as a whole" (pp. 51 - 54).

All partners should take all the necessary **measures** and provide all essential **resources** for the **on-time and smooth elaboration** of their tasks and responsibilities.

The synthesis of the SC and the names of the WPL are available within "**MQP_CANALLS_E07_SCandWPL/Co-L"**.

3. Records and quality control of deliverables

3.1 Records

Throughout the project, the PC and all other partners maintain records in electronic and/or paper form. The PC has the responsibility of maintaining the central records of the project. These records include:

- Contractual documents and correspondence with the Commission.
- Correspondence with project partners.
- Deliverables submitted to the Commission.
- The Management and Quality Plan (all versions).
- Meeting minutes and progress reports (internal and external).
- Other important documents.

Important Remarks

i) Each partner should maintain records of all documents that concern them or for which they are responsible.
ii) The PC and all other partners are responsible for storing and maintaining those documents in a way that they are protected against damage, deterioration, or loss.
iii) Concerning electronic records (digital files), all partners should regularly perform back-ups.

The WPL are responsible for sending the deliverables of the tasks of each WP to the PC. The **PC is the only one responsible for releasing a deliverable** (publicly and/or to the EC). When a deliverable is released, version 1 is assigned to it. The version changes only after important corrections/remarks from the Commission or when a deliverable is updated, according to the work plan described in the DoA annexed to the GA. The **PC is the only one responsible for changing the versions of a deliverable.**

Concerning electronic records (digital files), the following guidelines should be followed in terms of the name of the file:

- File name should preferably not exceed 30 characters. For deliverables, the deliverable number and official name, as stated in the GA, should be part of the file name.
- The author of the file puts the initials of his/her name in the file name. Each file name contains the initials of the name of its last author.
- File name contains the date of the last modification.

The above-mentioned rules regarding the naming of electronic files apply to deliverables before the PC releases them. When another version of a deliverable is elaborated, the file name should also contain the last version. **The new version number will be included within the name of the deliverable name only when it is ready for release and only by the PC.**

An **example** demonstrating the rules which apply to the naming of electronic files is provided below:

- **D8.1_Management&QualityPlan_JS_15.01.23.docx** - Deliverable 8.1 (full title: Management and Quality Plan), last author John Smith, date of last modification: 15/01/23, before being released by the PC.
- **D8.1_Management&QualityPlan_v1.docx** - Deliverable 6.1 as it was released by the PC.
- **D8.1_Management&QualityPlan_v1_JD_30.01.23.docx** - Deliverable 6.1, during the elaboration of the second version, last author Jane Doe, date of last modification: 30/01/23, before being released.
- **D8.1_Management&QualityPlan_v2.docx -** The second version of deliverable 6.1 as it was released by the PC.

The latest versions of all deliverables and other documents relevant to the MQP can be found in "**MQP_CANALLS_E09_QMdocuments".** The QM is responsible for updating and versioning internal documents forms.

3.2 Quality control of deliverables

All deliverables produced in the context of CANALLS will undergo a dedicated **quality control process** before their (internal) approval and ultimate release. The (internal) approval of the deliverables will be considered completed only after the successful completion of the respective quality control process.

In this framework, each deliverable will be examined concerning its:

- **Content:** to what extent is the deliverable content relevant and meets its objectives as set out in the DoA; to what degree does it include all the required information.
- **Quality:** whether the quality of the deliverable is acceptable; whether it meets the specifications/ standards that have been set (where relevant).
- **Structure, format and appearance:** where necessary and especially with respect to the deliverable's model template.
- **Data/ Information:** cross-check (where necessary and if applicable) to ensure no contradictions or overlaps between different deliverables exist.
- **Accordance with the timetable:** check the delivery date which has to be in line with the agreed-upon date.
- **Attached documents:** check if all necessary accompanying documents are attached.

With this in mind, the **1st quality check is implemented by the partner responsible for preparing the deliverable**. After its 1st quality check, the deliverable is submitted (keeping the PC in copy) to (i) the WPL of the WP under which the deliverable is being elaborated and (ii) one more partner. Both of them will serve as **quality reviewers** for the respective deliverable. In case the WPL is responsible for the preparation of the deliverable, its quality control shall be performed by two other project partners (see Annex IV for more details on the quality reviewers assigned for each deliverable to be produced in the framework of CANALLS).

The **quality reviewers are responsible for the 2nd quality check** of the deliverable, which is implemented with the help of a dedicated **quality review form** (see

"**MQP_CANALLS_E08_QualityReviewForm"**). The quality reviewers inspect the deliverable, and if there are any remarks/ comments/ deficiencies, it is rejected and returned to the responsible partner for improvement (with the PC in copy). Quality reviewers shall perform the quality check and respond to the partner responsible for preparing the deliverable within **5 working days** by providing the quality review form (QR form) and the commented deliverable. The appropriate adaptations are implemented within **3 working days** by the responsible partner, and the deliverable is sent for another quality check to the quality reviewers. The deliverable is then re-examined to ensure that all comments have been addressed. If necessary, the process is reiterated. When the quality reviewers accept the deliverable, it is submitted for a final quality check to the PC (see Figure 2 on the next page of this document). Deliverables should be send for quality review early enough in order the quality reviewer to have the appropriate time.

The PC releases the deliverable to the Commission only after its internal approval. The PC monitors the entire internal preparation and quality control procedure of deliverables. The partners responsible for CANALLS's deliverables and the quality reviewers assigned to each deliverable are listed in Annex III.

Important Remarks

i) To ensure enough time for the quality control of each deliverable, the respective **deadlines should be set well before the contractual deadline**.

ii) Each partner is responsible for the quality of its deliverables. The PC is overall responsible for the quality of the whole project.

iii) Where possible, all deliverables are prepared in a standard format based on the template of the present document.

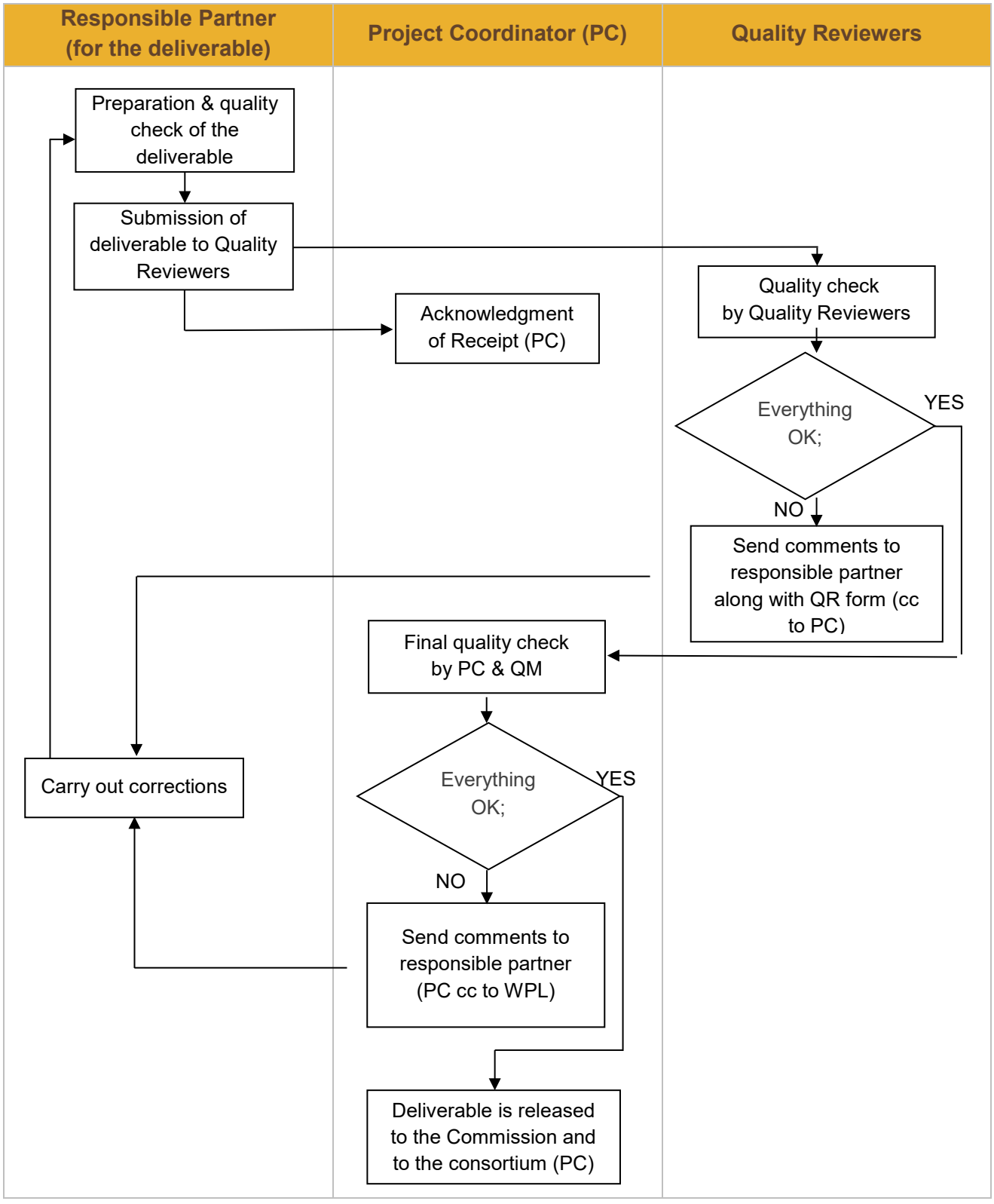


Figure 2: Internal process for controlling the quality of Deliverables.

4. Project coordination

4.1 Internal communication

Communication between the PC and project partners takes place in any available – convenient way (e.g., email, telephone, teleconferencing, fax, and meetings). Internal communication may be distinguished into formal and informal. The PC has the main responsibility of ensuring smooth and effective internal communication.

The **contact details of CANALLS partners** are kept in a separate file (see "**MQP_CANALLS_E01_PartnerData"**). If there is any change in the contact details or the project team, partners should notify the PC, who will inform the rest of the partners (and, if necessary, the EC).

Communication for important issues (e.g., sending deliverables and planning meetings), as well as any formal communication (e.g., project meetings), should be documented – written (e.g., by preparing the meeting minutes and maintaining an electronic (e.g., emails) or paper copy record).

Informal communication takes place between the PC, the WPL and the partners (through telephone, informal emails, etc.) and may not be documented. The PC and WPL are expected to communicate regularly with the project partners to follow the project and WPs' progress closely to identify and rectify potential deviations in time.

Close collaboration and communication between project partners are essential, especially in cases where they have to cooperate to perform specific project tasks.

4.2 External communication

4.2.1 Communication with the Commission

The PC is solely responsible for communicating with the responsible Project Officer (PO) of the Commission with respect to the project. **Project partners should not contact the PO.** Only in exceptional cases, and if the PO requires so, may a project partner contact the PO directly. In such a case, the PC is kept fully informed (in writing) about the communication content.

The PC is responsible for submitting to the Commission all reports and deliverables of the project. The PC also provides to the Commission any additional information and/ or clarification (that has been requested by the Commission). Finally, **the PC keeps all partners informed about any important communication with the Commission.**

4.2.2 Communication with third parties

Project partners may and should communicate with third parties (e.g., businesses, public authorities, innovation intermediaries, National Contact Points, other EU-funded projects, etc.) within the context of the project. In all external communications, a reference to the project should be made (e.g., project acronym, EU programme, GA No, etc.).

4.2.3 Complaints – disputes

The members of the SC and the WPL & WPCL will immediately notify the PC of any events or circumstances that may significantly affect the performance of the work executed in the WP they are leading. Indicative examples include (i) suggestions for considerable improvements and modifications/ changes in the methodology, timetable, and task allocation, (ii) potential delays and (iii) disputes between partners.

The PC will be responsible for and try resolving the abovementioned issues by consulting with the QM, the WPL & WPCL and any partner directly involved in the respective WP. The PC will try to achieve a compromise between the conflicting parties based on consensus, taking into account the conformance to the objectives and work plan of the project.

If the mediation of the PC does not turn out to be successful, the PC will forward the conflict to the SC for taking the final decision. The SC will try to respond to changes or settle conflicts by achieving consensus among the parties involved. If consensus cannot be achieved and/ or conflicts remain unresolved, the SC will decide on the matter via vote. Further details concerning decision-making, conflict resolution, and the management of internal administrative-financial issues are incorporated in the project's CA. **In any case, the mediation process and the final decision remain to the PC and the SC.** When necessary, the PC informs the Commission requesting feedback.

5. Payments

The Commission provides the EU contribution in 3 payment moments over the project's lifetime:

1. Pre-financing at the beginning of the project (upon signature of the GA): 53.3% of the total EU contribution, minus 5% of the maximum grant amount which the Granting Authority keeps for the Mutual Insurance Mechanism.
2. Payment after the end of the 1st project period.
3. Payment after the end of the 2nd project period
4. Payment after the end of the 3rd project period – end of the project, including the Mutual Insurance Mechanism contribution.

The process to follow for the pre-financing distribution to the CANALLS partners (as described in the CA) is the following:

- 60% of the pre-financing is distributed to the partners not later than thirty (30) calendar days after the payment by the Granting Authority.
- 40% of the pre-financing is distributed to the partners after they submit, and the PC accepts, the 2nd internal progress report of CANALLS (expected in M12).

Regarding the 2nd, 3rd and the 4th payment, the steps involved in the payment and distribution process are the following:

1. All scheduled reports and deliverables for the period must have been submitted.
2. Commission confirms that targets have been achieved through a successful official review meeting.

3. The Granting Authority pays the PC based on the periodic financial reports and other financial provisions.
4. The PC calculates the distribution plan for the entire amount received. All partners are informed accordingly.
5. All partners, through their SC representatives, agree with the distribution plan suggested by the PC and confirm/ update their bank accounts.
6. The PC conducts the payment of the respective amounts.

6. Work-planning, monitoring and control

6.1 Work-planning

The project work-plan is divided into WPs, and each WP is divided into Tasks. The overall work-planning of the project is presented in "**MQP_CANALLS_E02_WorkPlanning"** and includes:

- ✓ the WP and respective tasks.
- ✓ the duration, start and end dates for each task and WP as a whole.
- ✓ the responsible partner and the partners involved; and
- ✓ the respective deliverables, both external (as mentioned in the DoA of the GA with the EC) and internal.

A **Work Breakdown Structure (WBS),** along with a **Gantt chart** and a schedule per task, related deliverables, and dependencies on other tasks, are included in the respective Annexes of this document.

Any modification/ change (which again does not affect the project's overall course) in the work-planning should be approved by the PC. Any significant change should be in line with the contractual obligations and the rules of the Commission.

Important Remark
If the consortium fails to send a deliverable on time to the Commission, the PC should inform the Commission before the deadline, justify the delay and suggest a new deadline. For this reason, **all partners should provide early warnings about delays to the respective WPL and the WPL to the PC** (see also Section 6.5 Risk Management of the current document).

6.2 Project meetings

A total of **9 project meetings** are anticipated in the framework of the CANALLS project. For more details, see the Part A of the DoA (pp. 18). The PMO is responsible for the preparation of minutes for all project meetings. The meeting minutes are sent to all partners for approval.

6.3 Progress monitoring (internal reports)

Every six months, a short progress report will be prepared by each project partner and WPL to summarise the work progress (including progress against targets) and costs incurred in the reporting period and in "**MQP_CANALLS_E04_ SemesterActivityReport"** for activity reporting. Based on the individual semester progress reports, the PC will elaborate the respective "Internal Semester Report" for the whole project. All individual semester progress reports should be sent to the PC no later than 15 days after the end of the respective reporting period. The PC should provide comments within 15 days from the date of submission. If no comment is sent within this period, the submitted report is considered accepted.

The Internal Semester Report will be incorporated with the major reports to the Commission when the time of their elaboration coincides (**in month 18, 36 and month 48**).

For financial reporting, besides the reporting to the Commission, and if deemed necessary there will be an internal reporting on M12 and M30, covering at the same level of detail costs incurred in the reporting period (see model templates in "**MQP_CANALLS_E03_FinancialMonitoring".**

6.4 Reports to the Commission (external reports)

The PC is overall responsible for the preparation and on-time submission of the project reports to the Commission. All partners provide the necessary input for the preparation of the reports. In CANALLS, three such reports are required at the end of the three respective reporting periods (M1 to M18, M19 to M36 and M37 to M48). The exact content of the aforementioned reports is specified in the GA (Article 21, pp. 39 - 41).

6.5 Risk management

Risks that may affect the progress and quality of the project considerably have been identified, and relevant contingency plans have been elaborated. The list of risks will be updated on an ad hoc basis or once every six months.

6.5.1 Main risks and contingency plans

Two types of risks have been identified:

- **Internal** risks. They are linked with the operation of the project team (characterised by a large number of experts, different backgrounds and geographical dispersion), delays, changes in the project team, etc.
- **External** risks. They are induced by the project's targeted stakeholders, though they may still be caused by an inappropriate project approach or inadequate performance.

Risks are assessed separately and reported in the reports to the Commission. Each WPL is responsible for identifying additional risks that may arise during the project's implementation and constantly assessing those identified. Contingency planning may be adapted accordingly.

6.5.2 Risk process and roles

Risks are handled by the SC, PC and WPL. In particular:

- The SC decides which counter measures should be applied, by whom and when.
- The PC informs the SC about the identified risks, monitors the implementation of the countermeasures, and assesses the results/ outcomes. The PC also supervises the QM concerning risk monitoring and management.
- WPL submit a Risk Report to the PC on the date a new risk is identified or every six months for the already identified risks. Within this report, they provide detailed info about the identified risks, propose countermeasures and report on the implementation of those measures (based on the model template in **"MQP_CANALLS_E06_RiskReport"**). The PC also uses the same document to inform the SC about the identified risk and to communicate the SC decisions per risk back to the responsible WPL.

6.5.3 Risk assessment

Risk assessment concerns two main factors, namely Impact and Probability of occurrence.

Table 3: Risk assessment

Risk assessment factors	Estimation- assessment		
Impact factor	1 - Low	2 – Medium	3 - High
Probability of occurrence	1 - Low (P < 35%)	2 – Medium (35% < P < 70%)	3 – High (P > 70%)

A risk management section is included in the internal semester reports of WPL, referring to the WPs that will be affected by a specific risk. A risk management section will be included in the reports to the Commission, reporting the major risks and the countermeasures taken by the consortium.

6.5.4 Corrective actions - Contingency plans

If a risk is identified and/ or the project's effort does not conform to the project's work-planning and/ or objectives, the PC may apply corrective actions (based on SC decisions). In case of non-conformities, the PC may also activate contingency plans. With that in mind, the table below summarises the main internal and external risks and the respective contingency plans.

Table 4: Risks and contingency plans

Description of risk	Linked WP	Risk mitigation measures
Low participation rates in the interviews during the analysis of the current situation (Low probability/ Low impact)	WP1	In case a portion of potential interviewees refuses to participate, the broad European and African networks that the consortium possesses in local agri-food industry and communities will be mobilised

		to identify, engage and interview alternative suitable stakeholders.
Limited usability of the CANALLS Decision Support Tools (Low probability/ High impact)	WP2	Information on what is needed for improving the usability will be sought from farmers, advisors and stakeholders throughout the project to inform the user-driven fine-tuning of the tools.
Operational difficulties in the implementation of living labs (Low probability/ Low impact)	WP3	Detailed operational planning is foreseen along with induction training and further capacity building of ALL leaders. Direct communication will be established between them, to offer advice and mutual learning for solutions in case of operational difficulties
Lack of interest to engage in transdisciplinary research and other multi-actor engagement activities (Low probability/ Medium impact)	WP3	The local multi-actor networks of our African and EU partners will be mobilised along with the networks of advisory and extension services linked to our consortium. Feedback will be sought from stakeholders in every activity and updates to our plans for multi-actor engagement will be made ad-hoc. Multi-lingual and audio-visual material is foreseen for effective knowledge sharing as well.
Business models fail to meet farmers and stakeholders needs (Low probability / Medium impact)	WP5	Iterative and stakeholder-driven co-design activities are employed to develop and validate the business models. Additional iterations will be implemented if necessary to (re-)design and deliver models that effectively meet needs of farmers and stakeholders in practice.
Policy dialogues are too diverse to offer common ground for homogeneous recommendations (Medium probability/ Medium impact)	WP6	We are aware of the broad spectrum of policies that affect the transition of food systems. Thus, if this risk materialises, a methodology will be designed to focus the policy recommendations on the selected value chains of each site as well as key trade-offs and synergies depending on their forest transition landscape.
Difficulties in coordinating with relevant networks and initiatives (Low probability/ Medium impact)	WP7	We have already established synergies with actors in several key initiatives who can facilitate cooperation. Measures to minimise this risk include: (i) assignment of regular communications with contact persons from these projects; (ii) request of Project Officer's mediation; (iii) identification of further complementary projects.
Delays in project timetable (Low probability/ Medium impact)	WP8	The Steering Committee (SC) agrees and applies contingency plans (tailored to exact circumstances) incl.: (i) re-allocation of resources, (ii) parallel

		execution of tasks and (iii) re-scheduling of activities.
Changes of the partnership in the project consortium (Low Probability / Medium impact)	WP8	Partners will be required to include substitutes with equivalent (or higher) qualifications and experience. The substitutes will be informed in detail about the project, their role and responsibilities.
Delays and difficulties in project due to COVID-19 or similar outbreaks (Low Probability / High impact)	WP8	Several activities already foresee digital means as alternatives for implementation. In case activities cannot be conducted remotely or safely in line with applicable measures, the SC finds, suggests and agrees on solutions with the EC (e.g. freeze tasks, apply extensions).
Developments in third countries placing security constraints and/or individuals taking part in the research at risk (Medium Probability / High impact)	WP1, WP8, WP4, WP6, WP7, WP9, WP2, WP5, WP3	An analysis of the current situation in countries where research will be conducted is included in WP1. Risk assessment will be undertaken based on findings as well as regularly in each ALL to factor in developments, ensuring suitable safety measures are taken if needed, e.g. insurance cover or safety measures, such as no lone working or traveling, contact points via phone, counselling support.
UK based associated partner AATF does not manage to get funding from the UK support mechanism (Low probability/ Medium impact)	WP1, WP8, WP4, WP6, WP7, WP9, WP2, WP5, WP3	The UK has confirmed successful Horizon Europe applicants will receive funding from UKRI regardless of the outcome of the UK's efforts to associate with Horizon Europe. Nevertheless, should our UK Associated Partner (AATF) not receive funding from UKRI, the Steering Committee will explore possible options to be agreed with the EU, prioritizing the smooth implementation of the project and its goals.

Annexes

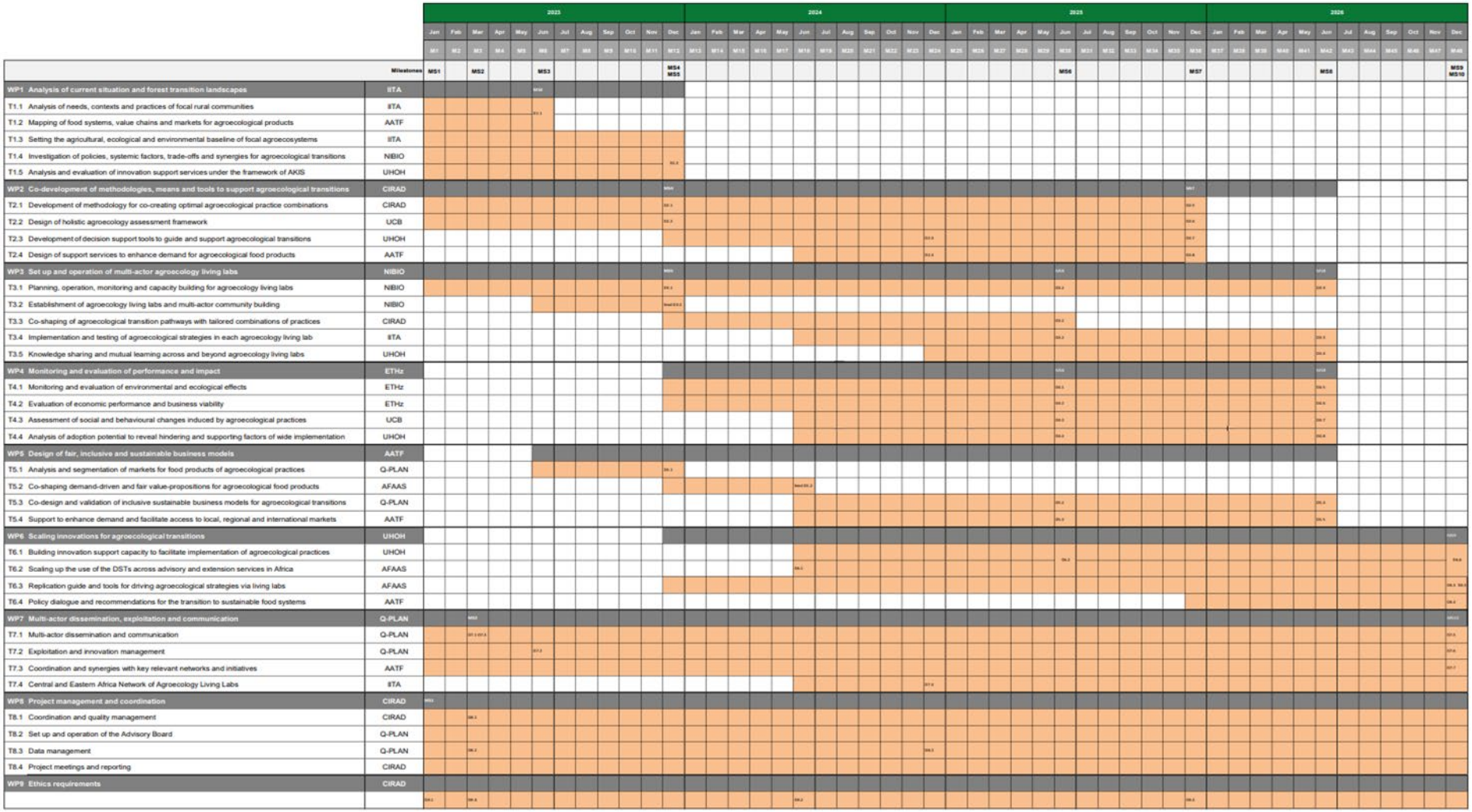
This section provides the list of MQP-related files. It also includes (i) the project's Gantt chart, (ii) a Work Breakdown indicating schedule per task, responsible partner-related subtasks, related deliverables, tasks' interdependencies, and (iii) the list of deliverables' quality reviewers.

Annex I – List of files related to the Management and Quality Plan

Table 5: List of files related to the Management and Quality Plan

Title of document		Remark
Official documents		
CANALLS Grant Agreement		
CANALLS Consortium Agreement		
Internal forms / templates		
Title	**Code**	**Type**
CANALLS partner data	MQP_CANALLS_E1	Spreadsheet
Work-planning	MQP_CANALLS_E2	Spreadsheet
Monitoring expenses file template (per partner)	MQP_CANALLS_E3	Spreadsheet
Internal Semester Report template (per partner)	MQP_CANALL _E4	Document
Deliverables template	MQP_CANALLS_E5	Document
Risk report	MQP_CANALLS_E6	Document
List of names (PSC and WP Leaders /Co-Leaders)	MQP_CANALLS_E7	Spreadsheet
Quality review form	MQP_ CANALLS_E8	Document
List of QM documents	MQP_CANALLS_E9	Spreadsheet
Deliverable Quality Reviewers	MQP_CANALLS_E10	Spreadsheet

Annex II – Gantt Chart



Annex III – CANALLS Work Breakdown by WPs, Tasks, Deliverables and Milestones

Table 6: CANALLS Work Breakdown by WPs and Tasks. Activities per Work package

		Leader / co-Leader	Start	End
WP1	**Analysis of current situation and forest transition landscapes**	**IITA/UHOH**	**1**	**12**
T1.1	Analysis of needs, contexts and practices of focal rural communities	IITA	1	6
T1.2	Mapping of food systems, value chains and markets for agroecological products	AATF	1	6
T1.3	Setting the agricultural, ecological and environmental baseline of focal agroecosystems	IITA	1	12
T1.4	Investigation of policies, systemic factors, trade-offs and synergies for agroecological transitions	NIBIO	1	12
T1.5	Analysis and evaluation of innovation support services under the framework of AKIS	UHOH	1	12
WP2	**Co-development of methodologies, means and tools to support agroecological transitions**	**CIRAD/UCB**	**1**	**42**
T2.1	Development of methodology for co-creating optimal agroecological practice combinations	CIRAD	1	36
T2.2	Design of holistic agroecology assessment framework	UCB	1	36
T2.3	Development of decision support tools to guide and support agroecological transitions	UHOH	12	36
T2.4	Design of support services to enhance demand for agroecological food products	AATF	18	36
WP3	**Set up and operation of multi-actor agroecology living labs**	**NIBIO/IITA**	**1**	**42**
T3.1	Planning, operation, monitoring and capacity building for agroecology living labs	NIBIO	1	42
T3.2	Establishment of agroecology living labs and multi-actor community building	NIBIO	6	12
T3.3	Co-shaping of agroecological transition pathways with tailored combinations of practices	CIRAD	12	30
T3.4	Implementation and testing of agroecological strategies in each agroecology living lab	IITA	18	42
T3.5	Knowledge sharing and mutual learning across and beyond agroecology living labs	UHOH	24	42

WP4	**Monitoring and evaluation of performance and impact**	**ETHz/UCB**	**12**	**42**
T4.1	Monitoring and evaluation of environmental and ecological effects	ETHz	12	42
T4.2	Evaluation of economic performance and business viability	ETHz	12	42
T4.3	Assessment of social and behavioural changes induced by agroecological practices	UCB	18	42
T4.4	Analysis of adoption potential to reveal hindering and supporting factors of wide implementation	UHOH	18	42
WP5	**Design of fair, inclusive and sustainable business models**	**AATF/ Q-PLAN**	**6**	**42**
T5.1	Analysis and segmentation of markets for food products of agroecological practices	Q-PLAN	6	12
T5.2	Co-shaping demand-driven and fair value-propositions for agroecological food products	AFAAS	12	18
T5.3	Co-design and validation of inclusive sustainable business models for agroecological transitions	Q-PLAN	18	42
T5.4	Support to enhance demand and facilitate access to local, regional and international markets	AATF	18	42
WP6	**Scaling innovations for agroecological transitions**	**UHOH/AFAAS**	**12**	**48**
T6.1	Building innovation support capacity to facilitate implementation of agroecological practices	UHOH	18	48
T6.2	Scaling up the use of the DSTs across advisory and extension services in Africa	AFAAS	18	48
T6.3	Replication guide and tools for driving agroecological strategies via living labs	AFAAS	12	48
T6.4	Policy dialogue and recommendations for the transition to sustainable food systems	AATF	36	48
WP7	**Multi-actor dissemination, exploitation and communication**	**Q-PLAN/AATF**	**1**	**48**
T7.1	Multi-actor dissemination and communication	Q-PLAN	1	48
T7.2	Exploitation and innovation management	Q-PLAN	1	48
T7.3	Coordination and synergies with key relevant networks and initiatives	AATF	1	48
T7.4	Central and Eastern Africa Network of Agroecology Living Labs	IITA	18	48
WP8	**Project management and coordination**	**CIRAD**	**1**	**48**

T8.1	Coordination and quality management	CIRAD	1	48
T8.2	Set up and operation of the Advisory Board	Q-PLAN	1	48
T8.3	Data management	Q-PLAN	1	48
T8.4	Project meetings and reporting	CIRAD	1	48
WP9	**Ethics requirements**	**CIRAD**	**1**	**48**

Table 7: List of Deliverables

Del. No	Deliverable name	WP	Lead partner	Type	Diss. Level	Due Date
1.1	Agroecological contexts and needs of rural communities	1	IITA	R	Public	30-Jun-23
1.2	Systemic factors and innovation support for agroecology	1	UHOH	R	Public	30-Dec-23
2.1	Methodology for co-creating optimal agroecological practice combinations- initial version	2	CIRAD	R	Public	31-Dec-23
2.2	Holisticagroecology assessment framework- initial version	2	UCB	R	Public	31-Dec-23
2.3	CANALLS Decision Support Tools- initial version	2	UHOH	OTHER	Public	31-Dec-24
2.4	Services for enhancing demand for agroecological products- initial version	2	AATF	R	Public	31-Dec-24
2.5	Methodology for co-creating optimal agroecological practice combinations- final version	2	CIRAD	R	Public	31-Dec-25
2.6	Holisticagroecology assessment framework- final version	2	UCB	R	Public	31-Dec-25
2.7	CANALLS Decision Support Tools- final version	2	UHOH	OTHER	Public	31-Dec-25
2.8	Services for enhancing demand for agroecological products- final version	2	AATF	R	Public	31-Dec-25
3.1	Agroecology Living Labs: plan and achievements- initial version	3	NIBIO	R	Public	31-Dec-23
3.2	Agroecology Living Labs: plan and achievements- interim version	3	NIBIO	R	Public	30-Jun-25
3.3	Agroecology Living Labs: plan and achievements-final version	3	NIBIO	R	Public	30-Jun-26
3.4	Report on knowledge sharing and mutual learning	3	UHOH	R	Public	30-Jun-26
4.1	Environmental performance of agroecological practices- initial version	4	ETHz	R	Public	30-Jun-23

4.2	Economic and business viability of agroecological practices- initial version	4	ETHz	R	Public	30-Jun-23
4.3	Social changes induced by agroecological practices- initial version	4	UCB	R	Public	30-Jun-23
4.4	Adoption potential of agroecological practices- initial version	4	UHOH	R	Public	30-Jun-23
4.5	Environmental performance of agroecological practices- final version	4	ETHz	R	Public	30-Jun-26
4.6	Economic and business viability of agroecological practices- final version	4	ETHz	R	Public	30-Jun-26
4.7	Social changes induced by agroecological practices- final version	4	UCB	R	Public	30-Jun-26
4.8	Adoption potential of agroecological practices- final version	4	UHOH	R	Public	30-Jun-26
5.1	Consumer segments for agroecological food products	5	Q-PLAN	R	Public	31-Dec-23
5.2	Fair, inclusive and sustainable business models-initial version	5	Q-PLAN	R	Public	30-Jun-25
5.3	Report on enhancing demand and facilitating market access-initial version	5	AATF	R	Public	30-Jun-25
5.4	Fair, inclusive and sustainable business models-final version	5	Q-PLAN	R	Public	30-Jun-26
5.5	Report on enhancing demand and facilitating market access-final version	5	AATF	R	Public	30-Jun-26
6.1	Practice abstracts- Batch 1	6	AFAAS	R	Public	30-Jun-24
6.2	Report on capacity building activities for advisory and extension services- initial version	6	UHOH	R	Public	30-Jun-25
6.3	Practical replication guide	6	AFAAS	R	Public	31-Dec-26
6.4	Policy recommendations and policy briefs for agroecological transitions	6	AATF	R	Public	31-Dec-26

6.5	Practice abstracts- Batch 2	6	AFAAS	R	Public	31-Dec-26
6.6	Report on capacity building activities for advisory and extension services- final version	6	UHOH	R	Public	31-Dec-26
7.1	Dissemination and Communication Plan and activities report - initial version	7	Q-PLAN	R	Public	31-Mar-23
7.2	Exploitation and Sustainability Plan- initial version	7	Q-PLAN	R	Public	30-Jun-23
7.3	CANALLS web portal	7	Q-PLAN	DEC	Public	31-Mar-23
7.4	Central and Eastern Africa Network of ALLs- (CANoLL)	7	IITA	R	Public	31-Dec-24
7.5	Dissemination and Communication Plan and activities report- final version	7	Q-PLAN	R	Public	31-Dec-26
7.6	Exploitation and Sustainability Plan- final version	7	Q-PLAN	R	Sensitive	31-Dec-26
7.7	Clustering activities report	7	AATF	R	Public	31-Dec-26
8.1	Management and Quality Plan	8	CIRAD	R	Public	31-Mar-23
8.2	Data Management Plan- initial version	8	Q-PLAN	DMP	Public	31-Mar-23
8.3	Data Management Plan- second version	8	Q-PLAN	DMP	Public	31-Dec-24
8.4	Data Management Plan- final version	8	Q-PLAN	DMP	Public	31-Dec-26
9.1	OEI - Requirement No. 1	9	CIRAD	ETHICS	Sensitive	31-Jan-23
9.2	OEI - Requirement No. 2	9	CIRAD	ETHICS	Sensitive	30-Jun-24
9.3	OEI - Requirement No. 3	9	CIRAD	ETHICS	Sensitive	30-Dec-25
9.4	OEI - Requirement No. 4	9	CIRAD	ETHICS	Sensitive	31-Mar-23
9.5	OEI - Requirement No. 5	9	CIRAD	ETHICS	Sensitive	31-Dec-26

R: Document, report, DEC: Websites, patent filings, videos, etc, DMP — Data Management Plan

Table 8: List of Milestones

MS No	Milestone title	Related WP(s)	Lead Beneficiary	Delivery Date	Means of verification
MS1	Kick-off meeting outcomes and follow-up	WP8	CIRAD	31-Jan-23	Kick-off project meeting minutes
MS2	Specifications for dissemination and communication defined	WP7	Q-PLAN	31-Mar-23	D7.1
MS3	Needs and contexts of rural communities analysed	WP1	IITA	30-Jun-23	D1.1
MS4	Tools for co-designing and evaluating practices ready	WP2	CIRAD	31-Dec-23	D2.1, D2.2
MS5	Multi-actor agroecology living labs (ALLs) set up	WP3	NIBIO	31-Dec-23	ALLs are running
MS6	First round of testing in ALLs complete and evaluated	WP4, WP3	-	30-Jun-25	D3.2, D4.1-D4.4
MS7	Fine-tuned means for supporting transitions rolled out	WP2	CIRAD	31-Dec-25	D2.5-D2.8
MS8	Second round of testing in ALLs complete and evaluated	WP4, WP3	-	30-Jun-26	D3.3, D4.5-D4.8
MS9	Recommendations and guidelines ready for replication	WP6	UHOH	31-Dec-26	D6.3, D6.4. D6.5
MS10	Final plans for post project exploitation in motion	WP7	Q-PLAN	31-Dec-26	D7.6

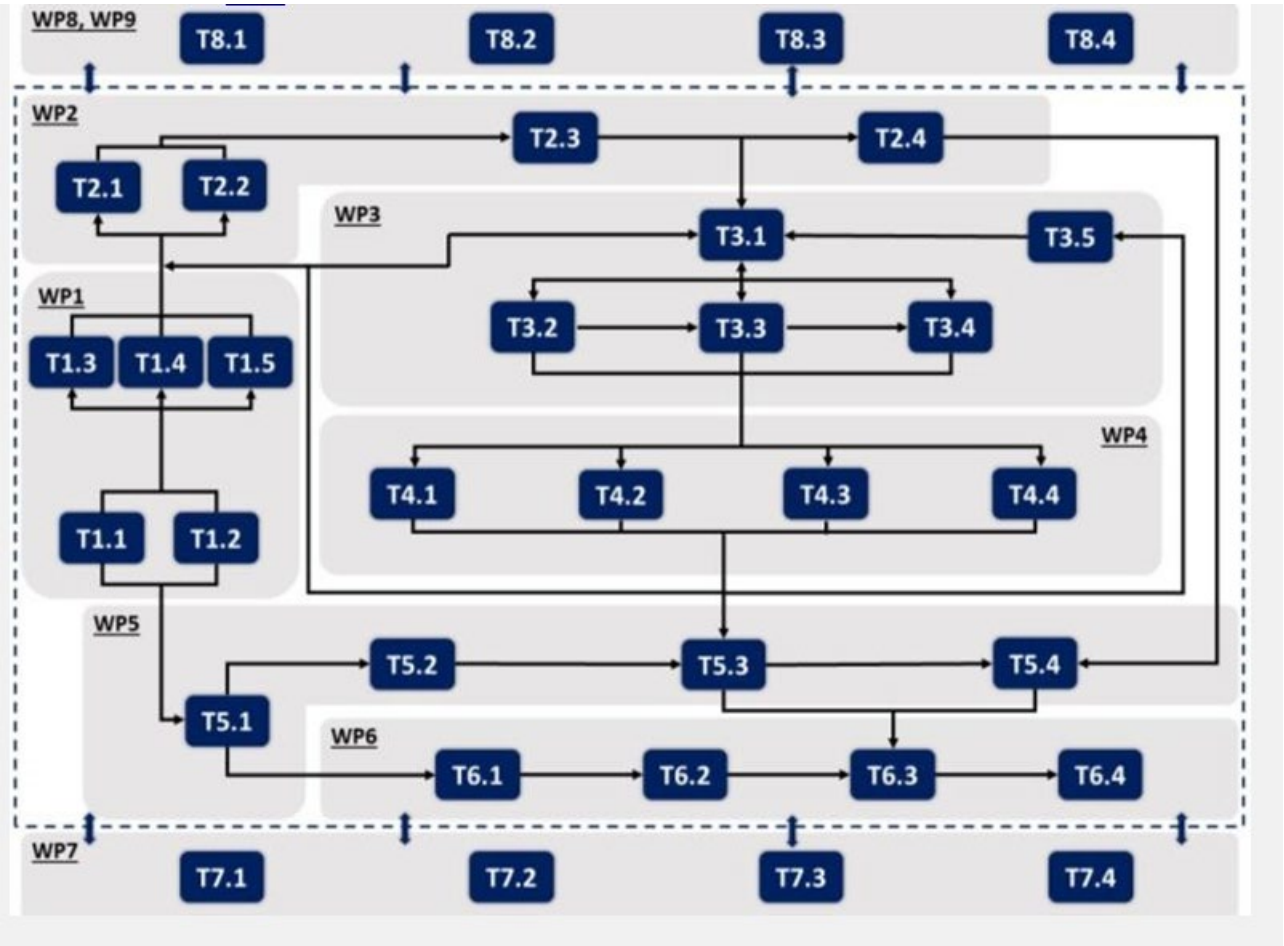


Figure 3: PERT Chart showing the interdependencies of the Work Plan components

Annex IV – Distribution of Deliverables Quality Reviews amongst Partners

Table 9: Reviewers assigned to each Deliverable

Del. No	WP	WPL	Deliverable name	Responsible partner	Due Date	Quality Reviewer No 1	Quality Reviewer No 2
1.1	1	IITA	Agroecological contexts and needs of rural communities	IITA	30-Jun-23	UHOH	UCB
1.2	1	IITA	Systemic factors and innovation support for agroecology	UHOH	31-Dec-23	IITA	NIBIO
2.1	2	CIRAD	Methodology for co-creating optimal agroecological practice combinations- initial version	CIRAD	31-Dec-23	IITA	ETHz
2.2	2	CIRAD	Holistic agroecology assessment framework- initial version	UCB	31-Dec-23	CIRAD	NIBIO
2.3	2	CIRAD	CANALLS Decision Support Tools- initial version	UHOH	31-Dec-24	CIRAD	UCB
2.4	2	CIRAD	Services for enhancing demand for agroecological products- initial version	AATF	31-Dec-24	CIRAD	AFAAS
2.5	2	CIRAD	Methodology for co-creating optimal agroecological practice combinations- final version	CIRAD	31-Dec-25	IITA	ETHz
2.6	2	CIRAD	Holistic agroecology assessment framework- final version	UCB	31-Dec-25	CIRAD	NIBIO
2.7	2	CIRAD	CANALLS Decision Support Tools- final version	UHOH	31-Dec-25	CIRAD	UCB
2.8	2	CIRAD	Services for enhancing demand for agroecological products- final version	AATF	31-Dec-25	CIRAD	AFAAS

3.1	3	NIBIO	Agroecology Living Labs: plan and achievements-initial version	NIBIO	31-Dec-23	IITA	ETHz
3.2	3	NIBIO	Agroecology Living Labs: plan and achievements-interim version	NIBIO	30-Jun-25	IITA	ETHz
3.3	3	NIBIO	Agroecology Living Labs: plan and achievements-final version	NIBIO	30-Jun-26	IITA	ETHz
3.4	3	NIBIO	Report on knowledge sharing and mutual learning	UHOH	30-Jun-26	NIBIO	ETHz
4.1	4	ETHz	Environmental performance of agroecological practices-initial version	ETHz	30-Jun-23	AFAAS	NIBIO
4.2	4	ETHz	Economic and business viability of agroecological practices- initial version	ETHz	30-Jun-23	UCB	UHOH
4.3	4	ETHz	Social changes induced by agroecological practices- initial version	UCB	30-Jun-23	AFAAS	ETHz
4.4	4	ETHz	Adoption potential of agroecological practices-initial version	UHOH	30-Jun-23	ETHz	UCB
4.5	4	ETHz	Environmental performance of agroecological practices-final version	ETHz	30-Jun-26	AFAAS	NIBIO
4.6	4	ETHz	Economic and business viability of agroecological practices- final version	ETHz	30-Jun-26	UCB	UHOH
4.7	4	ETHz	Social changes induced by agroecological practices- final version	UCB	30-Jun-26	AFAAS	ETHz
4.8	4	ETHz	Adoption potential of agroecological practices-final version	UHOH	30-Jun-26	ETHz	UCB
5.1	5	AATF	Consumer segments for agroecological food products	Q-PLAN	31-Dec-23	AATF	NIBIO
5.2	5	AATF	Fair, inclusive and sustainable business models-initial version	Q-PLAN	30-Jun-25	AATF	AFAAS

5.3	5	AATF	Report on enhancing demand and facilitating market access-initial version	AATF	30-Jun-25	Q-PLAN	IITA
5.4	5	AATF	Fair, inclusive and sustainable business models-final version	Q-PLAN	30-Jun-26	AATF	AFAAS
5.5	5	AATF	Report on enhancing demand and facilitating market access-final version	AATF	30-Jun-26	Q-PLAN	IITA
6.1	6	UHOH	Practice abstracts- Batch 1	AFAAS	30-Jun-24	UHOH	AATF
6.2	6	UHOH	Report on capacity building activities for advisory and extension services- initial version	UHOH	30-Jun-25	AFAAS	Q-PLAN
6.3	6	UHOH	Practical replication guide	AFAAS	31-Dec-26	NIBIO	UCB
6.4	6	UHOH	Policy recommendations and policy briefs for agroecological transitions	AATF	31-Dec-26	AFAAS	UHOH
6.5	6	UHOH	Practice abstracts- Batch 2	AFAAS	31-Dec-26	AATF	UHOH
6.6	6	UHOH	Report on capacity building activities for advisory and extension services- final version	UHOH	31-Dec-26	AFAAS	Q-PLAN
7.1	7	Q-PLAN	Dissemination and Communication Plan and activities report - initial version	Q-PLAN	31-Mar-23	CIRAD	AATF
7.2	7	Q-PLAN	Exploitation and Sustainability Plan- initial version	Q-PLAN	30-Jun-23	IITA	CIRAD
7.3	7	Q-PLAN	CANALLS web portal	Q-PLAN	31-Mar-23	UHOH	AATF
7.4	7	Q-PLAN	Central and Eastern Africa Network of ALLs-(CANoLL)	IITA	31-Dec-24	Q-PLAN	AATF
7.5	7	Q-PLAN	Dissemination and Communication Plan and activities report- final version	Q-PLAN	31-Dec-26	CIRAD	AATF

7.6	7	Q-PLAN	Exploitation and Sustainability Plan- final version	Q-PLAN	31-Dec-26	IITA	CIRAD
7.7	7	Q-PLAN	Clustering activities report	AATF	31-Dec-26	CIRAD	Q-PLAN
8.1	8	CIRAD	Management and Quality Plan	CIRAD	31-Mar-23	Q-PLAN	UHOH
8.2	8	CIRAD	Data Management Plan- initial version	Q-PLAN	31-Mar-23	ETHz	CIRAD
8.3	8	CIRAD	Data Management Plan- second version	Q-PLAN	31-Dec-24	ETHz	CIRAD
8.4	8	CIRAD	Data Management Plan- final version	Q-PLAN	31-Dec-26	ETHz	CIRAD
9.1	9	CIRAD	OEI - Requirement No. 1	CIRAD	31-Jan-23	Q-PLAN	NIBIO
9.2	9	CIRAD	OEI - Requirement No. 2	CIRAD	30-Jun-24	Q-PLAN	NIBIO
9.3	9	CIRAD	OEI - Requirement No. 3	CIRAD	30-Dec-25	Q-PLAN	NIBIO
9.4	9	CIRAD	OEI - Requirement No. 4	CIRAD	31-Mar-23	Q-PLAN	NIBIO
9.5	9	CIRAD	OEI - Requirement No. 5	CIRAD	31-Dec-26	Q-PLAN	NIBIO

Annex V - Terms of Reference for the Advisory Board

Advisory Board ToR

Introduction

You have been invited to the **CANALLS Advisory Board (AB)** because you have been recommended by at least one of the CANALLS consortium partners. The current document outlines the Terms of Reference that will help you understand what this involves before you decide to participate. Please take the time to carefully read this document and ask for any clarifications you may require.

CANALLS in a nutshell

CANALLS is a 4-year Research and Innovation Action running from January 2023 to December 2026, funded by the European Union's Horizon Europe Framework Programme for Research and Innovation 2021-2027.

The project aims to drive agroecological transitions in the humid tropics of Central and Eastern Africa via multi-actor transdisciplinary Agroecology Living Labs (ALLs). 8 ALLs will be setting up in Democratic Republic of the Congo (DRC), Burundi, Cameroon and Rwanda, working alongside and enabling over 20,000 farmers and value chain actors to co-create and benefit from optimal combinations of agroecological practices focusing on crops that are vital for subsistence and economic development (cocoa, coffee, cassava, rice, maize). In parallel, the engagement in solid multi-actor collaboration with rural communities, advisory services and governments will contribute to the development of a holistic assessment framework and the evaluation of the socioeconomic and environmental performance of the co-created practices (accounting for trade-offs and synergies). The generated comprehensive evidence will be used to build capacity and share knowledge (practice abstracts, replication guidelines, policy recommendations) as well as to deliver fair, inclusive and sustainable business models along with services and tools for facilitating access to markets and enhancing demand for agroecological products. Our vision is to create a growing network of ALLs that leverages EU-AU cooperation to conduct transdisciplinary research, offer scientific support and drive coordinated action for delivering holistic solutions that help shape enabling conditions for agroecological transitions.

In order to achieve its overall objective and realise its vision, CANALLS is set on achieving the following objectives:

- Establish Agroecology Living Labs engaging multi-actor stakeholder communities in transdisciplinary research to identify and co-create the conditions and tools to support agroecological transitions.
- Co-develop practical tools to identify combinations of agroecological practices tailored to the humid tropics of Africa as well as to monitor and measure their socio-economic and environmental performance.

- Co-design services and marketing tools to enhance demand for agroecological food products as well as fair value propositions and business models to ensure financial viability and facilitate access to markets.
- Co-create, test and evaluate agroecological strategies suitable for the humid tropics of Africa, tackling complex socio-economic and environmental challenges of food systems in line with policy priorities.
- Support and build capacity for the adoption of agroecological practices, leveraging knowledge exchange, policy dialogues and coordination with key networks for dissemination, exploitation, and replication.

Project Partners

The consortium of CANALLS consists of **16 partners and 2 associated partners across African and European** countries:

- **CENTRE DE COOPERATION INTERNATIONALE EN RECHERCHE AGRONOMIQUE POUR LEDEVELOPPEMENT - C.I.R.A.D. EPIC (FRANCE)** coordinates the project and is an agricultural research and international cooperation organization working for the sustainable development of tropical and Mediterranean regions and agricultural researches in Central and Eastern Africa since 1950s. For more information visit https://www.cirad.fr/en.
- **INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE - IITA (NIGERIA)** is an award-winning, research-for-development (R4D) organization, providing solutions to hunger, poverty, and the degradation of natural resources in Africa. Since 1967, IITA has worked with international and national partners to improve livelihoods, enhance food and nutrition security, increase employment, and preserve natural resource integrity. For more information visit https://www.iita.org/about/.
- **UNIVERSITAET HOHENHEIM – UHOH (GERMANY)** is the leading University in agricultural research and food sciences, as well as strong and unparalleled in natural, social, business, economic, and communication sciences. The combination makes it possible to find solutions for many global challenges. This is why the University puts great importance on maintaining an international network with numerous strong partners. For more information visit https://www.uni-hohenheim.de/en/english.
- **NIBIO - NORSK INSTITUTT FOR BIOOKONOMI – NIBIO (Norway),** is to contribute to food security and safety, sustainable resource management, innovation and value creation through research and knowledge production within food, forestry and other biobased industries. For more information visit https://www.nibio.no/.
- **Q-PLAN INTERNATIONAL (Greece)** is an innovation consulting company actively involved in the European R&I landscape, providing business and innovation support services to private and public organisations across the agri-food value chain and its adjacent sectors. For more information visit https://qplan-intl.gr/.
- **RIKOLTO INTERNATIONAL – RIK (Belgium)** is an international NGO with more than 40 years' experience in partnering with farmer organisations and food chain stakeholders across Africa, Asia, Europe and Latin America. For more information visit https://www.rikolto.org/.

- **UNIVERSITE CATHOLIQUE DE BUKAVU – UCB (Democratic Republic of the Congo),** is one of the top five universities in the Democratic Republic of Congo and one of the top 100 in continental Africa by 2025. For more information visit https://ucbukavu.ac.cd/.
- **ASSOCIATION PAYSANNE POUR LE DEVELOPPEMENT INTEGRE AU SUD-KIVU – APDIK (RWANDA, Democratic Republic of the Congo),** accompanies farmer-pastoralists grouped into 32 agricultural cooperatives over 3,200 households within the framework of socio-economic development in rural areas, through actions aimed at ensuring integral and integrated development. For more information visit https://www.apdik.org/.
- **INSTITUT DE RECHERCHE AGRICOLE POUR LE DEVELOPPEMENT- IRAD (Cameroon),** is a reference center for agricultural research. It promotes agricultural development, particularly in the fields of plant, animal, forestry, fisheries and environmental production, as well as food and agro-industrial technologies. As such, these activities cover two (02) components, in particular agricultural research and the promotion of agricultural development. For more information visit https://www.irad.cm.
- **SOCIETE COOPERATIVE AVEC CONSEIL D ADMINISTRATION POUR LE MANIOC-SCOOP (Cameroon),** a women farmers association with over 130 active members in CR - Production of cassava starch intended for the pharmaceutical food industries, textiles etc. Experts in awareness-raising campaigns targeting women and youth. For more information visit https://www.facebook.com/people/Scoopman-Coopca/100083608742245/.
- **INSTITUT DES SCIENCES AGRONOMIQUES DU BURUNDI – ISABU (Burundi),** is a national institution under the supervision of the Ministry of the Environment, Agriculture and Livestock mandated to carry out agricultural research in order to provide Burundian farmers with high-performance animal and plant material as well as appropriate supporting technologies. For more information visit www.isabu.bi.
- **RWANDA AGRICULTURE AND ANIMAL RESOURCES DEVELOPMENT BOARD- RAB (Rwanda)** , is an autonomous body that improved food security and livelihoods of all Rwandans by transforming agriculture from subsistence into modern farming through generating research and extension innovations that generate sustainable crop, animal husbandry and natural resource management. For more information visit www.rab.gov.rw.
- **COPED LTD-COPED (Rwanda),** is a leading waste management company operating in Rwanda from 1999, which is specialized in waste collection, transportation, treatment and disposal. COPED provides a wide range of services to clients from Residences to Office Buildings, Commercial and Businesses, Government and non-Government organizations, Industries and Medical Facilities. COPED is working out its Business Expansion Strategy to be able to increase its national & regional market share. For more information visit https://www.copedgroup.rw/.
- **MAGGOT FARM PRODUCTION LTD-MFARM (Rwanda),** is a Black Soldier Fly (BSF) facility that upcycles green waste, brewery waste and household waste from the local community. These organic wastes are chopped finely so that they can be fed to BSF. For more information visit https://bsfrwanda.com/.
- **AFRICAN FORUM FOR AGRICULTURAL ADVISORY SERVICES- AFAAS (Uganda**), is the continental umbrella organization that aims at strengthening national Agricultural Extension and Advisory Services (AEAS). Its mission is to promote lesson learning and add value to initiatives in AEAS through policy advocacy and lobbying, sharing of knowledge and

information through increased professional interaction among AEAS providers. Each member country is ultimately expected to establish a Country Forum (CF) through which its activities shall be implemented. For more information visit www.afaas-africa.org.

- **NATURLAND - VERBAND FUR OKOLOGISCHEN LANDBAU EV – NATUR (Germany),** was founded by farmers and scientists in 1982, at a time when few were interested in organic farming and animal welfare. The work of the organic association is determined by the statutes of Naturland eV and present in all German federal states with full-time and voluntary employees. Internationally, Naturland has volunteer representatives on every continent and has full-time representatives in some countries. For more information visit www.naturland.de.
- **EIDGENOESSISCHE TECHNISCHE HOCHSCHULE - ETHz (Switzerland),** has been a national educational institution of international standing, attracting talent from all over the world. Ever since it was first founded, ETHz has been a driving force behind Swiss industry, whose innovative products and services are in demand worldwide. For more information visit https://ethz.ch/en.html.
- **AFRICAN AGRICULTURAL TECHNOLOGY FOUNDATION- AATF (United Kingdom), AATF,** is about farmers in Sub-Saharan Africa and providing them with practical technology solutions capable of addressing their farm productivity constraints and improving their livelihoods. Founded in 2003 to address Africa's food security prospects through agricultural technology, AATF believes that the agricultural sector is a key foundational pillar as Africa consolidates its economic growth and carves out its new position as a major global economic powerhouse and the next growth market in the world. For more information visit www.aatf-africa.org.

Role and benefits

Role

The CANALLS Advisory Board is set up and operated to share its knowledge and expertise with the consortium of the project in key stages of its implementation. The overall purpose of AB members is to:

- **act as a consultation body for the CANALLS consortium** by providing strategic guidance aimed at aligning project outcomes with the needs and problems of their users and stakeholders;
- **suggest important stakeholders and communities across Africa and Europe,** from diverse domains and sectors (e.g. on agriculture, agroecology, agri-food, bio-economy and relevant market sectors, etc.) to participate in project activities;
- **support the rollout, replication and upscale** of marketing and business services, capacity building for farm advisors and policy recommendations and business support programmes of the project, by informing and inviting their networks to benefit from the CANALLS offerings and act as ambassadors them when they are available.

In order to fulfil its role, it is envisaged that the AB, during the course of the project, will operate mostly through digital means, will interact as described below:

- Ad-hoc interactions: When necessary, the support of the AB will be requested, either in its entirety or of specific members, for ad hoc needs like:

- To advice on the social, economic and environmental indicators to be used for the monitoring and evaluation of performance and impact of the agroecological practices.
- To engage in activities required for testing, validating and improving the CANALLS Decision Support Tool and/or its constituent tools.
- To participate in other key events (physical or digital) organized by the project to facilitate exchange, networking and dissemination (e.g. knowledge transfer days, final event etc.).

- Attend the digital workshop for the fine-tuning of the Central and Eastern Africa Network of Agroecology Living Labs design along with key members of the ALLs.

Benefits

CANALLS project **provides several benefits** to its AB members, such as:

- **Sharing expertise** by participating in the co-creation, piloting and validation of a suite of well-tailored tools aimed at supporting deployment of the agroecological practices and strategies for the rural communities of our ALLs.
- **Networking opportunities** and visibility as an expert stakeholder in a large multi-stakeholder community.
- **Involving their networks** to benefit from the services and tools offered by CANALLS capacity building and business support programmes.
- **First access to meaningful insights** generated exclusively within the context of the project and its activities.

Terms of membership and management

Terms of membership

The AB shall be composed of eminent personalities from diverse backgrounds to provide a multi-actor team of key stakeholders in Africa and Europe and coordinate with key networks and initiatives in EU and AU. With a series of wider communication and multi-actor engagement actions, aimed at crafting an evidence-based plan for exploitation, including a viable model for creating and growing a network of multi-actor ALLs in Central and Eastern Africa, the CANoLL.

These professionals will provide the CANALLS project consortium partners with with strategic guidance in key stages, as well as extending the reach of our consortium to a broad range of stakeholder communities. Each partner will suggest suitable stakeholders from their own network (1 - 2 per partner) to join the AB. Potential members will be assessed against specific criteria (e.g. expertise, stakeholder group, etc.) before being selected and engaged for participation (evidenced via letters of intent).

At the beginning of the project, at least 6 members will be selected to form the AB. The AB will have the possibility to expand in size during the project duration to further increase the reach of CANALLS. New members may be appointed to the AB as necessary and as the project evolves.

Although individual members of the AB may be selected because of their role in key organizations, they serve on the AB in their **individual capacity** to represent the interests and views of their stakeholder communities. Equally, **members of the AB may not delegate another person to carry out the role expected from them** or be replaced by any other person without the prior written agreement.

Members of the AB are **appointed for the duration of the project** (48 months, from 1 January 2023 to 31 December 2026). If due to job changes or attrition, the AB loses links to important networks or constituencies, the consortium may decide to fill in this gap and appoint additional members.

The contribution of AB members is on a pro bono basis and will be facilitated through digital means.

Although active participation is expected, participation in the AB is **entirely voluntary**. There will be no adverse consequences if you decide not to participate or withdraw at a later stage. In fact, you may withdraw your participation at any time by informing the Advisory Board Manager. You may as well request for your data to be withdrawn without giving a reason and without prejudice. Anonymous data already collected will be used because we cannot trace the information back to you, but no further data or input would be collected, or any other procedure would be carried out in relation to you.

Management

The AB will be managed by the **Advisory Board Manager** who will manage the general communication between the AB and the consortium and make sure the AB is not overloaded. The AB Manager will ensure that for each task requiring input from the AB, the consortium partners have beforehand prepared an action plan and all necessary briefings and material. Only then, the AB manager will introduce the consortium partner who will, once introduced, directly communicate with the AB to achieve the expected work.

Contact point

Any enquiry, complaint, or concern about any aspect of your experience as a member of the Advisory Board can be addressed to the **CANALLS Advisory Board Manager** that oversees the set up and manages the Advisory Board. The contact details of the AB Manager are provided below:

CANALLS Advisory Board Manager: Q-PLAN INTERNATIONAL

Contact person: Anna Chrysafi

Phone: 0030 2310 411191

Email: chrysafi@qplan-intl.gr

Declaration of Acceptance Template

Declaration of acceptance

(for individuals appointed as members of the CANALLS Advisory Board in their individual capacity)

I, the undersigned, _____ certify that I have read and agree to abide by the CANALLS Advisory Board Terms of Reference.

I pledge that I will participate in the CANALLS Advisory Board in my individual capacity and as such, I may not delegate another person to carry out the work or be replaced by any other person without the prior written agreement.

I certify that no conflict of interest exists that could be considered prejudicial to my independence in acting as a member of the CANALLS Advisory Board.

I undertake not to divulge any information given in the context of the work of the Advisory Board unless the consortium agrees to release me from this obligation and to respect the confidentiality requirements.

I declare to accept entirely and with no reservations the appointment as CANALLS Advisory Board member as described in the Terms of Reference.

I consent that any input or contribution I provide as a member of the CANALLS Advisory Board may be used by the CANALLS consortium for reporting purposes or to align the services and tools offered by CANALLS with the needs of final users to ensure that they make the most out of its value propositions.

I consent to the publication, on the project website and any documentation related to the project, of my name, picture, and short biography as a member of the Advisory Board and to the publication of written reports that are produced by the CANALLS consortium partners.

Name and Surname:

Place:

Date:

Signature:

Advisory Board Composition

The initial pool of proposed members for the CANALLS Advisory Board is currently composed of 18 experts of various fields. From them, 8 have been chosen to be contacted in order to participate at the board and up to now 3 have respond:

Table 10: Advisory Board Members

No	Name	Organization	Position	Country
1	Pauline Chivenge	African Plant Nutrition Institute	Scientist	Zimbabwe
2	Nchinda Valentine Petentsebenkwange	Mutual Finance for Development Union (MUFID Union)	Associate Research Officer	Cameroon
3	Mary Kamau Wairimu	World Vegetable Center	Research assistant	Kenya