Deliverable D8.2 / D8.4
Quality Assurance and Risk management Plan

Document information

Deliverable:	D8.2 M6 / D8.4 M24 (with intermediate updates)
From:	Erwin Giling (TNO)
Date:	30 June 2019
Version:	V1p
Distribution:	PUBLIC

Task description and objectives

T8.3 Risk assessment and contingency planning (Duration: M1 – M48; Responsible partner: TNO; Participating partners VITO, AVT, SIE, RCH)

This task includes the management of the risks in the project: financial, organizational and managerial risks. For this, at the start of the project, a risk management plan will be defined and used in the risk management of the project. At every GA meeting, this plan will be reviewed and updated, including the necessary mitigation measures, so that risks are continuously managed in the most effective way and new risks are identified while they can still be mitigated. The risks and management thereof will be reported as part of the progress reports towards the EC.

Approach for risk management

A risk management approach will be followed according to best practises of project management. In general, risk management is the identification, evaluation, and prioritization of risks followed by coordinated and efficient application of resources to minimize, monitor, and control the probability or impact of unfortunate events or to maximize the realization of opportunities.

At the start of the project a risk table has been compiled listing the possible risks per workpackage in terms of likelihood to occur (on a scale of 1-5) and the impact (on a scale of 1-4) when the risk occurs. The multiplication of likelihood and impact gives a number for the severity of the risk on a scale of 1-20. The risks with the highest severities have high priority and thus deserve close monitoring. Risk mitigation options have been identified and listed in the table. The updated table for M6 of the project is duplicated at the end of this document.

The risk table will be evaluated and updated at least every 6 months and the high priority risks discussed in the consortium meetings. WP leaders have the responsibility to monitor and assess the risks of their workpackage regularly and inform the coordinator about any changes. Different situations can occur which require a different approach to minimize the impact:

Horizon 2020
European Union Funding
for Research & Innovation

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 820723

1) A **new risk** is identified and added to the risk table. Information needed:
   a) what is the expected likelihood
   b) what is the expected impact
   c) what mitigation measures are in place or need to be in place
2) A formerly identified **risk has occurred**. This has to be resolved as soon as possible to minimize the impact on the project and its deliverables. Mitigation options have already been identified in the risk table.
   a) The WP leader may take the proper measures to mitigate the risk and report to the consortium.
   b) if the risk could not be mitigated by the WP leader, escalate to the consortium and ask for help from the coordinator to resolve the issue, possible by initiating a change to the project via an addendum
3) An **unexpected event** not formerly identified as risk has been occurred with possible impact to the project and its deliverables.
   a) The WP leader and coordinator are to assess the risk potential in terms of impact and severity and identify possible mitigation options. Report to the consortium. Then follow the same approach as for 2).

Risk monitoring – M6

The risks have been discussed and reviewed in the M6 consortium meeting. No new risks have been identified and no risks have occurred yet. However, based on preliminary information, the coordinator has decided to increase the likelihood of risk #8.4 ("*Partner goes bankrupt or withdraws / Part of the business interested in this project is sold up*").

The risk table Excel and this document can be found on the project SharePoint.

Risk table M6

[Note: In this public version of the document the risk table itself has been omitted. All consortium members have access to it via the project Sharepoint]

Horizon 2020
European Union Funding
for Research & Innovation

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 820723