

REINVENT – PROJECT NR 730053

Risk management plan

Deliverable 8.4

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Introduction

There are a number of internal and external risks that may determine the success of the defined goals of REINVENT. This document outlines the Risk Management Plan of REINVENT, the main tasks of which are progress management and risk contingency planning for the project. It outlines key risks of and ways to address them, as well as participants' responsibilities.

Risks and their mitigation

Potential risks in REINVENT spread across scientific, technical and organisational aspects. The nine key risks, WP(s) they involve and proposed mitigation measures are outlined below. The list may be updated as the project progresses.

Description of risk & level of likelihood (Low/Medium/High)	WP(s) involved	Proposed risk mitigation measures
1. A participant leaves the consortium: L	ALL	Overlaps of competences among participants may mitigate the consequences of a participant leaving the consortium
2. A researcher leaves a participant and thus the consortium: M/H	ALL	Overlaps of competencies among researchers with a participant and the consortium as a whole means replacement is possible
3. Disagreement between participants: L/M	ALL	The decision-making process is clearly described below and is more detailed in the Consortium Agreement. Scientific mediation techniques may be used in difficult cases.
4. Delays in meeting deadlines: H	ALL	The progress of the project will be systematically and frequently assessed by the Project Executive

		Board in order to predict any possible delays and act accordingly.
5. Difficulties of case studies due to lack of interest from stakeholders in the case: M	WP3	This will be considered in selection of case studies, including preparedness to shift to other cases.
6. Lack of interest from or conflicts with partners hamper collaboration and progress: M	ALL	The initial set of partners may be expanded or replaced.
7. Problems in translation. National languages vs English: L	ALL	Data gathering and stakeholder interactions may be conducted in national languages, but reports for project level are prepared in English. Standardised glossaries for templates and protocols for data gathering and analysis between English and national languages if needed.
8. Failure of data and information exchanges between the WPs: L	ALL	Senior researchers in all WPs with experience of working according to schedule and represented in the Executive Board. Board involvement of participants across the WPs.
9. Proprietary disputes about data/information: L	ALL	Establishment of a Data Management Plan. Collective and open access; clear agreement on authorship issues before documents are produced; collective availability and anonymity issues.

Notably, the Risk Management is in alignment with other documents of REINVENT, such as the Consortium Agreement, the Data Management Plan and the Internal Communication Plan. Together, these would help to mitigate the risks within the project.

Participants' responsibilities

Within REINVENT

The formal responsibility of risk management is with the PC (Lars J Nilsson), supported by the PAC (Ekaterina Chertkovskaya), and the Work Package (WP) leaders, i.e. The following WP leaders have been appointed: Harriet Bulkeley (WP1 at UDUR), Teis Hansen (WP2 at ULUND), Katja Pietzner (WP3 at WI), Detlef Van Vuuren (WP4 at PBL), Agni Kalfagianni (WP5 at UUTRECHT), Johannes Stripple (WP6 at ULUND), Lars Nilsson (WP7 and WP8 at ULUND).

The status of risk analysis will be part of the annual progress report, coordinated by the PC, with status reports for each WP submitted from WP leaders. Every WP leader will report on deviations from the work plan in their own package to the PC as soon as they come up, as well as at Project Executive Board meetings and the collected status reports.

The members will support the PC in fulfilling all obligations towards the European Commission and be active in risk management – i.e. assist in monitoring risks and developing and implementing the necessary contingency strategies. Even if IPR issues are not to be expected, all members are responsible to be alert and evaluate if any IPR situation might occur, and if so aid the PC to develop and implement IPR strategies to secure the proper exploitation of results.

Risks concerning the overall structure and management, results and impact of REINVENT will be a standing agenda item and analysed by the Project Executive Board in a structured way on a regular basis. The Project Executive Board will also have the ultimate decision-making capability with regard to contingency strategies.

In communication with the European Commission

The European Commission will receive regular reports on the project's progress. These will be provided at work package and task levels. Adherence to EC guidelines will be monitored in order to guarantee transparency not only in dealings within the project, but also with the European Commission and other stakeholders. After collecting and aggregating the technical and financial data from the partners, the processed information will serve as a basis for the risk analysis and quality check by the Project Coordinator.

In the event of serious problems, the Project Coordinator will convene the Project Executive Board to determine the best route forward and will advise the EC's Project Officer of the problem and seek approval for the proposed solution. The main sources of risk have been identified during the project preparation phase and contingency plans have already been established. However, unexpected risks may arise during the project lifetime. Hence this document might be updated as the project progresses.