SHAREE

A LIST OF RISKS AND HEDGING MEASURES

D1.2 A list of risks and hedging measures

WP1 Administration and management

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Table 1 Revision History

Version	Date	Summary of Changes
1.0	14.11.2024	First version, open for comments
2.0	22.11.2024	File consists notes and suggestions form partners
3.0	26.11.204	Revised version

Executive summary

The purpose of this document is to provide a risk management framework for the SHAREE project, to ensure that adverse situations are properly managed throughout the project period. This document opens the processes, tools and procedures that will be used to manage and control those events that could have a negative impact on planned project implementation. It exposes the proposed risk management approach of the project for managing and controlling all project risks. Moreover, this plan will address the roles and responsibilities of project partners, the risk identification, as well as risk assessment and mitigation plans. Tables of foreseen risks are presented at the end of this Deliverable.

This document is conducted based on the EU Grant Agreement (GA), the Description of the action (DoA), and the Consortium Agreement (CA) of the SHAREE project. Therefore it uses the terms and conditions defined in named documents as a basis.

Table of Contents

List of Tables

List of Tables

1 Introduction

1.1 Purpose

Risk management is a continuous process throughout the lifetime of a project and addresses the planning of risk management, identification, analysis, monitoring and control. This document outlines policies and procedures for identifying and handling uncommon causes of project deviations that may compromise objectives, i.e. risks.

Risk assessment will be updated throughout the project lifecycle as unexpected sources of risk can be identified at any time. It is the objective of the risk management plan to decrease the probability and impact of events adverse to the project. In contrast, any event that could have a positive impact should be exploited.

Transparency and good communication between the Project Steering Committee (PSC), Work Package leaders (WPL) and the project members are key avoiding problems and conflicts before they arise. A good communication strategy will favour cohesion among the participants while giving a positive image of the project to the outside. Some of the foreseen risks related to the project implementation are listed at the end of this document based on the risk identification task during the kick-off meeting in Tallinn. The table includes a classification of risk probability and a description of contingency measures envisaged by the consortium.

This deliverable aims to provide the consortium with both effective procedures and defined responsibilities to ensure high-quality deliverables of SHAREE and to face risks which could affect the project quality, timing, costs and scope.

In addition, the document reports some key project management elements (e.g. the management structure, management procedures, etc.), which have been set in D1.1 Project Management Handbook.

1.2 Abbreviation list

The following abbreviations and acronyms are used in the presented document.

D	Deliverable	PSC	Project Steering Committee
TLU	Tallinn University	WPL	Work Packages Leaders
M	Month	EB	Executive Board
WP	Work Package	EC	European Commission
GA	Grant Agreement	PO	Project Officer
DoA	Description of the Action	PM	Project Manager
CA	Consortium Agreement	ECR	Early Career Researcher

2 Roles and Responsibilities in Risk Management

The handling of risks in SHAREE is related to the project management structure. Depending on the nature of possible forthcoming risks, the roles related to risk management are Executive Board (EB); Project Steering Committee (PSC) and Work Packages Leaders (WPLs). From the EC, the PO will be included in the risk management.
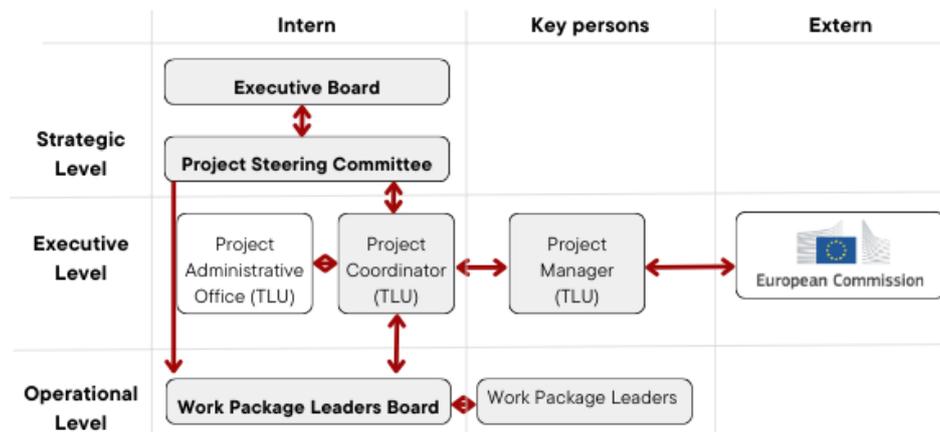
Figure 1 SHAREE risk management team

2.1 Executive Board

Executive Board (EB) is composed of one representative of each beneficiary holding signature power in their organisations. In case expert advice is needed, specialists from partner organizations may be added to EB if specific support is needed (e.g. legal or financial departments).

Main tasks in risk management
- dealing with fundamental changes of the planned work/deliverables that will also be coordinated with/proposed to the EC.

2.2 Project Steering Committee

The Project Steering Committee (PSC), being the highest project authority and decision-making entity, has the main responsibility in risk management.

Main tasks
- to lead the risk management of SHAREE,
- to monitor the project implementation periodically and assure the control of risks of all project activities,
- to restructure activities and revise the project plan if needed,
- to prepare any contractual changes,
- to guide in challenging situations,
- to ensure the resolution of all important open questions and resolve conflicts,
- to communicate with legal and financial departments in case help is needed in risk management,
- to communicate with EC PO about any upcoming changes in project implementation,
- to communicate with EB in case help is needed in risk management.

2.3 Work Package Leaders

The WP Leaders are responsible for the implementation of the work within their own WP, so they have to bear the specific risks for the deliverables and milestones within the WP they are leading.

Main tasks in risk management
- to ensure the identification and management of the risks,
- to inform the PSC about the risks,
- to work in collaboration with PSC and SHAREE members to solve challenging issues and resolve conflicts

3 SHAREE risk management action plan

Risk management is built into the structure of the SHAREE project, in the WP1 Administration and Management. This WP is an integral part of the project's reporting channels and is monitored as part of interim reports. They are to be completed periodically, twice a year.

3.1 Risk identification and assessment

Possible risks are monitored throughout the life cycle of the SHAREE project. The following actions are considered as tools and techniques for risk identification:

- analysis of deliverable status
- analysis of WP schedules and scopes
- regular communication of PSC with the WP and task leaders

The risk management process consists of four steps (see Figure 2) to identify, analyse and prioritise risks, plan mitigation actions, track progress and control outcomes.

Figure 2 Risk management process

The risk management process will be documented by the PM in a written form in the Risk management table. It is the tool that enables structured risk monitoring. The document is accessible to all members in the SHAREE shared folder, under WP1. The Risk management table contains the following information: Risk Number, Description, Concerned WP; Level of Risk and Proposed risk-mitigation measures. In case monitoring is needed for a longer period, this will be marked in the table.

The Risk management table is a living document that is regularly updated by all project members. The evaluation of possible risk will be discussed on the next forthcoming online meeting. Time-driven revision will occur at the moment of the reporting. The current version of the Risk management register is provided below.

Table 2 Risk management table

	Date	Description of risk	Explanation	WP(s) involved	Impact	Proposed risk-mitigation measures	Status	Comments
1	23.09.2024	Not meeting the deadline of D1.1	The project logo design is not completed on time	WP1	low	Negotiating PO about the options to postpone the deadline	Solved	The logo file arrived on 30.09, deliverable uploaded on time
2								
3								

The level of risk is estimated using the risk matrix in Figure 3. Concerning each of the risks, the PM, in collaboration with the WP or task leaders, will estimate the probability of the risk becoming a problem in the project (Low/Medium/High/Critical).
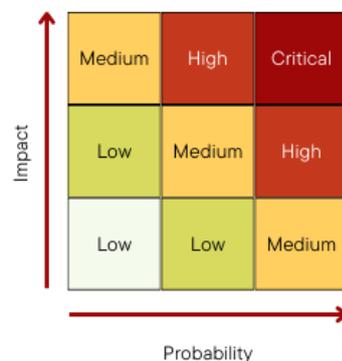

Figure 3 Risk matrix

3.2 Risk mitigation

Once the risks have been identified, each partner is responsible for executing the risk mitigation activities which relate to the WP or task they lead. All members of SHAREE have the responsibility to communicate with the PM about the status and effectiveness of each risk and mitigation plan to update the risk management register and assess the relevance of the tools. If a mitigation action cannot be effectively carried out or does not solve the risk, the risk will be re-evaluated and new mitigation measures will be agreed. If any new risks are identified by a partner, they will be analysed as those on the original risk list and then added to the register.

An item can be considered closed when the following criteria are brought together: the risk-mitigation measures have been implemented and a new exposure risk is estimated as low using the risk matrix.

4 Foreseen risks

The foreseen risks have been put together by the consortium in a collaborative activity during the kick-off meeting in Tallinn, when members co-developed a list of risks in SHAREE under four main categories. The password-protected Flinga board was used as the co-creation platform. Based on the results, the risks in this document are also grouped under four categories: external crises, management and administration, human factors and action or task-related risks. All identified risks have been evaluated against the risk matrix and mitigation measures have been proposed.

Table 3 Risks related to external crises

Description of risk	Work package(s) involved	Probability, Impact	Proposed risk-mitigation measures
Political changes or instability/war situation	WP1, WP2, WP3, WP4, WP5, WP6	Probability: low Impact: medium	Following the recommendations of partner countries concerning meetings and travelling; asking advice from PO/EC
Worldwide health issues	WP1, WP2, WP3, WP4, WP5, WP6	Probability: low Impact: medium	Following the recommendations of partner countries concerning meetings and travelling; asking advice from PO/EC
Unexpected climate changes	WP1, WP2, WP3, WP4, WP5, WP6	Probability: low Impact: medium	Following the recommendations of partner countries concerning meetings and travelling; asking advice from PO/EC
IT stability in supporting communication	WP1, WP2, WP3, WP4, WP5, WP6	Probability: low Impact: critical	Agreeing alternative communication channels

Table 4 Risks related to management and administration

Description of risk	Work package(s) involved	Probability, Impact	Proposed risk-mitigation measures
Ineffective overall management or coordination	WP1	Probability: medium Impact: high	Effective coordination and management are ensured by the D1.1 Project Management Handbook, PM

			will be given the resources and support needed to perform tasks effectively, and in case of unforeseen events, other experienced persons from TLU or at other partners can take over coordination tasks
Unexpected decisions from universities, hinder the content	WP1, WP2, WP3, WP4, WP5, WP6	Probability: low Impact: high	Having strong visibility inside home universities, stressing the importance of the project content
Need for partners change (e.g. merging with other institution)	WP1	Probability: low Impact: medium	Communicating with PO as soon as possible, following PO advice for smooth changes
Changes in the personnel in partner universities	WP1, WP2, WP3, WP4, WP5, WP6	Probability: low Impact: high	Keeping SHAREE members constantly updated with actions and the content, having regular national team meetings, and not putting too many tasks on one project member
Not keeping up with planned timetables and deadlines	WP2, WP3, WP4, WP5, WP6	Probability: high Impact: high	Having detailed timetables for implementation of activities, having regular project meetings to remind deadlines and have an overview of work in action, PSC regularly checking the actions, informing PO if deadlines cannot be met
Overloading SHAREE members with information/important messages getting lost	WP1, WP2, WP3, WP4, WP5, WP6	Probability: medium Impact: medium	Agreeing on the protocol for transmitting the information (title of the message, recipients etc.)
IT infrastructure problems	WP1, WP2, WP3, WP4, WP5, WP6	Probability: low Impact: high	Using online platforms and shared folders to enable accessibility by all members; making backup files on a regular basis
Unforeseen expenses	WP1, WP2, WP3, WP4, WP5, WP6	Probability: medium Impact: medium	Following the budget as planned, having regular checks on the use of finances, recalculating the budget in case needed and making decisions through discussion in PSC, consulting PO in case of bigger changes
Safety of project materials	WP1, WP2, WP3, WP4, WP5, WP6	Probability: medium Impact: medium	Opening the risk mitigation in D1.3 Data management plan

| Problematic budget spending | WP1 | Probability: low Impact: low | Instructing partners regarding the lump sum financial rules for proper financial management, taking part in lump sum info seminars, regularly checking budget spending and eligibility of the costs, asking advice from PO in case of complications |
| Need for fundamental changes in planned activities | WP1, WP2, WP3, WP4, WP5, WP6 | Probability: low Impact: medium | Asking for advice from the PO before making fundamental changes |

Table 5 Risks related to human factor

Description of risk	Work package(s) involved	Probability, Impact	Proposed risk-mitigation measures
SHAREE members are overloaded with the tasks (burnout)	WP1, WP2, WP3, WP4, WP5, WP6	Probability: medium Impact: high	Setting concrete roles and tasks in the project; rearranging personal assignments if needed; including more people in the implementation of the project
Key persons in the project are leaving the project /university	WP1, WP2, WP3, WP4, WP5, WP6	Probability: low Impact: high	Keeping SHAREE members constantly updated with actions and the content, having regular national team meetings, and not putting too many tasks on one project member
Important contacts (stakeholders) change jobs	WP2, WP3, WP4, WP5, WP6	Probability: low Impact: medium	Open communication is needed, if this is forthcoming we ask recommendations who could replace the contact
SHAREE members become demotivated	WP1, WP2, WP3, WP4, WP5, WP6	Probability: medium Impact: high	Open communication is needed, and early signals need to be shared
SHAREE members/stakeholders have challenges with the timetable (e.g. common meeting times)	WP1, WP2, WP3, WP4, WP5, WP6	Probability: high Impact: high	Making plans for general (online) meetings on long term (for the half-year period)
SHAREE members lack skills in certain tasks	WP1, WP2, WP3, WP4, WP5, WP6	Probability: medium Impact: medium	Having contacts inside universities in administrative departments

Collaboration gets too "dry", having no time for team building and social activities	WP2, WP3, WP4, WP5, WP6	Probability: medium Impact: low	Supporting members' motivation on the national level, starting the online meetings with free conversation
SHAREE members having uncertainty if expectations are met (workload, time allocation, quality)	WP2, WP3, WP4, WP5, WP6	Probability: medium Impact: low	Sending out clear messages, making detailed agreements on tasks and their criteria, having regular discussions on members' duties and time allocation to identify uncertain feelings
SHAREE members have different working styles/cooperation challenges	WP1, WP2, WP3, WP4, WP5, WP6	Probability: medium Impact: medium	Open discussion about expectations to reach a common understanding; sending out clear messages about expectations
Conflicts in the team	WP1, WP2, WP3, WP4, WP5, WP6	Probability: low Impact: medium	Asking for project members' feedback on communication, actions and participation, open discussion on problems with the help of PSC
PO changes during the project period	WP1	Probability: low Impact: high	Communicating with PO through the EC platform to keep the conversations and agreements documented
ECRs not interested in exchange	WP3	Probability: medium Impact: medium	Making plans for exchange in long term, combining the exchange with the members' research interests

Table 6 Risks related to tasks

Description of risk	Work package(s) involved	Probability, Impact	Proposed risk-mitigation measures
Lack of interest of stakeholders	WP2, WP3, WP4, WP5, WP6	Probability: medium Impact: high	Having a longer list of possible collaboration partners, including stakeholders with whom we have previous collaboration experiences, adding stakeholders who have a stronger connection to SHAREE topics
Difficulties to gather information as curricula are in native	WP4	Probability: medium Impact: critical	Using networks and partners to have contacts in various countries who could help us with finding necessary

languages and may not be available for public use			documents for analysis, using translation services if needed.
A low number of participants in SHAREE actions	WP2, WP3, WP5, WP6	Probability: medium Impact: critical	Using various channels to inform potential participants, investing time in SHAREE communication, using personal contacts for recommending SHAREE activities
The article review process takes a long time	WP6	Probability: medium Impact: medium	Making informed choices when choosing the source for publishing, considering the longer time for the review process already in the plans
Difficulties in including various disciplines as the key person have lack of time for new tasks	WP2, WP5	Probability: medium Impact: high	Planning the collaboration on a longer term, including ECRs as they are more available and motivated to join new projects

5. CONCLUSIONS

This initial document has defined the methodology and listed foreseen risks in the overall project. Further description of the risks will be elaborated during the runtime of the project which will be handled case-by-case and result in documenting the risks and mitigation measures in a shared risk management table. An update of the D1.2 A list of risks and hedging measures will be done when the PSC sees the need to make fundamental changes. Participants will be informed of the changes as soon as these are finalized and the latest version will be uploaded to the shared folder.