

THESEUS project Risk log

Valentin NICULA
MVNIA

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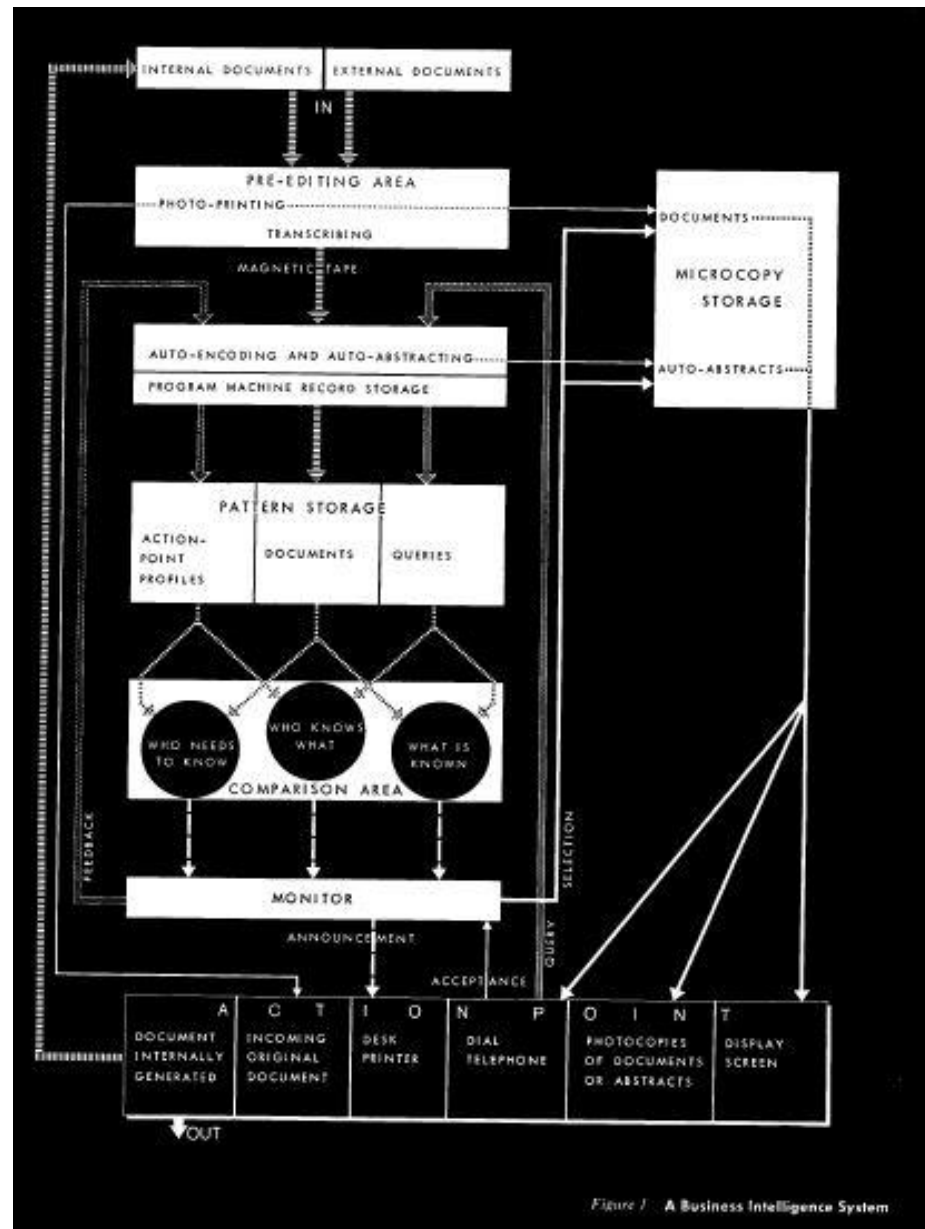


Figure 1 - A Business Intelligence System



Risk log: structure and objective

- Open document to be updated during the project life cycle
- Pillars:
 - Project implementation
 - Human resources
 - Budget execution
 - Dissemination & communication
 - Technological



Project implementation

R1	A partner registers delays in developing/implementing the tasks	Internal	5%	If a partner registers delays in developing the tasks, the impact on the project implementation could be high only in case of the activities that take place during a short period of time and it can result in postponement.	In order to avoid or to manage this type of risk, regular contact between the manager and the partners is required. If it becomes a serious risk, remedial actions will be taken, such as changing the assigned experts with other representatives from the partner institution, or assisting the production of the task by other representatives. The project manager will evaluate the estimated time resources needed for each activity and will estimate the effort for each activity taking into consideration unpredictable events.
R2	Partners do not understand completely their tasks	Internal	1%	This risk can have an impact over the project's objectives and needs to be mitigated from the beginning of the project.	A sound management plan will be established, representing the baseline against which progress and success will be measured. A set of monitoring and control activities will be established, so as to ensure the project remains on course and reacts to unexpected events. The coordinator will establish within the consortium procedural steps to be followed during the implementation stage, regarding the roles and duties of the consortium partners.
R3	A partner is unable to produce work of the expected high quality	Internal	1%	While every activity of the project is expected to be developed at a high standard of quality, low quality work can have a significant impact on the activities that result in intellectual outputs (O1, O2)	If low quality work will be produced, the manager will discuss with the partner, to understand where the gap is, and establish remedial actions, either by deciding what changes need to be done with the work produced, in order to increase its quality, or by assigning new experts from the same partner. This is a low risk because all partners have produced in the past high quality work. Also, the team members and key-experts will be appointed according to their area of expertise.



Human resources

R4	Non-availability of team members due to unforeseen causes (health-related, resignation etc.)	Internal	30%	This risk can have an impact on the project's implementation for a short period of time, given that another team member will have to take over, which implies that he or she will need time to understand the work done and the one foreseen by the project plan.	The risk will be mitigated by replacing the specialist with another team member from the respective partner, with the same expertise and professional background, and by closely coordinating his/her activity for a short period of time, to ensure that the new specialist is continuing the work as designed and at the same standards of quality.
R5	Lower number of participants than estimated at the training activities	External	5%	This risk can have an impact on obtaining the estimated number of participants.	The participants will be selected by implementing a recruitment strategy and an enrollment process, ensuring equity and equal opportunity for participating. The announcement for enrollment will be disseminated within a wide pool of the target groups, using the formal and informal channels of communication, described in the dissemination strategy and applicable by all partners.
R6	Lower number of participants than estimated at the multiplier events	External	5%	This risk can have an impact on obtaining the number of estimated participants.	The participants from target group categories and relevant stakeholders will be invited to the multiplier events using the formal and informal channels of communication, described in the dissemination strategy and applicable by all partners.



Budget execution

R7	Budget exceeded	Internal	5%	If the budget is exceeded, this risk can have an impact on the implementation of activities as initially established, and it will imply re-adjusting the line budgets or finding cheaper services (e.g.: for organizing the ME, the STTE or IP).	To ensure that all tasks are developed within the established budget, a periodic review of the budget will be conducted by the project manager.
R8	Changes in costs related to the courses and events organized within the project	External	50%	If the costs for organizing the activities and events within the project (e.g.: for travel, training, exceptional costs, multiplier events) are higher than estimated and approved, it will imply re-adjusting the line budgets or finding cheaper services.	Every 6 months, the project manager will review money expenditure and will assess any changes in the status of any risks or any changes external to the project, which may impact it.

Dissemination & communication

R9	Miscommunication with the partners	Internal	1%	This risk can have a high impact on the development of the project activities, as they are inter-connected and all partners are involved in their development.	A communication & dissemination strategy will be elaborated within the consortium, tailored to the project objectives. For each of the members of the consortium, a contact person will be designated, so as to ensure a continuous flow of communication within the project members. Continuous communication will be maintained via e-mail and/or telephone and regular Skype meetings will be scheduled. Communication within the project team will be done both horizontally and vertically, so each person involved in implementing the project comprehends his/her role and tasks.
R10	Miscommunication with the National Agency	Internal	1%	This risk can have a high impact on the efficient organization and development of the project.	Communication with the National Agency will be achieved via e-mail and phone. The Coordinator will send the required documentation for each stage of the project and will notify if there is a need for clarification. For any deviation from the project, a formal request of approval/recommendation will be requested. A representative will be nominated for communicating with the National Agency.
R11	Miscommunication with external partners	External	10%	This risk may have an impact on the process of recruitment of participants for the training program.	Communication with external partners will be conducted based on the dissemination strategy, and it will be done by each partner, depending on the tasks assigned.
R12	The stakeholders ignore the results of the project	External	10%	This risk doesn't have concrete implications over the project itself, but more on the sustainability activities.	The dissemination strategy includes working closely with the partners in identifying adequate dissemination and communication tools and channels. The partners will agree on a structured dissemination strategy which ensures a "multiplier" effect. The sustainability of the project will be ensured through the actions stated in the project plan and dissemination strategy.



Technological

R13	The technical instruments used for developing the O2 are outdated by the end of the project	Internal	10%	The risk may have an impact on the training activities.	The leading partner in developing the O2 content (NTNU) has an extensive expertise in areas such big data analytics, digital forensic, design of advanced computing technologies and will ensure that the IT solutions used for developing the content of O2 will be developed according to the latest developments in the field of IT&C
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