D6.2 Quality and Risk Management Plan

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Summary

The purpose of the Quality and Risk Management Plan (QRMP) is to provide a risk identification procedure and a specific strategy in case of risk materialization within the project execution, ensuring that project's activities, in terms of deliverables and processes, are developed using a common qualitative standard.

Both quality and risk management represent a continuous process throughout the lifetime of a project, including the identification, analysis, monitoring, controlling and reporting the potential technical and management risks as well as non-conformities. The proposed strategy covers the issues that might affect the project progress towards its objectives, and indicates potential mitigation or corrective actions to enforce as early as possible. Given that the risk and quality assessment processes are continuous, this plan will be updated for the whole duration of the project.

One of the main contributions of the present deliverable is to provide a methodology to mitigate risk and foster quality, subsequently minimizing unexpected and collateral potential effects in order to ensure the correct execution of the project.

The current document is the first version of the Quality and Risk Management Plan. It documents the processes, tools and procedures that will be used to identify, manage and control risks as well to ensure quality to the deliverables and processes of LEVIATAD. It also defines the roles and responsibilities of the consortium partners in both the management processes.

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Document history

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0.5	07/03/2023	DLTM	Final version

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Summary

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List of Abbreviations

GA – Grant Agreement

LEVIATAD – Level 1 Accelerator for Defence Sector

PC – Project Coordinator

PO – Project Officer

PMM – Project Management Manual

PMT – Project Management Team

QA – Quality Assurance

QC – Quality Control

QMP – Quality Management Plan

QRMP – Quality and Risk Management Plan

RMP – Risk Management Plan

RMR – Risk Management Register

SME – Small and Medium Enterprise

SC – Steering Committee

WP – Work Package

WPL – Work Package Leader

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QUALITY MANAGEMENT PLAN

1. Introduction to the Quality Management Plan

The Quality Management Plan (QMP) sets out the strategy to ensure a qualitative standard to the activities, processes, and outcomes of the project Level 1 Accelerator for Defence Sector - LEVIATAD (hereafter 'the project').

The QMP does not aim to explaining what 'quality' is, as it is assumed that the concept of quality is well rooted among the partners involved in the project. Rather, the following document intends to outline a common standard, relevant to the quality of outputs and project management actions without adding useless bureaucratic weights to the normal work of the consortium's members. Therefore, the QMP defines the acceptable level of quality and describes how the project will ensure such a level in its deliverables, activities, processes, and outcomes.

In this context, quality management activities ensure that the deliverables are prepared to meet agreed-upon standards and requirements, non-conformities found are identified, and appropriate corrective actions are taken. For the purpose of this document, quality activities are divided into:

- Quality Control (QC) activities, which monitor and verify that the project deliverables meet defined quality standards;
- Quality Assurance (QA) activities, which monitor and verify that the processes used to manage and create the deliverables are followed and are effective.

As an additional document to the Project Management Manual (PMM), the QMP is intended to provide a solid ground for successful, timely and quality implementation of the project's activities. It sets out a common standard to be applied and followed throughout the entire project life cycle, and defines a set of procedures to be employed in order to secure that:

- the Grant Agreement (GA) requirements and conditions are fully applied and followed by all partners;
- the EU and national rules and procedures are taken into account in the operational, administrative and financial management;
- all rights and obligations defined in the agreement between the partners are fulfilled;
- all project activities are realized in accordance with the work plan and assigned budget.

Ultimately, the purpose of developing a quality plan is to match EU expectations in terms of quality and prepare a proactive quality management plan to meet those expectations. The QMP will help the Steering Committee, the Project Coordinator and the project team as a whole to determine if the deliverables are produced to an acceptable quality level and if the project processes (used to manage and create the deliverables) are effective and properly applied.

2. Quality standard

Quality standard defines the policy that project's partners shall follow to ensure quality to achieved outputs and results, as well as standards to be applied to deliverables and processes.

Whatsoever is the internally used quality standard of each partner, the aim of the quality assurance policy is to ensure that the project commits to provide and maintain a high qualitative standard in consortium relationships, in carried out actions and supplied services, and providing for continuous improvement. This approach shall guarantee the effectiveness and efficiency of the quality assurance process, which, in any case, is planned, developed and carried out in coordination among consortium partners and designed to eliminate deficiencies and inaccuracies.

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2.1 Quality Assurance and Quality Control

Quality assurance is the outcome of an effective quality control process. The QA is fundamental to all the works in LEVIATAD and it is implemented by all partners while carrying out their tasks.

Within the project's framework, partners shall:

- maintain conformity in work methodology in accordance with policies' sets, procedures, regulations and codes of practice and without significant deviation;
- ensure that all policies, procedures, relevant regulations and codes of practice are effective and analyzed to match the project's needs;
- regularly monitor and measure the quality of expected outputs and methods in a way to ensure high qualitative standards, best value and continuous improvement.

In this context, Quality Control is therefore the operational techniques, procedures and objectives that are used to fulfill the requirements of quality.

3. Project quality management objectives

In terms of deliverables the project quality management objectives imply that:

i. deliverables must support proficiency for improved project management actions;
ii. deliverables must meet the requirements of project lead beneficiaries, partners' representatives, Steering Committee, Project Coordinator and the EU;
iii. deliverables must be aligned to industry best practices and needs for project management;
iv. deliverables are suited for web delivery and for dissemination activities (excluding confidential deliverables);
v. deliverables must be easy to understand and use (i.e. they must contain all the information needed by other partners in order to allow them to fairly progress in relevant tasks, avoiding, as far as possible, requests of integration, clarification, input of missed data, etc.;
vi. project's practices must conform to the Project Management Manual (Deliverable D6.1).

In addition, all documents and reports produced within the LEVIATAD project are expected to satisfy the following quality criteria:

- qualitatively respondent to the objectives set in the PMM;
- to be started and delivered within the timeframe set in the work plan;
- to be approved by the relevant management structure as defined in the PMM;
- satisfy the visual identity requirements, i.e. to be presented in corresponding templates provided in the PMM.

The tables in the following pages list the milestones and deliverables subject to quality control.

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Milestone no.	Milestone name	WP no.	Lead beneficiary	Means of verification	Due date (month)
1	Ecosystem mapping delivered	WP1	2-T.V.T PMP-TVT	Report delivered	7
2	Naval defence value chain resilience continuity plans delivered	WP1	2-T.V.T PMP-TVT	Plans delivered	13
3	First Eurocluster of excellence on naval defence	WP1	2-T.V.T PMP-TVT	Collaboration agreement concluded	15
4	List of stakeholders and new-to-firm products/services	WP2	5-BLAUWE CLUSTER	List delivered	10
5	Workshops on innovation realized	WP2	5-BLAUWE CLUSTER	Report on workshops participants list	14
6	Workshops on green transition and digitalization realized	WP2	5-BLAUWE CLUSTER	Report on workshops participants list	16
7	Meeting with EEN and EDIH networks	WP2	5-BLAUWE CLUSTER	Report on workshops participants list	24
8	Country analysis delivered	WP3	4-RIVLIG	Report delivered. PDF file in English	12
9	Eurocluster's strategy delivered	WP3	4-RIVLIG	Report delivered. PDF file in English	14
10	Services provided to SMEs	WP3	4-RIVLIG	Report about service delivered. PDF file in English	24
11	Cooperation agreement concluded	WP3	4-RIVLIG	Cooperation agreements. PDF file in English	24
12	Calls for voucher (third parties financial support) published	WP4	6-HKKOI	Call published	9
13	SMEs application evaluated	WP4	6-HKKOI	Report about SMEs application evaluation	11
14	Dissemination Plan delivered	WP5	3-NA.Vi.GO Scarl	Plan delivered	2
15	Project logo realized	WP5	3-NA.Vi.GO Scarl	Logo created	3
16	Website developed	WP5	3-NA.Vi.GO Scarl	Website created	5
17	Project Management Manual	WP6	DLTM Scarl	Project management Manual delivered	3
18	Quality and Risk Management Plan	WP6	DLTM Scarl	Quality and Risk Management Plan delivered	6

Table 1: List of milestones subject to quality control

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Deliverable No.	Deliverable Name	WP No.	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
D1.1	Mapping of the ecosystem's value chain in the naval defence sector	WP1	2-T.V.T PMP-TVT	R-Document report	PU-Public	7
D1.2	Picture of stakeholders interdependencies focused on European sovereignty and principal value chains	WP1	2-T.V.T PMP-TVT	R-Document report	PU-Public	10
D1.3	Report on SMEs needs and opportunity analysis	WP1	2-T.V.T PMP-TVT	R-Document report	PU-Public	7
D1.4	Naval defence value chain resilience continuity plans	WP1	2-T.V.T PMP-TVT	R-Document report	PU-Public	12
D1.5	Collaboration agreements	WP1	2-T.V.T PMP-TVT	R-Document report	SEN-Sensitive	14
D2.1	List of stakeholders and new-to-firm products/services in the industrial ecosystem	WP2	5-BLAUWE CLUSTER	R-Document report	SEN-Sensitive	10
D2.2	Naval integrator scheme: business process innovation adopted in the industrial ecosystem	WP2	5-BLAUWE CLUSTER	R-Document report	PU-Public	12
D2.3	Programmes of services regarding the skilling and upskilling offered by cluster organizations to SMEs about innovation	WP2	5-BLAUWE CLUSTER	R-Document report	PU-Public	13
D2.4	Lists of participants to workshops on innovation	WP2	5-BLAUWE CLUSTER	R-Document report	SEN-Sensitive	16
D2.5	Programmes of training on green transition and digitalization for SMEs and cluster managers	WP2	5-BLAUWE CLUSTER	R-Document report	PU-Public	13
D2.6	List of participants to workshops on green transition and digitalization	WP2	5-BLAUWE CLUSTER	R-Document report	SEN-Sensitive	16
D2.7	List of participants to meetings with EEN and EDIH	WP2	5-BLAUWE CLUSTER	R-Document report	SEN-Sensitive	24
D3.1	Country analysis (Maghreb, Middle East, North America, Canada)	WP3	4-RIVLIG	R-Document report	PU-Public	12
D3.2	Eurocluster's strategy development	WP3	4-RIVLIG	R-Document report	PU-Public	14

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D3.3	Services portfolio to implement internationalization action addressed to participating SMEs	WP3	4-RIVLIG	R-Document report	PU-Public	24
D3.4	Cooperation agreements	WP3	4-RIVLIG	R-Document report	PU-Public	24
D4.1	Calls for voucher (third parties financial support) for innovation and internationalization	WP4	6-HKKOI	R-Document report	PU-Public	9
D4.2	Report of application evaluation	WP4	6-HKKOI	R-Document report	PU-Public	11
D4.3	Report of funding management	WP4	6-HKKOI	R-Document report	SEN-Sensitive	24
D5.1	Communication outreach: dissemination plan	WP5	3-NA.Vi.GO Scarl	R-Document report	PU-Public	3
D5.2	Project logo	WP5	3-NA.Vi.GO Scarl	Other	PU-Public	3
D5.3	Project website	WP5	3-NA.Vi.GO Scarl	DEC-Websites, patent filings videos, etc.	PU-Public	5
D5.4	Dissemination events agenda	WP5	3-NA.Vi.GO Scarl	R-Document report	PU-Public	24
D5.5	Dissemination events participants	WP5	3-NA.Vi.GO Scarl	R-Document report	SEN-Sensitive	24
D5.6	Final conference agenda	WP5	3-NA.Vi.GO Scarl	R-Document report	PU-Public	24
D5.7	Final conference participants	WP5	3-NA.Vi.GO Scarl	R-Document report	SEN-Sensitive	24
D6.1	Project Management Manual	WP6	1-DLTM Scarl	R-Document report	PU-Public	3
D6.2	Quality and Risk Management Plan	WP6	1-DLTM Scarl	R-Document report	PU-Public	6
D6.3	Kick-off Report	WP&	1-DLTM Scarl	R-Document report	PU-Public	4

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D6.4	Report about cooperation with other projects	WP6	1-DLTM Scarl	R-Document report	PU-Public	24
D6.5	First six month mid-term technical report and presentation on the progress implementation of actions (including deliverables and KPI) covering months 1 to 6	WP6	1-DLTM Scarl	R-Document report	PU-Public	7
D6.6	Second six month mid-term technical report and presentation on the progress implementation of actions (including deliverables and KPI) covering months 13 to 18	WP6	1-DLTM Scarl	R-Document report	PU-Public	19

Table 2: List of deliverables subject to quality control

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3.1 Deliverables/documents referencing procedure

Each deliverable/document/correspondence exchange, as far as practicable, shall have in due evidence the following references:

- LEVIATAD logo;
- EU and SMP-COSME-2021-CLUSTER flag and reference;
- reference to GA number and project's name (LEVIATAD 101074868);
- reference to the work package and deliverable number.

3.2 Rules for dissemination

All partners should acknowledge at all times EU funding to LEVIATAD in all deliverables classified as "public" and used for dissemination. The following sentence may be employed:

- Publicity and promotional materials: "*The LEVIATAD Project has received funding from the European Union's SMP-COSME-2021-CLUSTER under Grant Agreement no. 101074868*";
- Financial support to SMEs: "*The awarded financial support has been granted with the funding from the European Union's SMP-COSME-2021-CLUSTER under Grant Agreement no. 101074868*";
- Results: "*The research/activity leading to this result/publication has received funding from the European Union's SMP-COSME-2021-CLUSTER under Grant Agreement no. 101074868*";
- Disclaimer excluding EU Agency responsibility: "*This paper/presentation/article/publication/content reflects only the author's view and the European Innovation Council and SMEs Executive Agency (EISMEA) is not responsible for any use that may be made of the information it contains*"

3.3 Procedures for communication, publication and dissemination of project's results

3.3.1 Communication activities

Each partner wishing to undertake any formal communication activity/initiative related to the project shall inform the Project Coordinator and eventually any other WP Leader which may be involved in the process. The content and the overall message of the communication activities must be agreed with the PC (and eventually the other WPL). Communication activities shall be discussed during the WP coordination meeting (point 4.1.1 of the PMM) and reported at least quarterly, at the time of the periodic report on project's progresses (point 4.1.2.1 of the PMM).

3.3.2 Dissemination and publication of project results

Before the dissemination and publication of project's results, the partners shall give the PC and all the other partners enough time to examine the documents. Other partners then have two calendar weeks to comment the dissemination/publication and request necessary modifications (if any). If no partner comments within the abovementioned period, the dissemination/publication of results is allowed.

3.4 Use of social media

The project employs social media communications. Any content to be shared using social media shall be sent in advance to the PC and/or the WPL for preliminary acceptance.

3.5 Communication

Day by day communication of project related issues shall be done via e-mail/phone. Important communications shall be traced via mail with copy to PC and SC members (WP leaders).

3.6 Types of meeting and relevant procedures

All the meetings of the project's governing body (SC) shall follow the procedures stated in the PMM. All the other project's meeting will follow more flexible and *ad hoc* procedures agreed in advance with the partner concerned. Nonetheless, an official agenda and meetings minutes shall be produced for main meetings and circulated to all partners.

3.6.1 Web meetings

The partner requesting web meeting is free to propose/use a provider to set up a meeting. The PC shall be invited to all meetings. In case a task leader requests a web meeting, the relating WPL shall be invited as well. The organizer of the web meeting is responsible for preparing the agenda, taking minutes, and sharing them with all the consortium partners.

4. Quality roles and responsibilities

Each deliverable will be validated, in terms of quality, by each Work Package Leader, by partners and ultimately by the PC. For any issue/conflict arising in terms of quality of the deliverable, the final decision is on the Steering Committee.

More in detail, the author/creator of the deliverable will perform the first check. He will therefore review his own work before delivering it to the WPL, which provides for a second check. Once the deliverable is accepted it is circulated among all the other project partners for a third review, and then sent to the PC for final approval.

Any deliverable shall be submitted for quality control and validation within a time period that makes it possible to detect criticalities and report them. Project partners have the right to comment on the quality of the deliverable and suggest modifications. In case of no conflict concerning the validation of a deliverable, the final acceptance is on the PC.

Summarizing, the quality review of deliverables in LEVIATAD is performed using a four-stage procedure which may include a further step in case of conflict among partners as reported in the table below.

Stage	Responsible
1	Author/creator
2	Work package leader
3	Project Coordinator + Partners
4 (in case of conflict)	Steering Committee

Table 3: 4-stage Quality review procedure

In LEVIATAD the project's quality management is heavily dependent on internal communication, allowing feedbacks among geographically dispersed partners for quality validation of project's deliverables. Nonetheless, minimal corrective measures may be adopted by each project team without the previous consent of the whole consortium in order to hit general and specific project's objectives and targets.

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5. Quality tools

Each deliverable is evaluated using the following criteria:

1. Content - the content of each deliverable depends on the type of deliverable itself. It should cover all the information relevant to the activity that it results and all the information needed by other partners in order to perform their activities. The responsibility is of its author/creator, nevertheless the report shall meet a set of requirements based on the following aspects:
    a. Completeness (the information provided in the deliverable must be reliable, complete and supported by relevant references);
    b. Accuracy (the information presented must be focused on the key issues);
    c. Relevance (the information presented must be relevant to the goals of the project);
    d. Language features (before elaborating the final version, the report must be submitted for proof reading;
2. Appearance and structure – the deliverables must have a uniform appearance, structure and referencing scheme. It is therefore necessary to use document referencing and the templates provided for in the PMM.

During each of the Steering Committee Meeting, if necessary, the status of the project QA and QC will be reviewed in order to ensure that the procedures were followed, to define opportunities for improvement, and to find solution to eliminate gaps between current and desired levels of performance.

6. Reporting quality control and quality assurance problems

Any partner identifying the necessity for corrective actions shall report to the PC who will inform the SC using the status report. Partners are called to give their advice and/or propose a solution.

In case non-conformities are identified, they shall be documented and corrective actions shall be taken.

Project's partners must discuss the matter, either at SC level and individually through e-mails, web conferences, phone calls, etc. Proposals on corrective actions should be suggested and put for a vote within the SC, whose final decisions must be documented in the meeting minutes. The PC will forward the decisions to all partners involved.

The SC, as the higher ranked project's management structure, is responsible for the implementation of corrective actions which shall ensure:

- the effective handling of all complaints;
- the reporting of non-conformities;
- the investigation of the causes of non-conformities with reference to the quality system;
- the recording of the investigation's results;
- the determination of the preventive/corrective actions aiming to eliminate the causes of non-conformity;
- the application of controls to ensure that corrective actions are taken and effective;
- the communication of the actions taken to the partners.

7. Conclusion

The present section has introduced the quality management plan and the subsequent methodology. The deliverable has presented the strategy and relevant procedures to ensure qualitative standard to the actions during the execution of the project. These procedures include the identification of core partners that are, at different levels, responsible for the monitoring and management of the quality of the deliverables and processes. This plan will serve as a reference for the consortium during the execution of the project.

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RISK MANAGEMENT PLAN

8. Introduction to the Risk Management Plan

Risk management is the process of identification, analysis, monitoring and control of internal and external risks. This process covers any issue that might affect the project progress towards its objectives. Furthermore, the risk management process also identifies mitigating actions and their implementation in case of risk materialization, at the earliest possible moment. Risks can arise from unexpected technical and managerial issues within the project, including poor co-operation or communication between the partners as well as the SMEs involved in the project, resource shortage by partners or beneficiaries, human operational errors or planning errors, language barriers, lack of quality or environmental problems. As these risks can occur throughout the project, and cannot always be foreseen, risk management is a continuous process throughout the entire lifetime of the project. The Risk management Plan (RMP) outlines policies and procedure in order to identify and mitigate the potential risks that can occur in the project.

It is the objective of the Risk Management Plan to decrease the probability and impact of events adverse to the project.

In LEVIATAD (Level 1 Accelerator for Defence Sector) 6 project partners will work together over a period of 2 years to create the first Eurocluster of excellence concerning the naval defence. In order to achieve this objective the project follows a 3-step action plan which envisages: 1) the mapping of the naval and aero naval defence sector value chain to better understand the European ecosystem's structure as well as potential transnational synergies; 2) the implementation of actions to support Small and Medium Enterprises (SMEs) in their up-skilling towards strategic technological innovation in order to enhance resilience and autonomy and ultimately boosting European sovereignty in defence sector; 3) further supporting measures fostering the internationalization of SMEs in order to promote synergies and new business lines towards extra-UE countries.

Following the activities and the services developed by the Eurocluster, the project will launch a call for voucher to give direct support to SMEs in order to stimulate innovation as well as their green and digital transition, and improve their presence within the international value chain in both EU and non-EU countries. During the process, all those activities needed for a proper management of the call will be performed, especially in terms of transparency, equal treatment, conflict of interest, and confidentiality, in a way that will ensure a fast, efficient and transparent evaluation of the applications. Furthermore, the activities will include the monitoring of the real uptake of innovation and internationalization by SMEs funded by the project.

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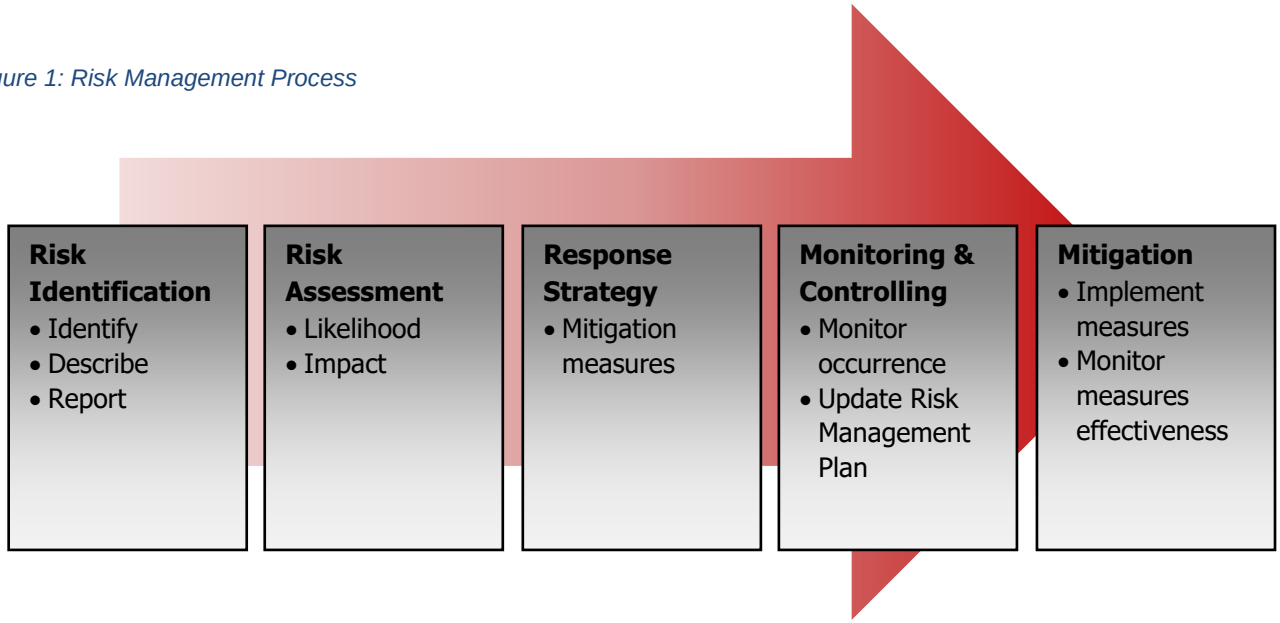
9. Risk management procedure

9.1 Process

For the identification, monitoring and mitigation of risks, a standardized management process is defined. This process is employed throughout the project's lifetime and regardless of the nature of the risk or the level (operational, executive, strategic) at which it affects the project. The Figure 1 summarizes the risk management process, which is explained in more detail below in the chapter.

Figure 1: Risk Management Process



The identified risks are recorded in the Risk Management Register (RMR). The register contains the following information: risk number; description of the threat; affected WP; proposed mitigation measure. This register will be accessible to all consortium members at the following link: https://drive.google.com/drive/folders/14n4D1xo0e0B5v0jHSxMdHmw-4IkExpbJ?usp=sharing.

9.1.1. Risk identification

The process of risk identification is a continuous process throughout the life cycle of the project, and it consists of the identification of the issues that might affect the project's progress towards its objectives. Once a risk is identified it will be described (nature and potential consequences) and reported to the leader of the work package concerned and/or directly to the Project Coordinator (PC) in case of it concerns a risk at a strategic level. In the former case, the WP leader (WPL) has the responsibility to report new risks identified to the PC.

The following actions will be used as tools and techniques for the identification of risks:

- analysis of actual vs. planned deliverable status;
- analysis of WP schedules and scopes;
- regular communication of the WP leaders with the task leaders and the PC;
- regular communication of the project management team (PMT) with the WP leaders.

9.1.2. Risk Assessment

The risk assessment procedure determines the exposure to a given risk. The exposure is estimated using the risk matrix in Figure 2.

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Concerning each of the risks, the Project Coordinator, in collaboration with the WP leaders, will estimate the probability that the risk will materialize (Low/Medium/High) and the impact of the risk when it materializes (Low/Medium/High).

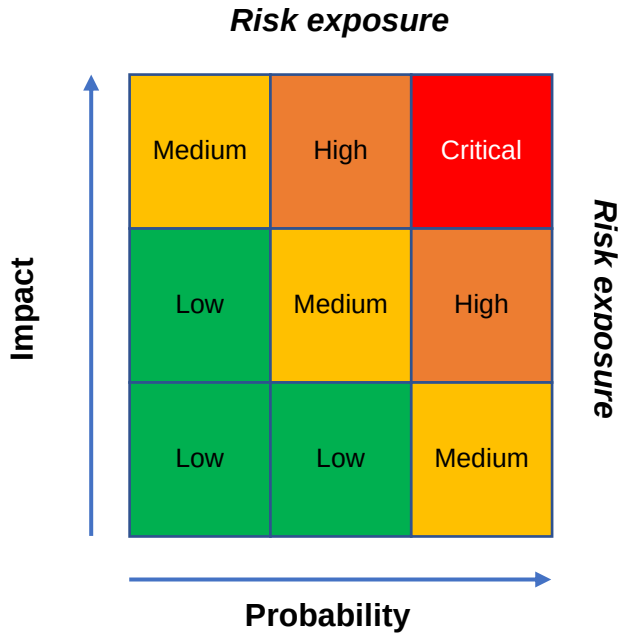

Figure 2: Risk matrix

Figure 2 represents a standard Qualitative Risk Management Matrix, which can be found in numerous publications and web-tools/websites. It has been widely in use for similar projects and project management.

9.1.3. Response strategy

Once a risk has been identified and assessed, the response strategy is defined. The response consists of mitigating measures to be taken to reduce the risk impact on the project in case of risk materialization. These measures ensure a suitable strategy for achieving the proposed project objectives in spite of the consequences of the risk.

The Project Coordinator, in collaboration with the WP leaders and the affected consortium partners, is responsible for defining the abovementioned mitigating measures.

9.1.4. Monitoring, Controlling and Mitigation

The risk monitoring process is a continuous and ongoing process that will be carried out throughout the project life cycle. The identified risks, together with the risk assessment and the response strategy are documented in a risk table inside the Risk Management Register. The RMR is accessible to all partners through the sharing point, and it forms the basis for the risk monitoring and controlling. For each risk included in the table, the following is performed:

- all project partner are assigned with the role of monitoring the risk (occurrence, changes in circumstances that need adjustment of risk assessment and/or response strategy);
- in case a risk is identified as high or critical, it will additionally be monitored by the PC;
- in case of an alteration of the risk status or level, the responsible partner should update the risk table and report this to the PC and/or the WP Leader concerned;
- in case of substantial changes in the risk status or level, the PC will assess the risk and, in collaboration with the responsible partners, they will define the response strategy;

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- in case the risk occurs, the partner informs the PC and the WP leader concerned, and mitigation measures are implemented by the involved partner(s);
- the WP leaders meet every two months to discuss the progress in WPs, including potential issues that have been identified. If necessary the meeting will be organized with a higher frequency (weekly, monthly).
- the Project Coordinator organizes two-monthly meetings; in these meeting, one of the discussed aspects (included in the agenda as a separate point) relates to issues that may have arisen. Hence, all potential issues that occur as a result of the project execution can be discussed and resolved in the mentioned meetings;
- the Steering Committee (SC) may establish task forces within the PMT to take the necessary actions. In case no resolution is reached, the SC will establish mitigations plans to reduce the impact of the occurring risk. The response may include increased supervision, adjustments to the project strategy, changes to implementation arrangements, and/or changes in budget allocations;
- in parallel to the abovementioned aspects, the PC performs a 6-monthly review of all the risks in the RMR during the plenary meeting (as indicated in the PMM);
- 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 with respect the risk matrix.

9.2. Roles and Responsibilities

9.2.1. Consortium Partners

Risk management is a responsibility of all consortium partners. Each partner has the responsibility to report immediately to their respective WPL about any risk situation that may arise and may affect the project objectives or their successful completion. Any change in the time schedule of deliverables or in the allocated budget must be reported to the corresponding WPL. At this point, the WPL will report the PC, and, in case of necessity, the European Commission Project Officer (PO) will be informed.

9.2.2. Work Package Leaders

The WPLs are responsible for the coordination and monitoring of the activities within their work packages. Furthermore, they are responsible of the synchronization between the task leaders in the same WP, and will support the PMT in coordinating all horizontal activities among the WPs. In this role, they are the first level of the risk management process. They are the responsible for the identification and management of the risks within their work package. Moreover they have the responsibility to report new identified risks and also report on changes in the situation to the PC.

The WPLs and partners in charge of the WPs are defined in the following table, which also includes the relating contact point.

WP	Partner	Contact
WP1	TVT	Stéphane Claisse
WP2	BC	Ann Overmeire, Dris Debruyne
WP3	RIVLIG	Ilario Agata
WP4	HKKOI	Goran Barasac

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WP5	NAVIGO	Pietro Angelini
WP6	DLTM	Davide Marini, Anna Mori

Table 4: Work package leaders

9.2.3. Project Management Team

The project management team consists of all the persons involved in the management of the project as listed in the table below. The PMT is responsible for the definition and implementation of the risk management process. The team has the final responsibility for the monitoring and controlling of risks of all project's activities.

Role	Partner	Contact
Project Coordinator (WP6L)	DLTM	Davide Marini
Project Manager (WP6L)	DLTM	Anna Mori
Project Manager	DLTM	Davide Ritarossi
Administrative	DLTM	Valeria De Rosa
Project Manager (WP1L)	TVT	Stéphane Claisse
Data Analyst	TVT	Pierre Robineau
Account Manager	TVT	Magali Gebelin
Project Manager (WP3L)	RIVLIG	Beatrice Casini
Project Officer	RIVLIG	Ilario Agata
Project Manager (WP4L)	HKKOI	Goran Barasac
Project Manager (WP5L)	NAVIGO	Pietro Angelini
Project Manager	NAVIGO	Nicola Rossi
Administrative	NAVIGO	Fabio Batini
Project Manager (WP2L)	BC	Ann Overmeire
Project Manager (WP2L)	BC	Dries Debruyne

Table 5: Structure of project management team

As member of the PMT, the Project Coordinator is the primary contact point concerning risk management and mitigation; he leads the writing and maintaining of the Risk Management Plan and coordinates the operationalization of the risk management strategy. The PC will communicate to the Steering Committee the risks and their implication in order to find common solutions and impact minimization in the project's execution.

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9.2.4. Steering Committee

The Steering Committee (SC) is the governing body of LEVIATAD. It is chaired by the Project Coordinator and it is composed by a representative of each partner. The SC's tasks are:

- strategic decision-making;
- conflict resolution;
- coordination, direction, management and planning of project's activities;
- managing project's risks and opportunities;
- ensuring the focus on outreach, dialogue, dissemination and exploitation throughout the project.

The SC is the body appointed with the final decisional power in case of concerns and conflicts. In the unlikely event that a given concern or conflict fails to be solved within a partner or a WP, it will be brought to the PC who, in turn, will present it to the SC for discussion and decision.

10. Risk Management Register

The following table lists the risks identified by the consortium up until the signature of the GA.

Risk No.	Description of Risk	WP No.	Impact assessment	Mitigating Measure
1	Low number of SMEs applications	WP 2-4	High	The Call for SMEs innovation training and internationalization training and voucher, will remain open for a relevant period (2-3 months) and it will be preceded by communication events in all the countries of the Consortium. These public events will have the main objective of providing all the needed information to SMEs and to create interest around the Call.
2	Low quality of SMEs applications	WP 2-4	Medium	Each partner will identify an internal contact person who will provide help to SMEs of his country in order to correctly fill the application forms and all the documents requested.
3	SMEs incompliance with Call's requirements	WP4	Critic	SMEs will have to sign a Sub-Grant Agreement with binding conditions. Moreover, all the partners will constantly monitor SMEs progress in the innovation and internationalization path with a monitoring system, and provide support for their fulfillment.
4	Abandonment of the innovation and internationalization support path by SMEs	WP 2-3	Critic	A contact person for each partner will be appointed to follow the participant SMEs and to provide them with all the help needed. The report of activities performed by SMEs will be used to check their participation.
5	Lack of quality in the innovation roadmap implementation	WP2	Low	Each SME will be strongly supported in the implementation of a roadmap by the contact person of the Consortium. The roadmap will have smart objectives (specific, measurable, achievable, relevant, time-bound). The final deliverable will be evaluated by experts.

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6	Lack of quality in the internationalization roadmap implementation	WP3	Low	Each SME will be strongly supported in the implementation of a roadmap by the contact person of the Consortium. The roadmap will have smart objectives (specific, measurable, achievable, relevant, time-bound). The final deliverable will be evaluated by experts.
7	Language barrier during the joint training activities	WP 2-3	Medium	The training material will be recorded and shared among all the SMEs even after the end of the training sessions. Online translations services could possibly be activated if needed by homogenous groups of enterprises.
8	Travel or other forms of limitations related to the SARS-CoV-2 health emergency	WP 2-5	Low	During the organization of the events, a B-plan for switching them from 'presence' to 'on-line' will always be considered in order to be prepared for any lock-down or regulation providing for limitations to prevent the spreading of the disease.
9	Lack of collaboration by partners in value chain and cross-sector linkages mapping	WP1	High	WP1 leader and the project coordinator will put in place all necessary actions to assure the involvement of all partners in carrying out WP1 actions.
10	Low impact of communication actions	WP5	Low	WP5 leader and the project coordinator will clearly disclose the communication plan strategies, making sure that the partners will carry out all the foreseen actions within the deadlines, therefore assuring the best impact of communication strategies.
11	Low involvement of partners in the management	WP6	High	WP6 leader (the project coordinator) will take care that all partners will carry out the necessaries actions observing the relating deadlines, in order to ensure an excellent management of the project. Periodical meeting will be organized in order to monitor the progress of the project management activities, taking measures to solve any criticality and delay.

Table 6: Risk management register

11. Conclusion

The current section has introduced the risk management plan and the subsequent methodology. The deliverable has presented the strategy and relevant procedures to overcome the risks and minimize their effects within the execution of the project. The appropriate procedures have been established, which depend on the nature and severity of the risk. These procedures also include the identification of core partners that are, at different levels, responsible for the monitoring and management of the risks.

The present plan will serve as a reference for the consortium during the execution of the project.

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As a live document the RMR will be expanded progressively with newer risks and mitigating actions. For future versions of the plan, it is envisioned that the methodology will be reviewed, and if necessary, revised methodologies will be adopted.

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