SAM Experience
Alliances towards a Sustainable Future

Sustainable Alliance Manager: Learning Experience towards Collaborative Skills with Green Consciousness

WP1. D1 Handbook – Quality, Risk and Management



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EXECUTIVE SUMMARY

This document addresses the quality assurance, the project's and risks' management of the “Sustainable Alliance Manager: Learning Experience towards Collaborative Skills with Green Consciousness” (hereinafter referred to as “SAMExperience”). The main aim of the **Handbook for Partners - Quality, Management, Risks** (hereinafter referred to as H4P) is to formalize the procedures adopted to assess project progress, interim and final results. It describes how to monitor internal/external communication mechanisms, management processes, results indicators, to assure high quality project performance. It also serves as a guide for the Project Coordinator and the partners to clearly identify responsibilities, tasks and main deadlines. The H4P also includes the detailed sets of indicators included in the WPs’ description.

GENERAL INFORMATION

Quality policies

- Compliance with each Work Package (hereinafter referred to as “**WP**”) and result to the Work Plan, Grant Agreement and approved budget;
- Respect of deadlines and agreed schedules for activities and WPs;
- Each partner shall be aware of its tasks and responsibilities; each person involved in the project shall be aware of his/her duties. All responsibilities and duties are detailed in this document;
- Each partner shall record all activities performed during the project through the three-month report. Resolvo (replacing ValueDo since 01/06/2024) will remind all partners of deadlines in advance.
- Minutes will be taken during all of the meetings and web calls by Resolvo, firstly checked by the Lead Partner and then officially validated by the partnership.
- All Dissemination and Exploitation activities will be based on the “Dissemination and Exploitation Strategy” and all activities will be recorded by each partner through the Quarterly Reports.
- Delays or quality issues shall be reported as soon as possible to the partners responsible, in this case Resolvo and MUE.

General Quality Indicators

To check the quality of WPs’ activities and processes, the main performance indicators will be:

- Observance of activity plan and deadlines (to be checked through the detailed Gantt chart);
- Relevance of outcomes;
- Achievement of goals and objectives;
- Adjustment procedures.

These indicators will be adopted for all WPs and will be checked through the **Quarterly Reports.**

QUALITY ASSURANCE ELEMENTS

Execution of Project Results and quality of results

Quality Indicator	Reference
Compliance with the objectives	Description of Work (application) Detailed description of the PR in the H4P
Respect of the templates and Visual Identity	Visual Identity Rules (detailed in the Dissemination and Exploitation Strategy)
The result is clear and understandable	• Current language (English) • Correct document structure • Correct use of pictures, tables and diagrams • Clear distinction between body text and annexes
The result is complete	Content check covering: • Missing parts • Non-existing references • Topics not covered • Unclear arguments

Tool: Quarterly Reports, Interim and Final Reports

Objective: keep track of all activities performed during the reporting period

Interim and Final Reports will be based on **Quarterly Reports** ("QRs") delivered by each project Partner on a template provided by Resolvo. Three reports are expected:

- 1st Interim Report covering until 31.05.2024 – to be submitted by 29.06.2024;
- 2nd Interim Report covering until 29.01.2025 – to be submitted by 28.02.2025;
- Final Report covering until 30.09.2026 – to be submitted by 30.11.2026.

Resolvo will ask the partners to contribute to the interim and final reports also by filling in a **specific template** that will be provided two months before the deadline for the

submission of the reports. The template will follow the structure of the template of the reports.

The deadlines for the delivery of the QRs are listed here below:

Report n.	Quality Assurance period	Deadline for providing the Quality Report
1	From 01/10/2023 to 31/12/2023	07/01/2024
2	From 01/01/2024 to 31/03/2024	07/04/2024
3	From 01/04/2024 to 30/06/2024	07/07/2024
4	From 01/07/2024 to 30/09/2024	07/10/2024
5	From 01/10/2024 to 31/12/2024	07/01/2025
6	From 01/01/2025 to 31/03/2025	07/04/2025
7	From 01/04/2025 to 30/06/2025	07/07/2025
8	From 01/07/2025 to 30/09/2025	07/10/2025
9	From 01/10/2025 to 31/12/2025	07/01/2026
10	From 01/01/2026 to 31/03/2026	07/04/2026
11	From 01/04/2026 to 30/06/2026	07/07/2026
12	From 01/07/2026 to 30/09/2026	07/10/2026

Resolvo will remind all partners of the deadlines one week in advance.

Management of results and Project Results

All results will be stored in Google Drive, in a Folder titled **"SAMExperience_official folder"**. To add new members to the folder please contact Francesca Pratesi and Jessica Huntingford (samexperience@resolvo.eu)

Templates available on the storage:

- Templates for .doc and .ppt documents are available in **"Dissemination folder";**
- Physical and Virtual Meetings Agenda and Minutes (.docx file) are available in **"Project meetings folder";**
- Quarterly reports are available in "**Project Management and Quality Assurance folder".**

When validated, the project documents and results will be stored on the SAMExperience website and on the Erasmus+ Tool platform.

Documents delivery process

When in progress all documents should be uploaded as "Google Doc" or "Google Spreadsheet". These formats will allow the partners to modify the texts freely. **All partners are invited to work on the texts with track change on, so that the author of the documents can see what and by whom changes were made. Documents delivery and upload must be acknowledged** to all partners involved in the specific result and, in particular, to the contact persons indicated in section §4.

Project meetings

Four project meetings will be held during the course of three years, according to the Gantt chart.

Transnational project meetings (TPMs) will be organized as two-day meetings, planned at key moments in the project's lifetime. Their aim is: efficient project management and monitoring, sharing information about activities, ensuring the overall coordination, respect of objectives and timely delivery of all results, identification, prevention, and solution of problems.

All partners commit to integrate eco-friendly criteria in the meetings' organization and to follow some "sustainability guidelines", such as:

- Avoiding single-use plastics/excessive packaging in catering services and providing fresh, local, organic food. Partners will identify local producers/suppliers to optimize the collection and delivery of seasonal, low environmental impact food products. If possible, partners will use tap water served in jugs or in glass bottles.
- Reducing the amount of paper and ensuring the use of recycled Eco-label/FSC-PEFC paper;
- Planning the meetings in places easily reachable and accessible to all. Given the uncertainties brought about by covid19, partners cannot guarantee project meetings in person; they are ready to organize virtual meetings replacing the ones in person, being also aware of the lower environmental impact of virtual sessions.

When organizing the meetings, partners agree on:

- considering to organize a webinar or a video conference instead of a meeting, aiming at recording and disseminating digitally for those not able to attend;
- trying to organize "intense" meetings to discuss as many issues as possible in order to maximize sustainability, minimizing travel impact and costs;
- selecting places certified with eco-labels, having environmental management standards (ISO 14001, EMAS) or green buildings certifications (for example, LEED).

The Coordinator is responsible for preparing the agenda (at least one week prior to the meeting) and the minutes; Resolvo will provide support in both tasks. Hard copies of the attendance sheets will be kept by the Lead Partners, which will also be delivered to the partners of the project.

The TPMs will be:

- PM1: Kick-Off Meeting (M1), in Vilnius. It purports to get partners to know each other, discuss operational tools, present financial procedures and understand common guidelines. WP2 activities are going to be introduced and partners shall discuss the organisation of the initial tasks;
- PM2: “Analysis of WP2’s results and preparation of WP3 tasks” (M2), in Katowice. Ths meeting aims at taking stock of the situation at the end of the first year of the project. Partners will analyse the results of WP2 and work together on WP3 activities.
- PM3: “Analysis of WP3’s results and next steps for WP4'' (M24), in Timisoara. Partners will analyse together the results of WP3 and define the action plan for the design of the assessment criteria and assessment centre;
- PM4: “Final Meeting” (M36) in Bilbao. Partners will present the final version of the e-learning course, along with the platform and the Handbook, taking into consideration the evaluation collected and will prepare the last steps of the exploitation strategy. During this meeting, the Final International Conference will also take place.

Conflict resolution process

The partners’ cooperation and communication will be based upon a culture of open discussion, honest evaluations of meetings and ensuring the involvement of competent people. It is understood that open discussions may result in arguments, which all partners will endeavor to resolve by seeking a mutual understanding of issues and by adopting a constructive approach. The project partners are aware that during project implementation problems may occur, which may complicate the implementation of project activities and consequently the achievement of project objectives, outputs and results.

The Steering Committee will be responsible for handling such situations, which may require changes to what was initially planned. Before the activities start, the Coordinator will consider both internal and external risks to the project. In general, referring to the risks relating to coordination, implementation and execution of the project partners can state that:

- *Coordination risks* are minimized by the already established relationships among them as well as the strong complementary bonds among the domain knowledge experts;
- *Management risks* are minimized by the proven expertise of the Coordinator and the management methodology chosen;
- *The implementation and execution risks* are minimized by the detailed descriptions and resource allocation between tasks, by putting the quality plan and the consortium in place, which will deal with expertise and roles of project partners;

- *The methodological risks* are minimized by basing the project on specific methodologies and the relevant expertise of the consortium members who implemented similar projects in the past.

MANAGEMENT STRUCTURE

The Coordinator is in charge of communications with the National Agency ES01 – Servicio Espanol para la Internacionalizacion de la Educacion (SEPIE). The Coordinator will also play a key role to reach consensus, to guarantee an active participation of all partners in order to ensure the smooth progress of the project.

In order to ensure the effective monitoring of activities, the partnership endeavours to maintain a high standard of its internal communications. The organisation of the consortium into subgroups, composed of a representative for each partner, is in fact intended to allow for clear communication and decision-making processes.

More specifically, in order to contribute to the Evaluation Report on a quarterly basis, and to ensure each partner's active involvement, and to comply with the principles of transparency and accountability, each partner is expected to name one person, amongst its staff, to cover the following roles:

i) 1 member of the Steering Committee (i.e. the partnership's decision-making body);
ii) 1 Quality Assurance Officer, in charge of dealing with Quarterly Reports;
iii) 1 WPs' Officer, named by each respective partner as the main liaison for WPs' activities;
iv) 1 Dissemination Officer, charged to ensure a coherent communication and dissemination strategy;
v) 1 Financial Officer, tasked with providing financial documents to the LP;
vi) 1 member of the Civic Engagement Committee;
vii) 1 member of the Sustainability Committee;
viii) 1 member of the Accessibility and Inclusion Committee.

Please note that the partners can assign the above-mentioned roles, if fitting with the suitable profiles, to their personnel resources further to the list they initially provided.

Steering committee

Steering Committee (hereinafter named "SC") is composed of one representative from each partner organization and is led by the Coordinator. The SC will coordinate the project at the scientific and technical level and will represent the decision-making body of the project. The members of the SC are:

Steering Committee Members		
Project Partner	Name and Surname	Email address
MUE	Nekane Morales Monika Tkacz Olatz Diego Marcos	nmorales@mondragon.edu mtkacz@mondragon.edu odiego@mondragon.edu
LBC	Simona Grigaliūnienė Kristina Puleikienė Eglė Brezgytė	simona.grigaliunienė@ltvk.lt kristina.puleikiene@ltvk.lt projects@ltvk.lt
WUT	Sebastian-Aurelian Stefaniga	sebastian.stefaniga@e-uvt.ro
UEKat	Aldona Frączkiewicz-Wronka Dominika Marciniak	afw@ue.katowice.pl dominika.marciniak@uekat.pl
UniFG	Gianluigi De Pascale Piermichele La Sala	gianluigi.depascale@unifg.it piermichele.lasala@unifg.it
RESOLVO	Francesca Pratesi Jessica Huntingford	samexperience@resolvo.eu

QA Officers

People in charge of the Quality Assurance for each partner are listed below. They are in charge of providing the Quarterly Reports and managing any requests related to quality assurance from the Project Management staff and from the QA manager.

Quality Assurance Officers		
Project Partner	Name and Surname	Email address
MUE	Monika Tkacz Olatz Diego	mtkacz@mondragon.edu odiego@mondragon.edu
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WPs coordinators

WP leaders will be responsible for the scientific and technical activities during their WP leadership, in coordination with the overall management activity. All decisions will be taken according to the Project Manager and to each partner's appointed officers.

WP2		
Project Partner	Name and Surname	Email address
MUE	Nekane Morales Olatz Diego	nmorales@mondragon.edu odiego@mondragon.edu
LBC	Šarūnas Banevičius Simona Grigaliūnienė Kristina Puleikienė	sarunas.banevicius@ltvk.lt simona.grigaliunienė@ltvk.lt kristina.puleikiene@ltvk.lt
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WP3		
Project Partner	Name and Surname	Email address
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LBC	Simona Grigaliūnienė Kristina Puleikienė	simona.grigaliunienė@ltvk.lt kristina.puleikiene@ltvk.lt
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RESOLVO	Francesca Pratesi Jessica Huntingford	samexperience@resolvo.eu
WP4		
Project Partner	Name and Surname	Email address
MUE	Nerea Sanchez	nsanchezu@mondragon.edu

	Olatz Diego	odiego@mondragon.edu
LBC	Simona Grigaliūnienė Kristina Puleikienė	simona.grigaliunienė@ltvk.lt kristina.puleikiene@ltvk.lt
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Dissemination Officers

For monitoring the activities and the agreed indicators, each partner will appoint a Dissemination Officer, responsible for keeping all dissemination activities, their target audience and their impact, and collecting any available feedback. The DM will represent the contact point for other partners regarding communication, dissemination and exploitation results. The UniFG dissemination manager will coordinate the activities of other partners' staff members when needed. All the Dissemination Manager should prove to have expertise in the communication field and/or have participated already in the dissemination phase of EU projects.

Dissemination Officers		
Project Partner	Name and Surname	Email address
MUE	Olatz Diego	odiego@mondragon.edu

LBC	Modestas Vaikšnoras	modestas.vaiksnoras@ltvk.lt
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RESOLVO	Francesca Pratesi Jessica Huntingford Silvia De Pasquale Pawel Rozdzynski	samexperience@resolvo.eu

Financial Officers

Financial officers are in charge of providing to the Lead partners the financial and supporting documents and ensuring the compliance of the budget for the respective organizations. In this case, it is recommended that each partner is represented by officers from their Financial Services.

Financial Officers		
Project Partner	Name and Surname	Email address
MUE	Garbiñe González Irati Lekue	ggonzalezg@mondragon.edu ilekuez@mondragon.edu
LBC	Angelė Lileikienė	angele.lileikiene@ltvk.lt
WUT	Florina Cionca	florina.cionca@e-uvt.ro
UEKat	Sylwia Słupik	sylwia.slupik@uekat.pl
UniFG	Anna Romagno Gianluigi De Pascale	anna.romagno@unifg.it gianluigi.depascale@unifg.it
RESOLVO	Francesca Pratesi Jessica Huntingford	samexperience@resolvo.eu

Civic Engagement Officers

The Civic Engagement Committee, chaired by MUE, and composed of one person per partner, will monitor the activities performed by the partners and will organise periodical online meetings (every 6 months) for analysing and implementing new civic engagement opportunities. The six-monthly project reports will contain a specific section related to civic engagement actions carried out by the partnership in the semester of reference.

Civic Engagement Officers		
Project Partner	Name and Surname	Email address
MUE	Nekane Morales Olatz Diego	nmorales@mondragon.edu odiego@mondragon.edu
LBC	Simona Grigaliūnienė Kristina Puleikienė	simona.grigaliunienė@ltvk.lt kristina.puleikiene@ltvk.lt
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Sustainability Officers

The partners agreed to create the specific "Sustainability Committee" (chaired by Resolvo) to monitor the implementation of the green practices adopted in the project implementation. Each partner will appoint a member of staff as part of the committee and the members will meet online every 6 months. During these meetings, the partners will discuss whether the activities performed were aligned with the sustainability and green practices agreed principles, what could be improved and what are the expected challenges for future activities.

Sustainability Officers		
Project Partner	Name and Surname	Email address
MUE	Monika Tkacz Olatz Diego	mtkacz@mondragon.edu odiego@mondragon.edu
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Accessibility and Inclusion Officers

All organisations involved recognise inclusivity and respect as fundamental values of their interactions with each other. Therefore, with the aim of evaluating the project's activities under the light of current EU legislation against all forms of discrimination, particularly in light of Council Directive 2000/43/EC and Directive (EU) 2019/882, the partners agreed to establish the Accessibility and Inclusion Committee ("AIC") chaired by Resolvo. Should an activity be at risk of breaching the foregoing directives (and any associated policies), the AIC will provide the consortium with an evaluation overview, as well as practical

suggestions for improvement. Eventual proposals and the AIC's meeting minutes will form the basis of a relevant report, which will be considered in the final evaluation process. AIC is scheduled to meet every 6 months.

Accessibility and Inclusion Officers		
Project Partner	Name and Surname	Email address
MUE	Olatz Diego	odiego@mondragon.edu
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EXPECTED IMPACTS

The expected wider impact of SAMExperience will be to facilitate strategic alliances between SMEs, thus raising awareness of the competitive benefits that this economic model has to offer. All partners will take charge in equal measure of this change of culture.

The impacts of the project on participating organisations as a whole are:

- Broadcast of a culture of digital literacy as one of the priorities of academic and professional training; - Broadcast of a culture of transnational collaboration demonstrating how ambitious results not attainable by single organisations are possible through partnership work;

- Rise of the chances of didactic and scientific collaborations between HEIs, such as joint publications, students exchanges and lecturers visits;

- Growth of networks between the academic and the business worlds.

At local, regional, national or European level (Lev.: L/R/N/E) the target groups that will benefit from the project, also coming from other groups and organizations, are:

Target Groups (DTG or ITG)	Level (L/R/N/E)	Short-term expected impacts	Long-term expected impacts
HEI lecturers (DTG)	L/R/N/E	- increased educational offer; - increased international and inter-institutional collaborations;	- building of HEI lecturers international community on strategic alliances.
HEIstudents (DTG)	L/R/N/E	- increased knowledge of the digitisation process of SMEs; - learning how the digital tools impact the various sectors;	- mainstreaming of Alliance Manager profile.
Universities/HEIs (DTG)	L/R/N/E	- Increased opportunities for inter-institutional and international cooperation; - Increased educational/ training offer and appeal to students;	- Adoption and development of the course; - building of HEI international network on alliance managers.

Public Institutions (ITG)	L/R/N		- greater awareness of SMEs alliances and their potential for success.
Citizens (ITG)	L/R/N/E	//	- greater awareness of SMEs alliances and their potential for success.

QUANTITATIVE AND QUALITATIVE INDICATORS

For each Work Packages the consortium has identified quantitative and qualitative indicators to measure the level of the achievement of the work package objectives and the quality of the results**.**

WP1 – Project Design and Implementation

Quantitative Indicator:	**Target:**
N. of in person meetings	4
N. of virtual meetings	36
N. of partners' meetings reports	36
N. of Quality Reports collected	12
Qualitative Indicators	**Target**
Level of satisfaction of the partners referring to PM activities	80% of positive evaluation in the Quality Report: good or very good, corresponding to "Agree" and "Strongly agree" in a Likert scale

WP2 – Training Needs & Competences and Profile Definition

Quantitative Indicator:	**Target:**

N. of countries involved in the primary investigation phases (A2, A3 and A4)	5
N. of accesses to the enterprises for the first insights of CEOs towards the Alliance Manager profile in A2	≥ 10 enterprises within the industry sector per country, meaning approx 50 enterprises in total
N. of accesses to those that already perform the role of Alliance Managers in A3	≥ 10 Alliance Managers per country, meaning approx 50 Alliance Managers in total
N. Access to the enterprises to validate the proposal of the skills model of SAM	≥ 10 enterprises within the industry sector per country, meaning approx 50 enterprises in total
Qualitative Indicators	**Target**
Level of satisfaction of the partners referring to WP activities	80% of positive evaluation in the Quality Report: good or very good, corresponding to "Agree" and "Strongly agree" in a Likert scale

WP3 – Learning Experience Development : (Raw materials + Digital Platform)

Quantitative Indicator:	**Target:**
N. of Methodological Model to be applied to the learning experience	1
N. of prototypes for the design of the learning experience	1
N. of students per country for user experience testing in A4	25 (5 per country)
N. of available compendium of learning raw materials	1

N. of digital platform developed	1
Qualitative Indicators	**Target**
The collection of an exhaustive documentation of the whole learning experience and its components, as this allows future updates during and after the project ends	80% of positive evaluation in the Quality Report: good or very good, corresponding to "Agree" and "Strongly agree" in a Likert scale

WP4 – Piloting the course and delivery of the final output

Quantitative Indicator:	**Target:**
N. of countries performing and replicating the pilot testing of AC	5
N. of access to Business Administration students and Engineer students Target	≥ 50 students per country; (meaning approx 250 students in total)
N. of accesses to the same students within the learning experience process (self-assessment and Learning Paths testing.	≥ 50 students per country; (meaning approx 250 students in total)
N. of Handbook for replicating the course	1
Qualitative Indicators	**Target**
The second self-assessment results should highlight improvements versus the first phase of investigation (WP2/A2), meaning that the applied Learning Paths have been effective in the skills level development.	80% of positive evaluation: good or very good, corresponding to Agree" and "Strongly agree" in a Likert scale

Percentage of HEI students considering their green skills / digital skills / soft skills have been improved or significantly improved	for each of the set of skills, 90% of positive answers in self-declaration

Involvement of the partners in the project activities	80% of positive evaluation in the Quality Report: good or very good, corresponding to "Agree" and "Strongly agree" in a Likert scale

WP5 – Dissemination and Exploitation

Quantitative Indicators for Project Website:	**Target:**
n. of unique visitors	> 400 per year
n. of project references in other websites	> 15
n. of news posted	> 36 (1 per month)
n. of videos posted	> 6 (2 per year)
Quantitative Indicators for Social media accounts	**Target:**
FB: n. of followers	> 400
FB: n. of posts	> 36 (1 per month)
LinkedIn: n. of group participants	> 120
LinkedIn: n. of post	> 36 (1 per month)
Quantitative Indicators for Newsletters	**Target**
n. of newsletters	> 12 (4 per year)
n. of newsletters subscribers	> 100
Quantitative Indicators for Scientific Papers	**Target**
n. of academic publications (journals, conference papers)	> 3

Quantitative Indicators for Conferences/Events	**Target**
n. of Conferences /events organized/participated by HEI partners at national level	> 11
n. of International Conferences organized by the Lead Partner	1
n. of total participants to the SAMExperience events	> 400
Quantitative indicators for challenges from companies in the manufacturing sector	**Target**
n. of challenges from SMEs companies working in the manufacturing sector.	12

QUARTERLY REPORT TEMPLATE

The aim of this form is to elaborate on evaluation reports enabling us to assess how the project is progressing and to capture significant details about management and partnership throughout the project lifecycle. This survey is seeking to identify how we are progressing as a whole project and a partnership.

Partner	
Name of the Quality Assurance Manager	
Period	
Date	

Quarterly evaluation of project management, communication and collaboration within the partnership
Please indicate your satisfaction level from a maximum of 5 to a minimum of 1

No.	Statement	5	4	3	2	1	Your comments, if applicable
	I am satisfied with the documentation provided for project task implementation						
	Support provided by the Lead Partner was available in the last quarter						
	Tasks were properly distributed in the project						
	Meetings (in person and virtual) are well planned in the project timeline						
	Communication with the Lead Partner was efficient						

	Communication with other project partners was efficient						
	WP's leaders were leading their tasks well						
	The partnership's level of cooperation was efficient						
	Do you have any suggestions to make to the project Coordinator?						
	Do you have any suggestions to make to other project partners?						

Did you experience any issues during the last quarter? Please tick (✓) where relevant

□ YES (mark all kinds of problems you experienced)

□ Problem(s) with external communication (among/between project partners)

□ Problem(s) with internal communication (among/between colleagues or/and national participants)

□ Problem(s) with meeting the deadlines

□ Problems with your own financing

□ Problems with financial returns

□ Technical/organizational/administrative problem(s)

□ Other(s):

◻ NONE
If you have experienced an issue, please provide a comment or an explanation to better identify it:
Did you overcome the problem(s)? Please tick (✓) where relevant:
◻ Yes, easily ◻ Yes, with some difficulty ◻ Not yet but we hope to deal with it in the nearest future ◻ Other situation (please specify):
Do you foresee any potential issues in the next quarter? If you do, how do you recommend addressing them?
Do you want to comment (either positively or negatively) on the work methodology used in the last quarter, both from an organizational and academic perspective?

Dissemination activities carried out/results

RISK MANAGEMENT STRATEGY

The Risk Management Strategy is designed keeping in mind the objective of promoting, through sustainable organizational measures, the effective implementation of all project phases. The RMS aimes at predicting risks, estimating impacts and defining responses to different problems that may occur. It distinguishes internal risks from external risks and indicates a procedure aimed at:

1. identify;
2. analyzing;
3. planning responses; (e.g. A. accept the risk; B. avoid the risk; C. mitigate the risk; D. transfer the risk; E. share the risk);
4. monitoring.

The Steering Committee is responsible for handling situations that require changes in respect of what was initially planned. Before the activities start, the Coordinator will consider both internal and external risks to the project. In general, referring to the risks relating to coordination, implementation and execution of the project, partners can state that:

- **Coordination risks** are minimized by the already established relationships among them as well as the strong complementary bonds among the domain knowledge experts;
- **Management risks** are minimized by the proven expertise of the Coordinator and the management methodology chosen;
- **The implementation and execution risks** are minimized by the detailed descriptions and resource allocation by task, by putting the quality plan and the consortium in place, which will deal with expertise and roles of the project partners;
- **The methodological risks** are minimized by basing the project on specific methodologies and the expertise of the consortium members who implemented similar projects in the past.

The risk management is designed with the goal of promoting, through sustainable organizational measures, the effective implementation of the project phases that would require the physical presence of the partners and/or indicators that could be made impossible by external factors.

The methodological indications in the plan will mainly refer to:

- **project meetings** (the partners will take advantages of modern technologies for recreating as much as possible the experience of physical meetings) and
- **participation of target groups into the project activities** (the partners will exploit the advantages of modern technologies to transform into online engaging experiences the activities that are presently conceived as physical activities).

The Coordinator analyzed the most advanced methodologies to conduct such events remotely, providing also the IT tools and software that may be needed for reaching the expected results.

When referring to the **risks related to potential conflicts among partners**, the Coordinator is responsible for finding appropriate solutions, with the help of the whole Steering Committee if necessary. Potential problems that may arise are:

1) **Conflicts between project partners.**

   Risk mitigation measures:

   - The contracts between the Coordinator and each of the partners regulate the relations between the parties, their rights and obligations. An integral part of the contracts between the partners is the detailed budget relating to the activities of the Partner and the description of the tasks.
   - Clearly defined project management structure and decision-making procedures approved during the kick-off meeting and provided to all partners.
   - Project time schedule provided to all partners.
   - Regular communication with partner coordinators from partner universities, as well as between experts in the teams developing the results of the project.

2) **Slowing project time schedule.**

   Risk-mitigation measures:

   - Project Gantt Chart and its delivery to all project activity leaders from partner universities.

- Time management in accordance with project activities.
- Regular communication among universities as well as between team
- experts elaborating project results.

As a general rule, partners are expected to settle conflicts on a day-to-day basis with the intervention of the Coordinator. If no consensus is achieved the conflict will be resolved by the Steering Committee. Risks handling, risks assessment and conflict resolution will be part of the tasks of Project meetings, which are held to evaluate the project's progress, to discuss future plans and next activities.

For what concerns **the most predictable problems**, the consortium assumed the risks in advance and plan appropriate measures to avoid or reduce possible problems:

- lack of organization's financial liquidity: all the partners are solid organizations; if problems should arise, MUE will be promptly informed;
- conflict between project partners and staff members on project activities. MUE will use a positive approach for conflict resolution, where discussion is courteous and non confrontational, and the focus is on issues rather than on individuals. MUE will be responsible for finding their solutions, if needed with the help of the Steering Committee;
- In reference to the global pandemic, the partners are aware of the uncertainty that the Covid-19 brought along, in this respect, they will constantly analyze the situation so as to find the best solutions.

Identified risks

The **risk register** is the document (below in table format) in which the results of the identification, analysis and prioritization of risks are summarized and the planned risk mitigation measures are illustrated. The risk register will be updated periodically and frequently as the status and priority of the risks may change during the course of the project.

The Coordinator and the Risk Manager (Resolvo) will involve all the partners to identify those potential deviations and risks connected to their corresponding tasks, processes, activities, and final results.

This participatory process will allow:

a) to foresee additional risks to those identified in the proposal;

b) to refine the previously suggested mitigation measures, covering all WPs;

c) to address the heterogeneity of countries and of the cases that may occur.

RISK DESCRIPTION	WP	LIKELIHOOD	IMPACT	RISK MITIGATION MEASURES
Management risks – internal	WP1	Low	Low	Risk reduced by the leader's experience in coordinating complex projects. Risk reduced by the presence of a company (Resolvo) that will assist the lead partner (strategic/operational coordinator) in operational coordination activities. Minimized by the already established relationships among partners as well as the strong complementary bonds among the domain knowledge experts Minimized by the proven expertise of the coordinator and the management methodology chosen.
A. Risks related to the potential conflicts among partners – internal B. Slowing project schedule – internal/external	WP1	Low	Low	A. Resolvo will be responsible for finding their solutions if needed with the help of the whole Steering Committee (see conflict resolution process in 2.2.2). In addition to this, the partner agreement binding the Lead partner and each of the partners shall regulate the relations between the parties, their rights and obligations. B. Risk-mitigation measures: • Project detailed Gantt Chart and its delivery to all project tasks leaders • Time management in accordance with project activities • Regular

				communication among partners as well as between team experts elaborating project results. As a general rule the partners, with the intervention of Risk Manager Resolvo, will settle conflicts at a daily management level. If no consensus is achieved the conflict will be resolved by the Steering Committee. Risks handling, risks assessment and conflict resolution will be part of the tasks during the Project meetings which are held to evaluate the project's progress and discuss future plans and activities.
Impossibility of organizing in-person events (or with limited capacity) due to the pandemic situation.	WP1	Medium	Low	The evolution of the pandemic is unpredictable, but it is very likely that the restrictions to travel and to the capacity of closed spaces decrease this probability in 2023 and 2024. For that reason, the partners are already considering the possibility of organizing the meetings online.