



## Food Systems in European Cities

### D1.1 - Project Quality and Risk Management Plans

| Deliverable information         |   |
|---------------------------------|---|
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## Project Consortium

| No. | Institution Short name | Institution Full name   | Country |
|-----|------------------------|---|---------|
| 1   | UNIBO                  | ALMA MATER STUDIORUM – UNIVERSITÀ DI BOLOGNA  | IT      |
| 2   | APT                    | INSTITUT DES SCIENCES ET INDUSTRIES DU VIVANT ET DE L'ENVIRONNEMENT - AGRO PARIS TECH | FR      |
| 3   | RMN                    | COMMUNE DE ROMAINVILLE  | FR      |
| 4   | SWUAS                  | FACHHOCHSCHULE SUDWESTFALEN   | DE      |
| 5   | ILS                    | INSTITUT FÜR LANDES- UND STADTENTWICKLUNGSFORSCHUNG gGMBH                             | DE      |
| 6   | FLY                    | FLYTECH SRL   | IT      |
| 7   | NOL                    | NOLDE ERWIN   | DE      |
| 8   | BOL                    | COMUNE DI BOLOGNA   | IT      |
| 9   | NAP                    | COMUNE DI NAPOLI  | IT      |
| 10  | UNINA                  | UNIVERSITÀ DEGLI STUDI DI NAPOLI FEDERICO II  | IT      |
| 11  | HCA                    | HAGUE CORPORATE AFFAIRS BV  | NL      |
| 12  | LAN                    | GEMEENTE LANSINGERLAND  | NL      |
| 14  | WR                     | STICHTING WAGENINGEN RESEARCH   | NL      |
| 16  | POL                    | POLAR PERMACULTURE SOLUTIONS AS   | NO      |
| 17  | TAS                    | TASEN MICROGREENS AS  | NO      |
| 18  | MBI                    | ASOCIATIA MAI BINE  | RO      |
| 19  | ARC                    | ARCTUR RACUNALNISKI INZENIRING DOO  | SI      |
| 20  | BEE                    | DRUSTVO URBANI CEBELAR  | SI      |
| 21  | SBD                    | AJUNTAMENT DE SABADELL  | ES      |
| 22  | ISL                    | ORGANIZACION DE PRODUCTORES DE TUNIDOS Y PESCA FRESCA DE LA ISTA DE TENERIFE          | ES      |
| 23  | ULL                    | UNIVERSIDAD DE LA LAGUNA  | ES      |
| 24  | UAB                    | UNIVERSITAT AUTONOMA DE BARCELONA   | ES      |
| 25  | METAINST               | STICHTING METABOLIC INSTITUTE   | NL      |
| 26  | NBL AS                 | NABOLAGSHAGER AS  | NO      |



## Document Control Sheet

| Version | Date       | Summary of changes  | Author(s) |
|---------|------------|---|-----------|
| 0.1     | 19/03/2020 | First draft   | UNIBO     |
| 0.2     | 06/04/2020 | Revised draft by the internal reviewer and circulated to partners | APT       |
| 1.0     | 29/04/2020 | Final version including feedback from partners                    | UNIBO     |



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## 1. Executive Summary

This document is meant to provide the FoodE consortium with guidelines on internal procedure for the monitoring of project activities and progress, quality assurance and risk management. It presents the FoodE internal rules for reporting and deliverable handling, mechanisms and tools which are intended to guarantee an efficient management of the project and smooth running of activities.

In particular, the following aspects have been included:

- Detailed assignment of roles, responsibilities and resources;
- Progress monitoring, including procedures for the submission of deliverables and reports;
- Risk management.

Moreover, the deliverable provides REA (Research Executive Agency) with an updated plan of activities in each WP and confirmed roles and resources to be employed by the partners involved. The subsequent updates regarding the work plans, progress and use of resources will be provided in the Periodic reports foreseen at month 20, 38 and 50.

## 2. Introduction

The kick off meeting organised in Bologna (13-14th of February 2020) was the first occasion when project partners were able to discuss in a personal meeting the planning of activities in each WP in order to guarantee an efficient and smooth running of activities. In addition, the project organisation including the communications procedures among beneficiaries and organisation of the deliverables and reports were illustrated and discussed.

The following chapters present mainly the outcomes of the kick off meeting presentations and discussions, so that all partners and in particular WP Leaders, WP Co-leaders and Coordinator have a comprehensive guide helping them on day-to-day activities and project scheduling.

## 3. Project organisation, roles and responsibilities

The management structure that ensures cooperation among the project partners within a clear and efficient decision-making procedure is composed of the following bodies (Fig. 1)

- a) The **Coordinator**, Prof Francesco Orsini will act as the intermediary between the Consortium and the Agency;
- b) The **General Assembly** composed of one member for each partner;
- c) The **Steering Committee** composed of the Coordinator and WP Leaders and Co-leaders;
- d) The **Management Support Team** (SSRD ARIC-UNIBO) assists the General Assembly and the Coordinator;
- e) The **Innovation Manager** provides expertise in technology transfer and supporting guidance on IPR and innovation management;
- f) **Work Package Leaders** are in charge of supervising the activities carried out in the respective WPs;
- g) The **Stakeholder Advisory Board** consists of key international stakeholders and experts.

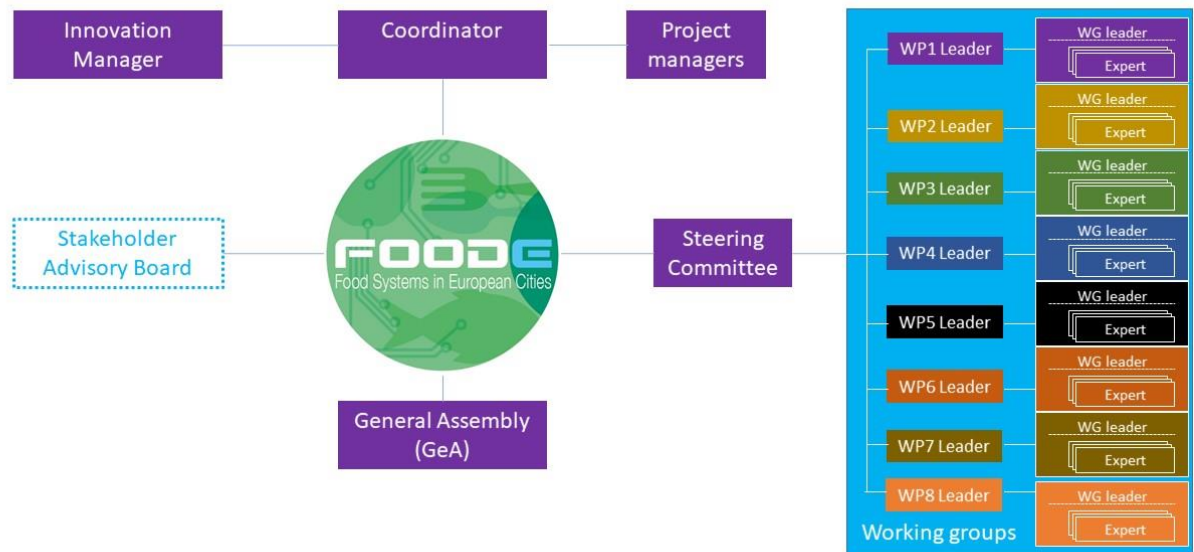


Fig. 1 FoodE governance structure

These bodies shall be part of a governmental structure of the Consortium that comprises 3 common organizational levels (see Fig.1): coordination level; operational level; strategic level. The roles in the projects have been distributed on the basis of the different responsibilities and main tasks performed in order to ensure a systemic management structure.

### 3.1 Coordinator

**ALMA MATER STUDIORUM - UNIVERSITA DI BOLOGNA (UNIBO), Prof. Francesco Orsini**

Main tasks and obligations (Art. 3.2.1 GA):

- supervise and monitor the project activities and direct research progress toward the objectives and milestones;
- ensure adherence to the project timetable and optimize overall impact;
- alert the Agency's representative of any issue likely to affect the attainment of deliverables and milestones, and to propose appropriate contingency plans to address such issues;
- represent the FoodE Consortium in negotiations and discussions with the Agency;
- distribute funds among partners;
- oversee, collect and prepare technical and financial reports and submit these to the Agency;
- organize and chair project meetings;
- supervise the data management reports and the gender reports.

### 3.2. General Assembly

The General Assembly (GeA) consists of **one representative of each Party** (names are listed in Attachment 5 of the Consortium Agreement). It has the collective responsibility that the objectives of the project are achieved.

The decision-making at the meetings will be based on majority voting (2/3 of the votes; quorum 2/3 of members present or represented).

GeA decides on (see CA Section 6)

- (i) Content, finances and intellectual property rights
- (ii) Evolution of the consortium



### General Assembly - All partners' obligations:

- to participate in all meetings, contributing to FoodE activities;
- to contribute to the elaboration of technical and financial progress reports;
- to constantly provide updated information on the implementation of the project activities;
- to provide inputs for the project website and for the reports;
- to co-ordinate and provide regular updates on the progress of the work in their WP (WP Leaders);
- to ensure adherence to Commission's publicity requirements;
- financial management of their allocated budget.

### List of General Assembly members and contact details:

| No. | Institution Short name | Institution Full name   | General Assembly Members | Contact(s)                       |
|-----|------------------------|---|--------------------------|----------------------------------|
| 1   | UNIBO                  | ALMA MATER STUDIORUM - UNIVERSITÀ DI BOLOGNA  | Francesco Orsini         | f.orsini@unibo.it                |
| 2   | APT                    | INSTITUT DES SCIENCES ET INDUSTRIES DU VIVANT ET DE L'ENVIRONNEMENT - AGRO PARIS TECH | Agnès Lelièvre           | Agnes.Lelievre@Agroparistech.Fr  |
| 3   | RMN                    | COMMUNE DE ROMAINVILLE  | M. Mohamed BENAÏSSA      | mbenaissa@ville-romainville.fr   |
| 4   | SWUAS                  | FACHHOCHSCHULE SUDWESTFALEN   | Bernd Poelling           | poelling.bernd@fh-swf.de         |
| 5   | ILS                    | INSTITUT FÜR LANDES- UND STADTENTWICKLUNGSFORSCHUNG gGMBH                             | Kathrin Specht           | Kathrin.Specht@ils-forschung.de  |
| 6   | FLY                    | FLYTECH SRL   | Andrea Crepaldi          | andrea.crepaldi@flytech.it       |
| 7   | NOL                    | NOLDE ERWIN   | Erwin Nolde              | erwin.nolde@t-online.de          |
| 8   | BOL                    | COMUNE DI BOLOGNA   | Inti Bertocchi           | Inti.Bertocchi@comune.bologna.it |
| 9   | NAP                    | COMUNE DI NAPOLI  | Teresa Bastia            | teresa.bastia@gmail.com          |
| 10  | UNINA                  | UNIVERSITA DEGLI STUDI DI NAPOLI FEDERICO II  | Chiara Cirillo           | chiciril@unina.it                |
| 11  | HCA                    | HAGUE CORPORATE AFFAIRS BV  | Alex Klein               | klein@hague.company              |
| 12  | LAN                    | GEMEENTE LANSINGERLAND  | Samir Amghar             | Samir.Amghar@lansingerland.nl    |
| 14  | WR                     | STICHTING WAGENINGEN RESEARCH   | Isabella Righini         | isabella.righini@wur.nl          |
| 16  | POL                    | POLAR PERMACULTURE SOLUTIONS AS   | Benjamin Vidmar          | info@polarpermaculture.com       |
| 17  | TAS                    | TASEN MICROGREENS AS  | Cristopher Rodriguez     | crodriguez121@gmail.com          |
| 18  | MBI                    | ASOCIATIA MAI BINE  | Anca Chirilă Gheorghica  | anca@maibine.eu                  |
| 19  | ARC                    | ARCTUR RACUNALNISKI INZENIRING  | Jerneja Penca            | jerneja.penca@gmail.com          |



| No. | Institution Short name | Institution Full name  | General Assembly Members | Contact(s)               |
|-----|------------------------|--|--------------------------|--------------------------|
|     |                        | DOO  |                          |                          |
| 20  | BEE                    | DRUSTVO URBANI CEBELAR   | Gozard Trušnovc          | urbani.cebelar@gmail.com |
| 21  | SBD                    | AJUNTAMENT DE SABADELL   | Pere Muñoz               | pereodina@gmail.com      |
| 22  | ISL                    | ORGANIZACION DE PRODUCTORES DE TUNIDOS Y PESCA FRESCA DE LA ISTA DE TENERIFE | Macu de Silva            | macu@islatuna.com        |
| 23  | ULL                    | UNIVERSIDAD DE LA LAGUNA   | José Pascual Fernandez   | jpascual@ull.edu.es      |
| 24  | UAB                    | UNIVERSITAT AUTONOMA DE BARCELONA  | Xavier Gabarrell         | Xavier.Gabarrell@uab.cat |
| 25  | METAINST               | STICHTING METABOLIC INSTITUTE  | Elisabeth Corbin         | liz@metabolic.nl         |
| 26  | NBL AS                 | NABOLAGSHAGER AS   | Adam Curtis              | adam@nabolagshager.no    |

### 3.3 Steering Committee – WP Leaders and Co-leaders

The Steering Committee is the supervisory body for the execution of the project and shall report and be accountable to the General Assembly. It is formed by the **Coordinator and the WP Leaders and Co-leaders**.

#### Key responsibilities of the members of the Steering Committee:

- monitoring work progress and assessing the fulfillment of tasks, deliverables and milestones;
- establishing procedures to ensure that the partners work is performed according to the work plan;
- evaluating results achieved in the tasks;
- ensure coordination among WPs;
- agreeing upon press releases and joint publications regarding the project;
- making proposals to the GA on dissemination of results and IPR-related matters and making any useful suggestions concerning project strategy and planning;
- assisting the Coordinator in the preparation of scientific reports;
- arranging WP meetings;
- warning the Coordinator and the Risk Manager (Agnès Lelièvre) of risks or future problems within their WP, engaging in contingency (Task 1.7 Risk Management).

#### List of Steering Committee members:

| WP no. | WP Title                                 | Lead institution | WP Leaders  | WP Co-leaders    | Contacts  |
|--------|--|------------------|---|------------------|---|
| WP1    | Management                               | UNIBO            | Francesco Orsini (Project Coordinator and WP Leader)<br>Rachele Del Monte (Project Manager) | Agnes Lelièvre   | f.orsini@unibo.it;<br>rachele.delmonte4@unibo.it;<br>Agnes.Lelievre@Agroparistech.Fr. |
| WP2    | Methodological framework development and | UNIBO            | Matteo Vittuari   | Xavier.Gabarrell | matteo.vittuari@unibo.it;<br>Xavier.Gabarrell@uab.cat.                                |





| WP no. | WP Title                               | Lead institution | WP Leaders  | WP Co-leaders      | Contacts  |
|--------|--|------------------|---|--------------------|---|
|        | case studies sustainability assessment |                  |   |                    |   |
| WP3    | Cross pollination                      | RMN              | Lélia Reynaud-Desmet  | Antonella Samoggia | LREYNAUD-DESMET@Ville-Romainville.fr;<br>antonella.samoggia@unibo.it. |
| WP4    | Pilot implementation                   | WR               | Isabella Righini  | Pere Muñoz         | isabella.righini@wur.nl;<br>pereodina@gmail.com.                      |
| WP5    | Business models and validation of CFSR | SWUAS            | Bernd Poelling  | Inti Bertocchi     | poelling.bernd@fh-swf.de;<br>Inti.Bertocchi@comune.bologna.it.        |
| WP6    | Upscaling                              | ILS              | Kathrin Specht  | Adam Curtis        | Kathrin.Specht@ils-forschung.de;<br>adam@nabolagshager.no.            |
| WP7    | Dissemination and exploitation         | HCA              | Alex Klein  | Jerneja Penca      | klein@hague.company;<br>jerneja.penca@gmail.com.                      |
| WP8    | Ethics requirements                    | UNIBO            | Antonella Samoggia (Innovation Manager and WP Co-leader)<br>Rachele Del Monte (Project Manager) | NA                 | antonella.samoggia@unibo.it;<br>rachele.delmonte4@unibo.it.           |

### 3.4 Other key roles in the project

The **Project Manager** tasks (Rachele Del Monte, UNIBO):

- to assist the Coordinator in the day-by-day management of the project;
- to organize the procedures for internal communication within the consortium, as well as for the collection of reports and deliverables;
- to assist the Coordinator in the financial management of the project, collect and verify the financial statements from the partners;
- to support the organization, preparation and follow up of periodical meetings;
- to support the partners with reference to procedures requested by Horizon 2020 rules.

The **Innovation Manager** tasks (Antonella Samoggia, UNIBO):

- to provide technical, legal and economic expertise in technology transfer and supporting guidance on IPR and innovation Management;
- to oversee the active involvement and the proper collection of relevant business opportunities across the project lifetime and to ensure the most valuable and proactive innovation and IPR management;
- to follow closely the work progress in each WP, providing support for the development of adequate exploitation strategies.

The **Stakeholder Advisory Board (SAB)** is formed by representatives of public administrations (city councils, metropolitan areas, counties), secondary schools, citizen driven CRFS initiatives (urban farmers association,



CRFS entrepreneurs, citizens and food councils, school garden working groups), and SMEs involved in innovative CRFS. In particular, the SAB will act as a consulting and advisory Board to affect and impact on the implementation of specific parts of the project and to provide a final evaluation of the project outputs. The entire consortium will be actively collaborating in completing the composition of the SAB with additional experts with complementary types of knowledge, in order to strengthen the multi-actor approach and for the promotion of a more demand-driven innovation. Members of the SAB will be invited to the project meetings and MyLocalFoodE initiatives and will be kept informed throughout the project lifetime. SAB Members will have access to selected project documents and outputs upon signature of a Non-Disclosure Agreement.

## 4. Project meetings and reviews

The consortium meetings will include annual progress meetings organised as ‘in person’ meetings or remotely, via teleconference.

The consortium meetings are scheduled to take place every 6 months, including a kick-off meeting and a final meeting. The consortium meetings represent also the moment where the General Assembly members meet and take decisions or discuss issues relevant for the outcome of the project. A tentative calendar is shown here below:

| Meeting N°        | Indicative Timing        | Planned venue   |
|-------------------|--------------------------|---|
| 1- KOM            | M1 (13-14 February 2020) | Bologna   |
| 2                 | M6 (2- 3 July 2020)      | Planned in Ljubljana, but shifted on-line, due to Covid-19 restrictions |
| 3                 | M12 (January 2021)       | Tenerife (potentially on-line, if Covid-19 restrictions persist)        |
| 4                 | M17 (June 2021)          | Longyearbyen  |
| 5                 | M24 (January 2022)       | To be decided   |
| 6                 | M29 (June 2022)          | To be decided   |
| 7                 | M36 (January 2023)       | To be decided   |
| 8                 | M42 (July 2023)          | To be decided   |
| 9 – Final Meeting | M48 (January 2024)       | To be decided   |

In addition to the consortium meetings, **WP Leaders may organise technical meetings** regarding specific issues related to the WP work and progress whenever necessary and within the allocated budget.

According to the GA, after each reporting period **REA may organise review meetings** involving external experts who assess the progress done and resources used based on the periodic reports and deliverables submitted. A tentative calendar of project reviews meetings is shown here below:

| Meeting N° | Indicative Timing    | Planned venue |
|------------|----------------------|---------------|
| 1          | M20 (September 2021) | To be decided |
| 2          | M38 (March 2023)     | To be decided |
| 3          | M50 (March 2024)     | To be decided |

## 5. Reporting and deliverables

### 5.1 Reporting periods

The project is divided in **three reporting periods** after which a periodic/final report must be submitted to REA. The periodic and final reports are composed of a technical part and a financial part.



### Project reporting periods:

- Month 1 to month 18: **February 2020 – July 2021**
- Month 19 to month 36: **August 2021 – January 2023**
- Month 37 to month 48: **February 2023 – January 2024**

### 5.2 Schedule for the submission of reports

The FoodE project has a total of three reports (two periodic reports and one final report) to be submitted to REA 60 days after the end of each reporting period.

A calendar showing the timing for the submission of all reports is shown below:

| Reporting period/Type of report        | Period covered by the report                   | Submission of report to REA/Coordinator             |
|--|--|---|
| RP1 - <b>Internal financial report</b> | Month 1 – 9<br>February 2020 – October 2020    | Submission of report to Coordinator – November 2020 |
| RP1 – <b>Periodic report</b>           | Month 1 – 18<br>February 2020 – July 2021      | Submission of report to REA - September 2021        |
| RP2 – <b>Periodic report</b>           | Months 19-36<br>August 2021 – January 2023     | Submission of report to REA - March 2023            |
| RP3 – <b>Final report</b>              | Months 37 - 48<br>February 2023 – January 2024 | Submission of report to REA - March 2024            |

The Coordinator will make a periodic monitoring of all partners budgets including a financial assessment of resources used and budget needs every three months, in order to detect possible critical situations.

### 5.3 Contents and procedures for the preparation of periodic and final reports

The periodic and final reports are composed of a technical part and a financial part:

- The **Technical part** includes the explanation of the work carried out by the partners and overview of the progress as well as a description and justification for any deviations with respect to the work plan and planned resources;
- The **Financial part** includes a declaration of the resources and expenses connected to the work described in the technical part by each partner.

All reports must be transmitted to REA electronically via the Participant portal.

#### Internal procedures for the preparation of the reports - **Technical part**.

| WHO   | WHAT   | WHEN  |
|---|--|---|
| UNIBO   | Sends a template for reporting to all beneficiaries  | Before the end of the reporting period ( <b>by end of M18/36/48</b> ) |
| WP Leaders                                    | Collect all contributions from beneficiaries using the standard template provided and transmit them to UNIBO | End of reporting period + <b>15 days</b>                              |
| UNIBO and WP Leaders + help from all partners | Revision of the contributions and preparation of a consolidated version of the Reports                       | End of reporting period + 45 days                                     |
| UNIBO   | Release of the final version of reports to all partners  | End of reporting period + 55 days                                     |
| UNIBO   | Send reports to REA  | <b>Before the deadline</b>  |

### Internal procedures for the preparation of the reports - Financial part

The financial information will be collected from all partners by the Project Manager in due time (before the submission deadline) using a **standard template prepared by UNIBO**. The costs reported by each partner will be verified against the activities reported in the technical part.

For the **official reports foreseen at Months 18, 36 and 48**, in addition to the financial template to be sent to UNIBO, **all partners** will have to submit an **electronic financial statement via the Participant portal (SyGMA submission tool)** which requires the signature of an authorised person in each institution. The costs reported in the financial template and financial statement must match. UNIBO will supply all the information needed in order to complete this step.

### 5.4 Procedures for the preparation of deliverables

Deliverables are listed in ANNEX 1 of GA (part A). A fixed number of deliverables is scheduled to be prepared and submitted according to an established calendar.

During the kick of meeting the partners discussed the process of preparing deliverables in order to have efficient and coordinated efforts that lead to the submission of deliverables on time.

Here below the proposed procedure is illustrated.

| WHO                                  | WHAT  | WHEN                                    |
|--------------------------------------|---|---|
| <b>Deliverable leader</b>            | Collect contributions from the involved beneficiaries, drafts a first version of the deliverable and sends it to the internal reviewer. | <b>4 weeks before the delivery date</b> |
| <b>Deliverable internal reviewer</b> | Reads the deliverable draft and sends a revised version to the deliverable leader   | 3 weeks before the delivery date        |
| Deliverable leader                   | Sends the second draft to all the partners for a final check  | 2 weeks before the delivery date        |
| Deliverable leader                   | Sends the final version of the deliverable to UNIBO   | 1 week before the deadline              |
| <b>UNIBO</b>                         | Submits the deliverable   | <b>Before the deadline</b>              |

The deliverable internal reviewer is committed to review the deliverable draft. The deliverable internal reviewer corresponds to the WP Leader, when the latter is not the deliverable leader, or to the WP Co-leader when the WP Leader is also the deliverable leader.

During the preparation of the Deliverable, deadlines are set and communicated to the involved partners, and reminders are sent in order to avoid as much as possible any unjustified delay.

## 6. Risk management

Risk is defined as the combination of the probability of an event negatively affecting any project activity and its consequences. Risks are intrinsic to any project and shall therefore be identified, controlled and neutralized since the very early stages of a project. The Risk Manager of FoodE is Agnès Lelièvre. The Coordinator will support the Risk Manager for the monitoring of technical and financial risks. Risk Management is a systematic process aiming to identify, assess, manage, monitor and report on risks, through the following actions:

- adopt risk criteria regarding events that could occur and may impact the project's scope, schedule, budget and performance;
- identify, analyse, and evaluate risk in order to optimize the contingency measures;



- develop and implement strategies to effectively prevent, contain, and eliminate obstacles to the project success;
- track, review and report on risk evolution to re-define strategies and priorities, and improve management process.

## 6.1 Risk management plan

Every team member has responsibility for managing risks within their own activities. However, given the managing structure of FoodE, the key persons for a timely communication of risks are WP Leaders, who are identified as potential Risk Owners (RO). The risk management procedure will take the following steps:

- all ROs survey monthly the tasks and sub-tasks leaders of their WP to identify new risks or foreseen risks that have happened or may happen;
- In case of new risk or foreseen risk happening ROs/WP leaders immediately fill a risk report (see risk report form) and send it to the Risk Manager;
- The Risk Manager gets in touch every 3 months (on the 3rd day of months 3, 6 9 and 12) with ROs/WP leaders to check for new risk;
- the Risk Manager collects all ROs reports and sends every 3 months (15 days later) a consolidated Project Risk Report to the Coordinator, where each identified risk is labelled and classified in terms of priority and impact on the Project;
- the Risk Manager, supported by the Coordinator and Project Manager and ROs and any other Consortium member deemed as relevant sets up a risk mitigation strategy;
- the internal document will be continuously updated by the Risk Manager, tracking the risk evolution towards its final conclusion;
- a short risk assessment session will be organized within project meetings.

## 6.2 Identified risks

At the moment, the identified risks are listed in the following table, as described in the DoA in the work plan table 1.3.5 "Critical implementation risks and mitigation actions":

| Risk number | Description of risk  | WP number           | Proposed risk mitigation measures  |
|-------------|--|---------------------|--|
| 1           | Financial management.  | WP1                 | Visit the concerned administration staff to find proper solutions.   |
| 2           | Partners' budgets out of control.                              | WP1                 | Periodic monitoring of all partners budgets including a financial assessment of resources used and budget needs every three months.  |
| 3           | Inadequate evaluation tools and procedures.                    | WP1                 | Self-evaluation and performance evaluation measured and made visible. Appoint an external evaluator.   |
| 4           | Delays in the delivery of results from other WPs.              | WP2                 | Strong monitoring by WP1 and all WP Leaders.   |
| 5           | Poor data quality and availability.                            | WP2                 | Strong monitoring by WP1 and all WP Leaders.   |
| 6           | Ineffective use of LCT Assessment tool.                        | WP2                 | The complexity of LCT Assessment tool makes the user guide key to be utilized. This guide must be readable for the stakeholders addressed and will be tested to selected ones. This test will help to adjust some terms and concepts in order to be clear for the users. |
| 7           | Lack of cooperation/ insufficient effort deployed by partners. | WP1, WP2, WP3, WP4, | Frequent contact with partners, responsibilities made clear, support and   |



|    |  |                                   |  |
|----|--|-----------------------------------|--|
|    |  | WP5, WP6, WP7                     | advice by WP Leaders. Request for written confirmation of responsibilities by each content provider sent by Project Manager – monitor response.  |
| 8  | Conflicts between project partners.  | WP1, WP2, WP3, WP4, WP5, WP6, WP7 | Project management applies proven methods of conflict management, using arbitration and other methods.   |
| 9  | Lack of communication among the partners.  | WP1, WP2, WP3, WP4, WP5, WP6, WP7 | Contacting Executive Directors of partner institutions.  |
| 10 | Partners leave the project.  | WP1, WP2, WP3, WP4, WP5, WP6, WP7 | Requested expertise will be possibly provided by other partners. All partners are clear about the project's value.   |
| 11 | Missing of synchronisation with the project plan.  | WP1, WP2, WP3, WP4, WP5, WP6, WP7 | Strong project management, periodic monitoring.  |
| 12 | Conflict of interests.   | WP2, WP3, WP4, WP5, WP6           | Resolution at Management Team or Steering Committee level.   |
| 13 | Temporary increase in internal organisational work load for partner staff working in the project.                              | WP2, WP3, WP4, WP5, WP6           | Strong project management in order to find a solution together with the WP Leaders. However, there may have to be an instance in conformance to project's contract.  |
| 14 | Key member of staff working on the project no longer able to work, e.g., due to illness.                                       | WP1, WP2, WP3, WP4, WP5, WP6, WP7 | Partners appoint a contact person in their organisation from the start of the project who keeps the project management informed of difficulties. If new staff is appointed to work on the project they will be supported by other partners in taking over. There will be a fast rescheduling of tasks. |
| 15 | Limited uptake of FoodE app.   | WP3, WP4, WP5, WP6, WP7           | Specific actions devoted to promote the app dissemination a larger uptake are implemented, through increased promotion in social media and public events.  |
| 16 | Poor awareness and dissemination (e.g., lack of multilingual dissemination, conference participation, articles).               | WP3, WP4, WP5, WP6, WP7           | Advice and support given, solutions found by bringing in additional expertise.   |
| 17 | Technical skills for the development of the applications are higher than estimated and are not available in the partner group. | WP5, WP6                          | Strong monitoring by WP1 and all WP Leaders.   |
| 18 | The progress of the project activities show incompatibilities, which were not discovered at the time of the                    | WP1, WP2, WP3, WP4, WP5, WP6,     | The Executive Committee together will all WP leaders evaluate the possibility of proposing an amendment to the   |



|    |  |                                   |  |
|----|--|-----------------------------------|--|
|    | preparation of the proposal.   | WP7                               | Commission.  |
| 19 | The testing of the outputs is not satisfactory.  | WP1, WP2, WP3, WP4, WP5, WP6, WP7 | Strong monitoring by WP1 and all WP Leaders who will involve all relevant working groups in the testing activity enough time before each release.                      |
| 20 | IPR issues not fully resolved for all partners.  | WP1, WP2, WP3, WP4, WP5, WP6, WP7 | Use part of the budget for subcontracting for legal advice (most material in public domain).   |
| 21 | Delays in submitting the deliverables.   | WP1, WP2, WP3, WP4, WP5, WP6, WP7 | Ongoing supervision by WP Leaders, scheduling of results and draft reports, peer review.   |
| 22 | Targets/performance indicators are low.  | WP1, WP2, WP3, WP4, WP5, WP6, WP7 | Re-scheduling of dissemination activities where necessary, plans and peer review arranged, technical advice and support given.   |
| 23 | Re-scheduling of dissemination activities where necessary, plans and peer review arranged, technical advice and support given. | WP1, WP2, WP3, WP4, WP5, WP6, WP7 | Ongoing supervision by WP Leaders, rescheduling the order of the MyLocalFoodE events according to the state of progress of the pilots in the different partner cities. |

## 7. Communication, Publications and Presentations

### 7.1 Dissemination rules

All partners should indicate at all times that the project received funding from the EU by including the following statement together with a high resolution EU flag:

**“This project has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 862663”.**

All partners should include the following statement to acknowledge EU funding in scientific publications and dissemination activities: “The research leading to these results/this publication has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 862663”. Any dissemination of results must indicate that it reflects only the author's view and that the Agency is not responsible for any use that may be made of the information it contains by including the following disclaimer:

**“The publication reflects the author’s views. The Research Executive Agency (REA) is not liable for any use that may be made of the information contained therein.”**

### 7.2 Procedures for dissemination of project results

Each member of the consortium must contribute to the scientific production and validation of the results based on their experience and expertise. Any partner wishing to undertake formal dissemination activities of research results should inform the Coordinator and the partners involved in the research activity. The content of the presentation should be agreed with them at least 4 weeks before the dissemination. If no partner objects within two weeks, the dissemination of results is permitted. Dissemination of the project will be done within WP7. Partners will be also responsible to fill in the information about their publications on the participant portal. HCA will remind partners of their responsibilities and will monitor the information uploaded, with the support of UNIBO.



## Appendix

### Risk report form





## Risk Report Form

| Risk identification and description |                          |
|-------------------------------------|--------------------------|
| Risk ID WPNo.xx (1)                 | Risk short name: (2)     |
| Category: (3)                       |                          |
| Description: (4)                    |                          |
| Status: (5)                         | Identification date: (6) |

| Risk assessment    |             |
|--------------------|-------------|
| Likelihood: (7)    | Impact: (8) |
| Risk owner(s): (9) |             |
| Priority: (10)     |             |

| Risk response                      |
|------------------------------------|
| Possible mitigation measures: (11) |
| Actions taken: (12)                |
| Targeted date: (13)                |

**Notes:**

- (1) The risk identifier. Identification of the WP number and progressive number for the risk.
- (2) Short title of the risk.
- (3) Risks can be organised in different categories such as: Financial, Technical, Deadlines, Communication etc..
- (4) Description of the risk including its causes, the kinds of problems that could result (potential effects), and risk dependencies. E.g. Because of (condition), it might be that (event), which will lead to (impact).
- (5) Status for the risk: one of the following values: proposed; assessing; waiting for approval; approved; rejected; closed.
- (6) Date when the risk was identified <dd/mm/yy>
- (7) A value denoting the probability that the risk will occur: high/medium/low
- (8) A value denoting the severity of the risk's impact: high/medium/low
- (9) Name of the person(s) accountable for managing and monitoring the risk, consisting of the WP Leader (and task leader if relevant).
- (10) A numerical value denoting the priority of the risk: high/medium/low
- (11) Description of the mitigation strategy proposed, including the objective, scope, deliverables and the person responsible.
- (12) List of the action taken. To be completed by the Risk Manager and the Coordinator.
- (13) Date on which the risk response is expected to be implemented. To be completed by the Risk Manager and the Coordinator.