



# WP10. Quality Assurance

RISK MANAGEMENT PLAN

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## 1 Scope

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All projects carry the uncertainty, i.e. the risk, of an event happening which might affect one or more of the project objectives. Managing risk is one of the most important functions in making any project successful.

This procedure describes the way the major project risks of DeCAIR will be identified, evaluated and avoided or their impact minimized by proper actions. DeCAIR is considered a low complexity project and for this reason a simple procedure for the management of risks will be followed. In order to produce high quality project results, risk management planning is required, as an ongoing effort that will continue throughout the life cycle of the project.

## 2 Procedure

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Effective risk management begins with risk assessment. Risk management planning will begin with the identification of risks, followed by a risk analysis and assessment, the ultimate purpose of which is to prepare for risk mitigation. Mitigation includes the reduction of the likelihood that a risk event will occur and/or reduction of the effect of a risk event if it does occur.

Some risks, once identified, can readily be eliminated, or reduced. However, most risks are more difficult to mitigate, particularly high-impact, low-probability risks. Therefore, risk mitigation and management are long-term efforts throughout the project.

### 2.1 Identification of Risks

Identification and analysis of project risks are required for effective risk management. Risks will be identified by all partners, as all uncertain events or conditions that, if they occur, will have an effect on at least one project objective.

Types of risks that may be identified are:

- Financial risks
- Schedule risks
- Technical risks
- Political risks
- Contractual risks
- People risks

The objective of risk identification is to identify all possible risks, not to eliminate risks from consideration or to develop solutions for mitigating risks, which is something that is done in next steps.

Project team participation and face-to-face interaction are needed to encourage open communication, so for

this purpose, a brainstorming session is considered the best method for potential risks to be identified by all members of the project and the full project team to be actively involved. During this session all partners propose possible risks to be faced during the DeCAIR project, based on their experience from their participation in other projects, with the guidance of CreThiDev. The session shall be held very early on in the project duration. If a face-to-face brainstorming session is not possible, there will be either a teleconference or gathering of risk proposals by the Quality Manger for further analysis.

## 2.2 Risk Analysis

After identifying the project risks, based on the list of risks that have been identified as potentially affecting the project, those risks are then categorized according to their probability to occur and their possible impact on the project. The purpose of categorization is to differentiate those that seem minor and do not require further attention from those that require follow-up, analysis, and active mitigation and management. Risks are categorized in a two step scale of low and high (occurrence and impact) using a two by two matrix that allows assigning a risk to one of four quadrants based on a qualitative assessment of its relative impact (high or low) and the likelihood of its occurrence (high or low).

Probability of Occurrence	High	3	1
	Low	4	2
		Low	High
		Impact	

According to this evaluation only the five major risks are taken into consideration and further analyzed in order for the team of the partners to find proper responses with the aim either to avoid each risk or minimize it. **Priority shall be given to high impact, low probability risks.**

### 2.3 Risk Mitigation and Management

Once there is a working list of identified and categorized risks, the project coordinator will be in charge of deciding of the best methods to reduce:

- the possibility of the risk event happening, or
- the effects of the risk event, if it does indeed happen.

This is a monitoring process that will continue throughout the project. Along with the identification of risk-mitigating methods, a monitoring process is followed, using the Risk Management Monitoring. On regular intervals during the project life cycle and before the project reports, the project manager will make an assessment of the progress done on the implementation of the risk-mitigating actions and a review of the identified risks compared to their initial assessment, as to occurrence and impact.

Table 1. Risk Management Monitoring Table

Risk	Relevant Project Activity	Occurrence probability (Low/High)	Impact (Low/High)	Evaluation	Mitigation action (Response)	Follow-up (Progress)

### 2.4 Unforeseen Risks

In case of uncertain events that occur during the implementation of the project and that have not been foreseen during this procedure, all partners are responsible for its early communication to the coordinator for the discussion of the problem.

If the problem cannot be solved between the partner and the coordinator, the last one decides for its bringing to discussion with the other partners or the National Agency responsible for the project, depending on its nature.

In case of problems that cannot be resolved through discussion, the coordinator will take the subject to voting by all partners. In case voting is not the proper measure, the coordinator will have the final decision.