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Introduction

The Risk Assessment and Management Plan of EIRENE helps to identify potential threats and vulnerabilities that could impact EIRENE's objectives, development, or operations. The Risk Assessment and Management plan is designed as a table (i.e., risk register) detailing the most important potential risks. The risks are divided into five categories of risk: Scientific, Technological, Political, Financial, and Organizational. The risks are assigned to the categories they are most related to and scored based on their likelihood of occurrence, potential impact, and severity of impact. Prioritizing the risks ensures that resources can be allocated effectively to address the most critical ones first. Mitigation strategies and contingency actions are described for each risk. The mitigation strategy describes the actions that are taken to prevent the risks from materializing, while the contingency actions describe the actions that will be taken in case risks materialize.

Because EIRENE is in its early stages and is not yet operational, the composition of current risks is likely to be different than those it will face in the future. The current risks are more related to the development of the infrastructure compared to operational risks in the future. Regardless of the stage of development, risks can always change, and therefore, the risk register must be updated, as needed, to reflect those changes.

Objectives of the Risk Assessment and Management

- **Identification of Potential Threats:** Risk assessment helps identify potential threats and vulnerabilities that could impact EIRENE's operations. These threats could be internal, such as process failures or staff shortages, or external, such as economic downturns or natural disasters.
- **Prioritization of Risks:** Once risks are identified, they need to be prioritized based on their likelihood of occurrence, potential impact, and severity. A risk management plan helps prioritize risks so that resources can be allocated effectively to address the most critical ones first.
- **Minimization of Losses:** By proactively identifying and addressing risks, EIRENE can minimize potential losses. This could include financial losses, damage to reputation, or disruption of operations. The risk management plan outlines strategies to mitigate or eliminate risks before they materialize.
- **Compliance and Legal Obligations:** EIRENE must comply with regulatory requirements and legal obligations mandated on a local, national, and international level. The risk management plan ensures that EIRENE meets these requirements by identifying and addressing relevant risks.
- **Enhanced Decision-Making:** A thorough risk assessment provides EIRENE management with the information they need to make informed decisions. By understanding the potential risks and their implications, management can make strategic decisions that align with their objectives and mitigate potential negative consequences.
- **Resource Optimization:** Effective risk management allows EIRENE to optimize the use of resources by focusing on the most critical risks. By allocating resources to

address high-priority risks, EIRENE can avoid wasteful spending on less significant threats.

- **Improved Stakeholder Confidence:** Stakeholders, including national and international authorities, policymakers, users, and employees, expect EIRENE to manage risks effectively. A robust risk management plan demonstrates to stakeholders that EIRENE is proactive in identifying and addressing potential threats, which can enhance confidence and trust.
- **Promotion of a Culture of Accountability:** Implementing the risk management plan fosters a culture of accountability across the EIRENE consortium. Employees are encouraged to identify and report risks, and management is responsible for taking appropriate actions to address them.

Risk Register

ID	Category	Risk description	Likelihood (1-5)	Impact (1-5)	Severity	Mitigation strategy	Contingency action
1	Scientific	National Nodes lack interest in developing EIRENE, sharing facilities, and developing new methods and services, resulting in the inability of EIRENE to address the needs of the user community	2	4	8	All participants signed the MoU and were engaged in designing EIRENE. They also actively communicate with their country representatives seeking national support. Continuous good communication will be crucial during the preparatory phase also with the stakeholders and potential users	Negotiation with the national coordinator and respective. Possibly also with national ESFRI delegates.
2	Scientific	Disagreement over the scientific orientation of EIRENE RI	2	3	6	This risk will be mitigated by a proper governing structure of the RI, the involvement of the partners, and external advisory bodies that provide insight into novel scientific trends and policy needs.	Meeting of national nodes representatives - definition of the scientific strategy within the project - to be approved by all National Hubs.
3	Scientific	Competing interests of the individual institutions and research projects	2	5	10	The roles of existing as well as future partners will be specified during the preparatory phase of the project. It is important that the overlapping expertise and capacities of the participants are developed in synergy and all activities are harmonized to prevent unnecessary duplication, while scientific competition is	Negotiation with respective nodes and RIs - the ISAB may be consulted and the processes to be set as independent.



ID	Category	Risk description	Likelihood (1-5)	Impact (1-5)	Severity	Mitigation strategy	Contingency action
						necessary for building excellence in research.	
4	Scientific	Low efficiency of the establishment of links between the scientists in need of technologies and available capacities	2	5	10	Good communication within and outside of the EIRENE RI consortium is crucial. Open access to all available technologies will be properly advertised and efficiently handled to attract the scientific community. Communication with users and stakeholders will be an important task of the RI management.	Strengthened cooperation at national levels, the promotional activities increased regionally and nationally.
5	Scientific	Lack of competitive projects promising high-quality outcomes	2	4	8	This is related to the previous risk and has two aspects: the ability of the RI to address current challenges and provide excellent services and communication of these services to the scientific community. Both aspects were discussed above.	Strengthened cooperation at national levels, the promotional activities increased regionally and nationally.
6	Scientific	Lack of experienced personnel	3	5	15	Highly skilled personnel, together with top technology, is a key to the successful operation of the RI. The policy on recruitment and	Internal training and a common approach to hiring experienced specialists.

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						development of human resources has been described above.	
7	Scientific	Delays in the delivery of results and scientific outcomes	3	5	15	This risk is a combination of delays on the side of the RI, which can be prevented by high-throughput technology, skilled personnel, and good management, and delays on the side of scientists, which should be prevented by the selection procedure for the open-access and good communication between the RI and the research community.	The RI managers to increase the communication with users in order to track the outcomes appropriately.
8	Technological	Technical problems causing the loss of users and their trust.	2	3	6	A robust quality management process (controls, monitoring) will be set, and potential problems, delays, and dissatisfactions will be solved properly and immediately.	Communication with users about an issue - solving the issues immediately. If necessary, perform a quality check at the RI.

ID	Category	Risk description	Likelihood (1-5)	Impact (1-5)	Severity	Mitigation strategy	Contingency action
9	Technological	Users demanding technologies that are not available	2	3	6	In this case, the alternatives will be proposed. If no alternative is in place or if it is not technologically possible to provide such an alternative service and the demand for such a service/technology will be significant and scientifically relevant, the EIRENE RI partners will try to find a way how to finance the acquisition of the technology.	Within the technical feasibility check communication with users - other possibilities to be communicated.
10	Technological	Cross-border transfer of samples may be a critical risk for implementation	3	5	15	Cross-border transfer is regulated by ethical guidelines and legislation. A procedure for the exchange of samples will be defined based on the ethical and legal requirements in the participating countries and following EU rules.	Lawyers and experienced consultants are to be consulted.
11	Technological	One or more facilities are less in demand	2	3	6	Communication efforts will remedy this. If it appears that some of the national facilities is not relevant to users, which shall not be the case due to the previous analyses, then resources shall be redirected to more successful hubs – this will be decided by the unanimous consent of all the partners.	Within the project, this will be solved by favoring the the site within the selection process. If in general, the reasons to be investigated.

ID	Category	Risk description	Likelihood (1-5)	Impact (1-5)	Severity	Mitigation strategy	Contingency action
12	Technological	New infrastructures having initial difficulties in accommodating the RI users.	3	5	15	Proper guidelines and relevant training will be provided to new infrastructures. Experienced RIs will share their knowledge and best practices to establish users' trust.	The RI managers will adopt the processes from the other, already experienced partners.
13	Technological	Ethical and reputational risks, including data security issues, cause the loss of users and their trust.	3	5	15	A data management policy will be developed and managed from the EIRENE RI coordination with respect to up-to-date legislation and best practices. The Hub will also develop a strong ethical framework based on the longstanding experiences of individual partners.	The data specialist is to be consulted, and the issue is immediately solved.
14	Technological	Market or capacity risks related to the actual demand for the services of the RI/Node and actual capacities of the RI/Node	3	3	9	The technological capacities, services, and expertise to be provided will be communicated to the scientific community and to all potential users in the EU and beyond. Should one of the Nodes be overloaded, the services will be distributed to others, if possible. The Nodes will dedicate the given capacity for the EIRENE RI.	Strengthened cooperation with users and potential users at national levels, the promotional activities increased regionally and nationally.
15	Technological	Inefficient data workflow	2	5	10	The data management will be governed by the robust data management plan, which has been already developed and will be updated periodically. Data management will be treated as a very important part of the services.	DMP to be refined and the data flow to be optimized. EOSC specialists consulted.

ID	Category	Risk description	Likelihood (1-5)	Impact (1-5)	Severity	Mitigation strategy	Contingency action
16	Political	Participating countries may differ in resources and priorities	4	5	20	Most regulations in the given area are developed on the EU level. Science-wise, the selected topic is at the top of the EU priorities.	National delegates will be approached, and the representatives of funding bodies will be informed about the progress and needs.
17	Political	Multiple actors at the policy level may have conflicting agendas and different views on how the EIRENE RI shall be oriented, how the results might be used, and how the operation of the Nodes/Hub shall be financed. This may impact plans on sustainability.	3	5	15	The national policymakers have already been informed about the scientific orientation of the EIRENE RI. By continuously engaging with the policymakers and the responsible agencies/national governments in the development of activities on specific substances and reflecting their needs in the EIRENE RI orientation, we shall be able to manage the expectations of both the national and EU policymakers by supplying targeted information.	National delegates will be approached, and the representatives of funding bodies will be informed about the progress and needs.

ID	Category	Risk description	Likelihood (1-5)	Impact (1-5)	Severity	Mitigation strategy	Contingency action
18	Political	Difficulties in achieving agreements on legal and governance structure	2	4	8	The governance structure is planned as simple, flat, and effective for this stage of development. All the RI partners are experienced participants in various international large-scale projects and, therefore, are familiar with the management structures of such bodies. The decision on structure will be taken unanimously.	The governing structure will be discussed at the meetings during the implementation of the PPP project. The national nodes will discuss this with the national representatives. If the issues will arise, this will be discussed with the core management and within the consortium.
19	Financial	Financial and socio-economic analysis fails	2	4	8	The socio-economic analysis was based on available data and a qualified estimate. A detailed financial plan and cash-flow model will be developed in the preparatory phase. In case of insufficient resources for the National Nodes or Hubs, proper action will be taken.	It will be investigated why this has failed, if it was on the side of incomes or expenditures. Based on this, the action will be taken.

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20	Financial	Insufficient sustainable national funding	2	5	10	The EIRENE RI partners and their national bodies are responsible for securing enough operational resources for the financial sustainability of the EIRENE RI. Some of the national stakeholders have already signed the Letters of Support to express their willingness to support such the EIRENE RI. Shall any problems in this area occur, the EIRENE RI management body will discuss possibilities of how to proceed with limited resources.	The national representatives will be contacted; the ESFRI representatives will also be approached. The possibilities of other resources (national, regional, EU level) will be investigated. If no resources are available, the specific regime of the respective RI should be discussed.
21	Organizational	Lack of coordination and communication within the consortium	2	3	6	The partners are experienced participants in large international research projects; experienced research managers will be employed, and a proper document management system and a communication platform will be used.	If the issue arises, a specific meeting will be held to discuss all the necessary issues.

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22	Organizational	Insufficient quality of services provided by the Head Office	2	4	8	<p>The staff responsible for the communication with the clients will be trained accordingly and the quality of services will be monitored. Should the capacity of the User Office not be sufficient, the EIRENE RI will consider increasing capacities to enhance the effectiveness of the processes.</p>	<p>The Head Office services or officers who do not perform as expected will be discussed - the manager will be expected to solve this issue. If this is caused by insufficient capacity, the possibility of redistribution of work or an increase in capacity will be discussed based on the existing resources.</p>