



NEWSERA - Citizen Science as the
new paradigm for Science
Communication

Deliverable 1.2

Quality, Risk and Contingency Management Plan

Revision: v1.2



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 873125

DELIVERABLE DETAILS

Due date: June 30th, 2020

Actual submission date: July 29th, 2020

Project start date: January 1st, 2020

Duration: 36 months

Work Package concerned: WP1

Concerned work package leader: Science for Change

Dissemination level:

PU: Public (must be available on the website)

CO: Confidential, only for members of the consortium (including the Commission Services)

Cl: Classified, as referred to in Commission Decision 2001/844/EC

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Revision history:

revision	date	Contributor	Description
v1.0	25.06.2020	Silvina Frucella (Science for Change)	First Draft
v1.1	29.06.2020	Oriol Agulló (Science for Change)	Final Version
v1.2	29.07.2020	Nora Salas Seoane (Ibercivis)	Review
	31.07.2020	Rosa Arias (Science for Change)	Final review

STATEMENT OF ORIGINALITY

This deliverable contains original unpublished work except where clearly indicated otherwise.

Acknowledgement of previously published material and of the work of others has been made through appropriate citation, quotation or both.

SUMMARY

NEWSERA will **analyse and evaluate the complex and multidirectional science communication strategies**, including digital and non-digital ones, **addressed to quadruple helix stakeholders in citizen science projects** across Europe as the new paradigm for science communication.

The overall aim of NEWSERA is to **demonstrate the virtues of citizen science as an inclusive, broad and powerful science communication mechanism** that can allow to increase trust in science communication and, in turn, in science at large, while opening up science and innovation to society, raising awareness and educating in science, and reducing the chances of incurring in fake news by promoting critical thinking.

The present document provides an **overview over the Quality, Risk and Contingency Management Plan procedures** that are being and will be used throughout the life cycle of the NEWSERA project.

The first section describes the **Quality Methods** that will be applied during the project's implementation. In the second section, the **Risk Management strategy** is outlined, followed by **Critical Implementation Risks** along with its **Mitigation strategy**.

This deliverable is specially relevant considering actions originally foreseen and **uncertainty from the current COVID-19 pandemic**. Several actions have been envisaged to reduce the impact from potential delays or barriers to implementing the project actions in relation to the crisis. The most relevant adaptation has been the rethinking of the NEWSERA #CitSciComm Labs in terms of location (decentralization from the European level to the national level in the NEWSERA countries), calendar (rescheduling of the Labs) and format (from face-to-face to local and remote activities). However, the NEWSERA Consortium thinks that the new strategy will allow to increase the impact of the project actions by being able to reach a higher number of participants. Thus, it has the potential to increase the overall quality of the NEWSERA results.

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1 Quality control

Effective coordination, communication and collaboration are central to the successful implementation of the project. A simple but effective management structure has been designed and created since the beginning of the project, based on the complexity of NEWSERA and its consortium and with a strong focus on the quality of the coordination and support actions.

This section presents a description of the **methods that NEWSERA applies during daily project implementation to ensure a high-level of quality**. The management bodies and their whole responsibilities are described at D1.1 Project Management handbook.

Standard and commonly available project management tools are used to assist project management tasks. Together with the use of Key Performance Indicators (KPIs) per WP, the monitoring of the project progress will be done internally, using the following metrics:

- Timely completion of the milestones and deliverables.
- Appropriate use of the resources according to the work plan.
- Impact reaction from the target and stakeholders involved.

1.1 Quality Responsibilities

The quality responsibilities and its responsables to ensure project quality and its control are described below, following the Management Structure of the NEWSERA project:

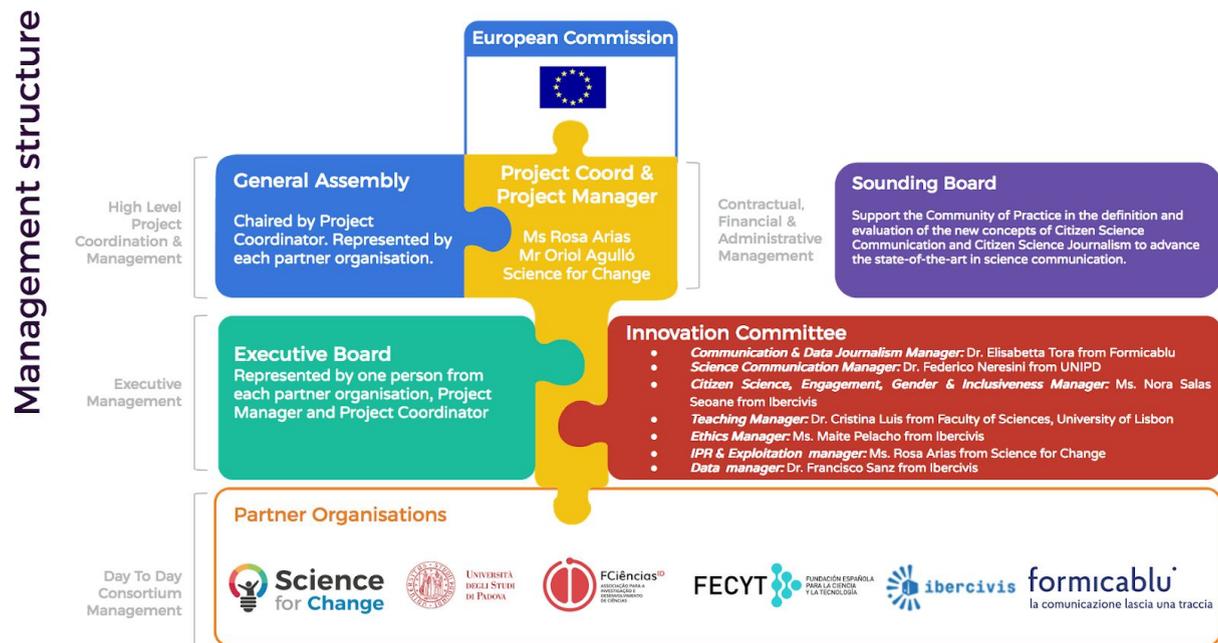


Figure 1. The NEWSERA Management structure

The quality management will be performed under the supervision of the **Project Coordinator and the Project Manager**, who will be responsible for the following tasks:

- Allocating the required resources and time to quality assurance within the scope of the project budget, task, deliverables and schedule.
- Developing, distributing and implementing a Management Plan to quality assurance.
- Monitoring the project to identify any new or changing risks.
- Updating the initial risk list with the support of the consortium.
- Contributing to risk mitigation and contingency planning.
- Coordinating with the consortium to monitor risks and implement risk response strategies.
- Managing quality control procedures on deliverables.
- Monitoring the effectiveness of the risk management strategies.
- Reporting regularly to the consortium.
- Making the final decision on risk actions, in coordination with the WP Leaders.

The Executive Board (EB), represented by one person of each partner organisation and the Project Manager and Project Coordinator, include the following responsibilities:



- Developing and/or updating the risk response strategy.
- Monitoring the assigned risks and informing the Project Coordinator of any threats or opportunities to the project.
- Assessing the probability that a risk will occur and specifying the criteria used to assess the probability.
- Assessing the impact of risks on project cost, time, scope, and quality objectives, and specifying the criteria used to assess the impact.

Moreover, **Work Package (WP) Leaders** are responsible for the following tasks within their work package(s):

- Identifying and describing any potential risk.
- Helping to identify the risk owners and assisting in developing the risk response strategies.
- Performing the risk response steps assigned.
- Reporting on the progress of the risk response to the Project Coordinator.
- Assisting the Project Coordinator in activities associated with risk monitoring and control.

The **Task Leaders** under each WP are in charge of:

- notice WP leaders about any risk about a contributor or about a task.
- notice WP leaders about a deviation task progress or objectives.
- report to WP leaders on Task-level progress and provide inputs to activities, planning and progress reports as requested and agreed.
- ensure that task-related information is up-to-date on the shared workspace (Google Drive).

The Sounding Board (SB), composed by the expert members of the five #CitSciComm Labs, consisting of experts in science communication (addressed to quadruple helix stakeholders) and data journalists, include the following responsibilities:

- ensure the soundness of NEWSERA's methodological approach.
- support the Community of Practice in the definition and evaluation of the new concepts of Citizen Science Communication and Citizen Science Journalism.

The **Innovation Committee (IC)** members are responsible to ensure high quality assurance according to their broad experience and expertise in specific fields. All members of the Innovation Committee are experienced researchers at least at the post-doctoral or senior engineering level. Certain tasks and deliverables are reviewed by the Innovation Committee responsible member before being sent to the Project Coordinator according of each member's expertise in order to assure quality control:

- **Communication & Data Journalism Manager (Dr. Elisabetta Tola):** The Communication and Data Journalism Manager will ensure that research outcomes related to those topics contain high quality relevance for the purpose of NEWSERA. The Manager will also be in charge of ensuring a high level

communication & dissemination approach. Detailed plan for communication & dissemination within the project have been outlined within *D6.2 Dissemination and Communication Plan*.

- **Science Communication Manager (Dr. Federico Naserini):** The Science Communication Manager will be in charge of ensuring that research outcomes related to this topic contain high quality relevance for the purpose of NEWSERA. The Manager will also ensure that highly relevant indicators and sound strategies of science communication within *D2.1 Portrait of citizen science communication strategies in EU citizen science projects* and *D2.2 Report on indicators for impact assessment of science communication in citizen science projects*.
- **Citizen Science, Engagement, Gender and Inclusiveness Manager (MSc Nora Salas Seoane):** The citizen science, engagement gender and inclusiveness Manager will ensure these cross-cutting topics are properly deployed, in particular within the co-designed of innovative strategies and blueprints within the project.
- **Teaching Manager (Dr. Cristina Luis):** The Teaching Manager will ensure high quality methods are deployed in the trainings for science communication, as described within *D3.6 Formal and informal training mechanisms for science communication*.
- **Data Manager (Dr. Francisco Sanz):** The Data Manager will be in charge of ensuring high quality use of data generation and data contributions. The use of the data within the NEWSERA project is detailed within *D7.1 Data Management Plan*.
- **Ethics Manager (MSc Maite Pelacho):** The Ethics Manager will ensure ethical aspects developed in *D8.1, D8.2 and D8.3. (Ethics deliverables)* are properly deployed in project actions - in particular when having human participants within the #CitSciComm Labs.
- **IPR & Exploitation Manager (MSc Rosa Arias):** The IPR & Exploitation Manager will ensure that IPR and Exploitation are deployed with high quality and soundness to exploit the results of the project and its dissemination.

1.2 Overview of the work plan

The NEWSERA project has been organized in **8 work packages (WP)** containing **specific objectives, milestones and deliverables** to meet the overall objectives of the project. Work Package Leaders are responsible for the progression of their respective Work Package and the achievement of their objectives. WP Leaders report directly to the Executive Board.

In the following table (*Table 1*), WPs are outlined with their WP leaders and its objectives described. Key Performance Indicators (KPIs) for WP2, WP3, WP4 and WP6 are also described. The KPIs of WP1 have been described more in detail within *D1.1 Project Management Handbook*; of WP6 within *D6.2 Dissemination and Communication Plan*; of WP7 within *D7.1 Data Management Plan* and of WP8 within *D8.1 and D8.2. (Ethics deliverables)*.

WP	Title	Lead Partner
WP1	Coordination and Project Management	SfC
	<ul style="list-style-type: none"> - To ensure a smooth collaboration and integration of all partners. - Administrative and financial management. - To assure timely reporting and communication with the project officer and the EC, as well as other running projects (SwafS, etc.). - To implement and perform risk and quality management. - Monitoring impact, ethics issues (including data management), gender balance and inclusiveness - To guarantee maximised collaborative leverage effect and benefits for the consortium and the EC. 	
WP2	Analysis of Citizen Science as a Science Communication tool	UNIPD
	<ul style="list-style-type: none"> - To make a portrait of science communication strategies in citizen science projects: channels, media and stakeholders. - Initiate contact and introduce the project concept to the key NEWSERA stakeholders: CS projects coordinators, citizen scientists, science communicators, data journalists. - Definition of indicators for evaluating the effectiveness of science communication in citizen science projects and its influence on the public perception of science. - Definition of the barriers that hinder the quality and effectiveness of science communication with quadruple helix stakeholders: citizens, industry & SMEs, career scientists, policy makers and the public sector. - Selection of four ongoing citizen science projects to become NEWSERA pilots of study, collaborating within the #CitSciComm Labs by testing and implementing our innovations in science communication. <p>Key performance indicators for this WP include:</p> <ul style="list-style-type: none"> - Analyze science communication strategies in at least 20 ongoing citizen science projects 	



	<ul style="list-style-type: none"> - Define and determine at least 7 comparable indicators for evaluating the effectiveness of science communication in citizen science projects. - Define and determine at least 5 comparable indicators for evaluating the influence of science communication in citizen science projects in the perception of science. - Get the commitment with a LoI from the coordinator of the 4 selected citizen science projects (NEWSERA pilots). - Get the commitment with a MoU from a selected data journalist association or company. 	
WP3	Co-designing innovative strategies in Citizen Science Communication	FECYT
	<ul style="list-style-type: none"> - Establish the five #CiSiComm Labs addressed to quadruple helix stakeholders and data and science journalists (5 #CiSiComm Labs in total that will operate virtually and will also meet physically during the life of the project, cocreative workshops constitutes an activity of the #CiSiComm Labs as well as the activities within the pilots: workshops, conferences, meetings, etc..) - Create a dialogue with all the stakeholders to improve engagement, effectiveness and trust in science communication and citizen science. - Define and assess the concepts of Citizen Science Communication and Citizen Science Journalism in each of the labs. - Use citizen science as an innovative way to open up science and innovation to the 4-helix stakeholders. - Develop formal and informal training for citizen and career scientists in science communication. - Analyse the current reward mechanisms for scientists to get involved in science communication outside the academia and co-create alternatives for recognition. - Evaluate citizen science as a tool to fight against misinformation in the post-factual era. <p>Key performance indicators for this WP include:</p> <ul style="list-style-type: none"> - Effective recruitment process to constitute the five NEWSERA #CitSciComm Labs addressed to quadruple helix stakeholders and data and science journalists. The participants of the Labs (at least 6 key persons per Lab) will constitute the NEWSERA Sounding Board and will participate in the four events organized by each Lab plus regular monthly virtual meetings to advance the project activities. They will also be invited to attend the final event in Brussels. All their travel and accommodation expenses will be covered by NEWSERA. 	
WP4	The NEWSERA Pilots: Implementing the concepts of Citizen Science Communication and Citizen Science Journalism	SfC
	<ul style="list-style-type: none"> - Coordinating the five NEWSERA #CitSciComm Labs activities, following research results and recommendations from WP2 and 3. - Supporting the implementation of the innovative communication strategies in the 4 citizen science projects being part of the five NEWSERA #CitSciComm Pilot for citizen scientists and society at large, career 	



	<p>scientists, policy makers, industry and SMEs and data and science journalists.</p> <ul style="list-style-type: none"> - Gathering data to develop 5 communication blueprints for each stakeholder involved in the NEWSERA #CitSciComm Labs and Pilots, advancing the state of the art in science communication. - Ensuring that blueprints can establish a roadmap for efficient scientific communication, to introduce the new concepts of Citizen Science Communication and Citizen Science Journalism. <p>Key performance indicators for this WP include:</p> <ul style="list-style-type: none"> - Description of five communication blueprints (for each target stakeholder group). 		
<p>WP5</p>	<table border="1"> <tr> <td data-bbox="320 674 1238 730">Evaluation and impact assessment: the legacy of NEWSERA</td> <td data-bbox="1238 674 1449 730">FC.iD</td> </tr> </table> <ul style="list-style-type: none"> - Quantify the indicators for evaluating the effectiveness of communication strategies and its influence on stakeholders' perception of science through the activities of the #CitSciComm Labs. - Analyze the collected data to obtain conclusive results on the impact of the innovative communication strategies using citizen science. - Re-define the barriers for effectiveness in communication strategies and stakeholders' perception in citizens science communication. - Include positive results in the "Guide in Citizen Science Communication and Citizen Science Journalism", to mainstream the new concepts and advance the state-of-the-art in science communication. - Use the negative results as an input for a new cycle of co-creation and co-design of innovative strategies in science communication. <p>Key performance indicators for this WP include:</p> <ul style="list-style-type: none"> - Continuous evaluation of the impact at least through four iteration cycles to allow for continuous improvement and agile introduction of changes. 	Evaluation and impact assessment: the legacy of NEWSERA	FC.iD
Evaluation and impact assessment: the legacy of NEWSERA	FC.iD		
<p>WP6</p>	<table border="1"> <tr> <td data-bbox="320 1375 1238 1433">Dissemination and Communication Actions</td> <td data-bbox="1238 1375 1449 1433">FORMICABLU</td> </tr> </table> <ul style="list-style-type: none"> - Establish dissemination & communication activities according to the Dissemination & Communication Plan to multiply the impact of the project through diverse actions addressed to different target audiences (Task 6.1); - Conceive and design a sound project storytelling, producing and releasing eye-catching and recognisable project identity and NEWSERA dissemination outcomes and implementing a project website (Task 6.2); - Carry out multimedia media production to showcase the project and its outcomes, including social media channels (Task 6.3); - Present NEWSERA in relevant forums, conference and events (Task 6.4); - Establish active networking with relevant ongoing science communication and citizen science projects (Task 6.5). <p>To reach these objectives, the WP will communicate the project actions and disseminate the project results to key audiences, such as policymakers, scientists, industry and SMEs, and citizens - developing customised approaches and exploiting different channels for each of the diverse targets. WP6 will also ensure that all communication and dissemination</p>	Dissemination and Communication Actions	FORMICABLU
Dissemination and Communication Actions	FORMICABLU		



	activities are interlinked and mutually reinforcing, with the aim of creating a relevant, high impact communication strategy, in connection with sister projects funded under SwafS-19-2019.	
WP7	Ethics and Data Protection strategies in NEWSERA	IBERCIVIS
	<ul style="list-style-type: none"> - Assess the ethical aspects associated to citizen science research and science communication activities involving data collection from / with citizens and other stakeholders. - Design the Data Management Plan to allow for FAIR data collection and storage. - Guarantee Data Protection aspects and define the procedures to identify, recruit and engage research participants. <p>IBERCIVIS will ensure that each member of the consortium pro-actively discusses and considers all ethical aspects with respect to the activities that will be carried out in NEWSERA incubation, realisation, evaluation and all of its public engagement strands. The ethical standards and guidelines of Horizon 2020 will be rigorously applied, regardless of the country in which the research or engagement activity is carried out (see Section 5 for more details).</p>	
WP8	Ethics Requirements	SfC
	This work package sets out the 'ethics requirements' that the project must comply with.	

Table 1. WPs objectives and Key Performance Indicators within NEWSERA

1.3 Milestones

To determine when key quality reviews to monitor progress status need to take place, the project plan identifies the following milestones with relevant dependencies with tasks and deliverables:

MS#	MS Title	WP	Leader	Due date	Means of verification
MS1	Kick-off Meeting	WP1	SfC	M2	Agenda, minutes, pictures, press release, website and social media publications.
MS2	Selection of four H2020 ongoing citizen science projects as NEWSERA Pilots to actively participate in the #CitSciComm Labs	WP2	SfC	M15	Proposal of collaboration, letters of commitment and deliverables D2.1, D2.2 and D2.3.
MS3	Establishment of the #CitSciComm Labs addressed to quadruple helix	WP3	SfC	M15	Final composition of the cross-cutting Lab, with at least 6 key representatives of data and science journalists.

stakeholders

Means of verification: Press release, pictures and news in social media.

MS4	Establishment of the #CitSciComm Labs addressed to data and science journalists	WP3	Formicablu	M15	Press release, pictures and news in social media.
MS5	Effective collaboration and implementation of co-design strategies from #CitSciComm Labs in the #CitSciComm Pilots	WP4	SfC	M22	Press release, pictures and news in social media.
MS6	Successful deliverable of the five innovation blueprints through the NEWSERA #CitSciComm Labs	WP4	SfC	M33	D4.2, D4.3, D4.4, D4.5 and D4.6 successfully submitted.
MS7	Presentation of NEWSERA final results in the final event in Brussels	WP5	Formicablu	M36	D5.2, D5.3, final event agenda, final event minutes, pictures, website and social media contents.
MS8	Final NEWSERA Event in Brussels	WP6	Formicablu	M36	Outcomes and the future steps towards the roadmap for citizen science as the new era of science communication from project lay down. Means. A Final Event will be held towards the end of the project to present the project of verification: Press release, pictures and news in social media in relation to the final NEWSERA final event.

Table 2. NEWSERA Milestones, correspondent WP, due dates, partner responsible and means of verification

1.4 Deliverables

All deliverables must follow a similar quality process control in order to ensure they hold high quality and sound information for the purposes of the project, as well as their consistency to minimize the risk of being rejected at project reviews. All NEWSERA deliverables will pass through the following procedure:

- 1) *Two months before the due date:* Project Coordinator nominates the responsible author for the specific deliverable. The WP leader and responsible author determine their responsibility, nominate the team of authors and decide the deliverable outline and how the deliverable will be produced and reviewed.

3) *One month before the due date:* Responsible author sends a first draft of the deliverable to the Project Coordinator and WP leader.

4) *No later than two weeks before the due date:* The final draft is sent to the Project Coordinator and WP Leader by the responsible author to initiate the final review process. The Project Coordinator and WP Leader send their comments to the author, who incorporates the comments and generates the final version for revision. WP leader checks format, clarifies any queries with the author and generates a final version.

5) *No later than one week before the due date:* The final version is sent by the responsible author and WP Leader to the Project Coordinator for final check and approval.

7) *Submission to EC by the Project Coordinator.* The Project Coordinator is responsible for the adequate intra-Consortium distribution of the final versions and deliverable submission.

8) The Commission evaluates the reports and deliverables in accordance with Article 22.1.2 of the Grant Agreement. It may be assisted in this task by independent experts through technical project reviews.

The list of deliverables are as follows:

D#	Deliverable Title	WP	Leader	Type	Diss level	Date
D1.1	Project Management Handbook	WP1	SfC	Report	Public	M6
D1.2	Quality, Risk and Contingency Management Plan	WP1	SfC	Report	Public	M6
D1.3	Periodic report on interactions with Sounding Board members 1	WP1	SfC	Report	Confidential	M15
D1.4	Periodic report on interactions with Sounding Board members 2	WP1	SfC	Report	Confidential	M36
D2.1	Portrait of citizen science communication strategies in EU citizen science projects	WP2	UNIPD	Report	Confidential	M12
D2.2	Report on indicators for impact assessment of science communication in citizen science	WP2	UNIPD	Report	Public	M13

	projects					
D2.3	Effectiveness of science communication in EU citizen science projects	WP2	IBERCIVIS	Report	Public	M15
D3.1	Description of #CitSciComm Labs	WP3	SfC	Report	Confidential	M15
D3.2	Co-designed innovative strategies for Citizen Science Communication 1	WP3	UNIPD	Report	Confidential	M15
D3.3	Co-designed innovative strategies for Citizen Science Journalism 1	WP3	FORMICABLU	Report	Confidential	M15
D3.4	Co-designed innovative strategies for Citizen Science Communication 2	WP3	UNIPD	Report	Confidential	M30
D3.5	Co-designed innovative strategies for Citizen Science Journalism 2	WP3	FORMICABLU	Report	Confidential	M30
D3.6	Formal and informal training mechanisms for science communication	WP3	FC.ID	Report	Confidential	M31
D3.7	Citizen Science as a communication tool in the Post-Factual Era	WP3	FECYT	Report	Public	M33
D4.1	Description of #CitSciComm Pilots	WP4	SfC	Report	Confidential	M19
D4.2	Blueprint for #CitSciComm with and for Citizen Scientists and society at large	WP4	UNIPD	Report	Public	M33
D4.3	Blueprint for #CitSciComm with and for Career Scientists	WP4	FC.ID	Report	Public	M33
D4.4	Blueprint for #CitSciComm with and for Policy Makers	WP4	FECYT	Report	Public	M33
D4.5	Blueprint for #CitSciComm with and for Industry and SMEs	WP4	SfC	Report	Public	M33
D4.6	Blueprint for #CitSciComm with and	WP4	FORMICABLU	Report	Public	M33

for Science Journalists						
D5.1	Iteration Cycle I and II: Impact assessment of the new communication strategies for each stakeholder group	WP5	IBERCIVIS	Report	Confidential	M26
D5.2	Iteration Cycle III & IV: Impact assessment of new communication strategies for each stakeholder group	WP5	IBERCIVIS	Report	Confidential	M34
D5.3	Guide of Science Communication in Citizen Science Projects and Citizen Science Journalism	WP5	FECYT	Report	Public	M35
D5.4	NEWSERA Policy Briefs 2	WP5	FECYT	Report	Public	M35
D5.5	NEWSERA Policy Briefs 1	WP5	FECYT	Report	Public	M15
D6.1	Events 1	WP6	FORMICABLU	Report	Public	M3
D6.2	Dissemination and Communication Plan	WP6	FORMICABLU	Report	Confidential	M6
D6.3	NEWSERA Visual Identity	WP6	FORMICABLU	Website	Public	M6
D6.4	NEWSERA project official video	WP6	FORMICABLU	Website	Public	M6
D6.5	Events 2	WP6	FORMICABLU	Report	Public	M13
D6.6	Updated Dissemination and Communication Plan	WP6	FORMICABLU	Report	Confidential	M24
D6.7	Events 3	WP6	FORMICABLU	Report	Public	M25
D7.1	Data Management Plan	WP7	IBERCIVIS	ORDP	Confidential	M6
D7.2	Report on ethics aspects as a cross-cutting issue in NEWSERA actions	WP7	IBERCIVIS	Report	Public	M18
D8.1	H - Requirement No. 1	WP8	SfC	Ethics	Confidential	M6
D8.2	POPD - Requirement	WP8	SfC	Ethics	Confidential	M6

No. 2

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D8.3	H - POPD - Requirement No. 3	WP8 SfC	Ethics	Confidential	M6
				L	

Table 3. NEWSERA Deliverables list including the corresponding WP and WP leader, type of deliverable, its dissemination level and its due date.

2 Risk Management

Risk management is aimed at identifying potential problems for project implementation and eliminating or reducing the damage the realisation of those risks would cause. Failure to adequately manage risks will threaten the success of the project. Risk management is the responsibility of the Project Coordinator, with the support of the Executive Board. A well planned approach to risk control will allow the consortium to concentrate resources in those areas where risk is high and reduce risks to acceptable limits.

2.1 Risk Management Strategy

Risk assessment and management has been conducted from the start of the project and also will be applied throughout the project lifecycle to ensure that risks are acknowledged and controlled. It is usually impossible to eliminate all risks, but they can be recognised and dealt with. The **risk management process requires that each risk is assessed and measures formulated to prevent it** (avoidance actions) or minimise its effect (amelioration actions). Both need to be considered because avoidance measures may fail.

As the project proceeds, the nature of risks is changing. Old risks disappear and new ones come up. Consequently, **risk management is a continuous process** thus risks should be regularly reviewed and reassessed.

Risk management is an important issue and will be included in the agenda of every meeting and in all internal reports in order to constantly monitor and analyse risks, including the project plan; Progress of work; Performance of participants; Quality of deliverables; Changes to the project; Effect of corrective actions. Specific critical risks for implementation and proposed risk mitigation measures have been conveniently identified.

2.2 Critical Implementation Risks Foreseen

The following table describes the main risks forecasted before the beginning of the project. Each risk has been linked to its correspondent WP and a mitigation measure has been proposed to be applied if needed.

Risk	Description of risk	WP	Proposed risk-mitigation measures
1	Difficulty with project management (likelihood: low).	WP1	SfC members provides a long-lasting experience in participating and coordinating large-scale European projects. The fact that the project

Diverse consortium, geographical, cultural. Problems with project coordination.

coordinator (Rosa Arias) have considerable experience with EU projects participation also limits this risk. SfC will establish processes for quality, risk and RRI management including gender issues, transparency, open data and ethical conduct management. SfC will consult the Executive Board and deputy managers on how to overcome the problem and provide a fall back solution if necessary.

2	<p>Insufficient stakeholders participation and interaction (likelihood: low)</p> <ul style="list-style-type: none"> - Insufficient participation of main target groups - Dwindling commitment of stakeholders community members. 	WP3	<ul style="list-style-type: none"> - Consortium members in collaboration with coordinator of citizen science projects will act as stakeholder community moderators and initiate and promote the interactions to stimulate participation. - Consortium has relevant experience in moderating multi-stakeholder dialogues with citizens, industry, policy makers and career scientists. - Workshops will focus on topics of particular relevance and interest to the target group by selection of topics will be taking into account in the selection of citizen science project pilots. - Reward system on all the platforms used in citizen science communication will motivate users to participate (information and trust) and provide long lasting engagement. - Citizen science as a communication system provides and guarantees a high level of trust.
3	<p>Insufficient reporting by partners on work/effort spent (likelihood: low)</p> <p>Unclear reporting format. Unclear reporting schedule and communication plan.</p>	WP1	<p>Coordinator SfC will prepare a project management plan, including a reporting format and schedule. Including regular project communication and meetings will allow for monitoring the progress and active contribution of partners to the assigned tasks. Key performance indicators described for each WP, will guide partners on the request effort and work expected. All partners are highly committed to realise the project goals and action plans. All partners are experienced with large scale EU projects. SfC will establish tight control of work schedule and timely delivery of reporting on work and effort spent.</p>
4	<p>Poorly drafted protocol for data collection and mapping (likelihood: low)</p>	<p>WP2 WP3 WP4</p>	<p>All research partners are highly experienced and qualified. SfC is experienced in producing protocols for data collection of that sort. Ibercivis will contribute with protocols and monitoring of the data through the data</p>



		management plan.
5	Insufficient data gathered for high quality analysis (likelihood: medium)	WP2 All partners and third parties that are going to participate in data collection have excellent overviews of their national communication landscapes and are very well connected to all the key actors who will be asked to provide data. WP3 WP4
6	Difficulty of engaging stakeholders in the #CitSciComm Labs and Pilots (likelihood: medium)	WP3 Leaders of the #CitSciComm Labs have been selected based on their strong links with the relevant stakeholders for the citizen science projects to be involved. CoP with members of the Sounding Board will emphasize on this issue. WP4
7	Conflict between two or more of the partners (likelihood: low)	WP1 WP2 WP3 Dispute resolution processes will be put in place WP4 as part of the governing mechanisms. The WP5 coordinator will try to resolve any potential WP6 conflicts. WP7 WP8
8	Mismatch in timing between work packages of which one depends on the other for crucial input (likelihood:low)	WP1 A detailed timeline of milestones and project actions have been prepared at the Kick-off meeting. SfC will closely monitor its progress and Agile methodological framework and iteration cycles to help to adapt changes and mismatching WP2 in an easier way. When needed, an emergency WP3 meeting will be set up with relevant work package leaders and arranged to work out a revised schedule, if necessary with interventions, to make sure the necessary data becomes available.
9	Difficulties to engage with policy makers at national and EU level (likelihood: medium)	WP5 The correspondent WP leader will immediately report to the Executive Board and the Project WP6 Coordination any difficulties in this regard - that will activate the connections with the European Commission. All partners will activate their networks and connections.
10	Poor attendance of the train-the-trainers sessions (likelihood:medium)	WP3 Both the Ecsite conference and the ESOF conference where train-the-trainers sessions will take place are very popular and have high attendance numbers. They have a continuous existing audience for whom the content should be relevant. In case of low interest extra effort and resources will be dedicated to promotion by NEWSERA Teaching Manager, Dr. Cristina Luis

		FC.ID.
11	Difficulty in disseminating final guidelines for the use of citizen science as a science communication tool (likelihood:low)	WP5 The format and content of the guidelines will ensure usability and understandability. If necessary partners with strong links with the different groups will assist in the dissemination of the guidelines.

Table 4. Original critical Implementation risks and mitigation actions

3 Contingency plan due to COVID-19

NEWSERA is a highly ambitious project which aims to tackle the challenges of disseminating scientific information, based on citizen science tools and RRI. The NEWSERA Quality and Risk Management Plan was created to ensure the project's excellence and maximum quality in the implementation of its actions. A Quality Approach had been developed to ensure good coordination and decision-making bodies and procedures. Quality Methods had been outlined and will be applied during the project lifecycle to maximize quality in its results.

However, the risk management foreseen approach had not taken into account an exceptional situation like the COVID-19 crisis. When COVID-19 crisis began to pose a high degree of uncertainty in the work plan of the project, the Consortium identified several actions to reduce the impact from the delays related with it -such as postpone the meetings by 3 months. To prevent a higher impact by the development of the crisis, a plan has been outlined - as moving face-to-face labs to local and remotely workshops or asking for advice to experts on remote co-creation/learning.

3.1 Mitigation plan due to COVID-19 crisis

The previous risk table has been updated due to the COVID-19 crisis and foreseen delays within project implementation. The work plan has been adapted in the case the situation is sustained during the project lifetime.

Next table shows mitigation and contingency actions due COVID-19 per WP. Efforts have been made to avoid delays in the submission of deliverables and to minimize the impact on the work plan schedule.



Impact	Description	WP	Mitigation plan	Contingency plan
1	Slow down the start of the NEWSERA project	WP1	Online partner-to-partner emergency meetings were scheduled to deal with specific aspects, so as to be able to advance the work and mitigate the associated delays.	The fact that COVID-19 has happened at the beginning of the project is an advantage. It is possible to rethink the strategies to involve stakeholders in other ways than originally foreseen so as to adapt the project to the new reality without losing impact. #CitSciComm Labs will be more local and will involve more online dynamics. A document with foreseen impacts and delays agreed per Work Packages was sent to the NEWSERA Project Officer by the Consortium.
2	Composition and engagement of Sounding Board	WP1	Reduce international travels of Sounding Board members. These trips were expected throughout the project for the Sounding Board to be present at the #CitSciComm Labs	Composition and engagement of the Sounding Board will be made at local/national level to engage key actors from each Consortium country. Online dynamics will be used for allowing remote participation and for strengthening the relationships between the national #CitSciComm Labs, thus promoting mutual learning.
3	To postpone and reduce the number of international trips by participants and consortium members and rescheduling of the #CitSciComm Labs	WP3	The new plan to carry out the Labs is happening in cycles starting at M10, M14, M18, M22 and M28. The Labs will be performed through Zoom and online collaborative tools such as Padlet.	The #CitSciComm Labs have been transformed into a national face-to-face cascade cycles of labs (in Spain, Italy and Portugal), with stakeholder-tailored workshops, and with remote participation.
4	Dynamization of the labs	WP4	In order to reduce international travel, the Labs will be organized in parallel	SfC and FECYT have developed a guide and will train consortium members with the aim of coordinating



		in Italy, Portugal and Spain and will be driven by a consortium member settled in that country.	a country-easy-replicable strategy for each Lab. The guide contains all details in relation to #CitSciComm Labs implementation and has been agreed with all consortium partners. It will be continuously improved according to the experiences in Lab implementation.
5	NEWSERA #CitSciComm Labs organization	WP4 The original face-to-face #CitSciComm Labs with participants from all over Europe, have been transformed into a cycle of 5 rounds remote workshops for each stakeholder in Spain, Italy and Portugal, with online activities among them, with the possibility of stakeholders from other countries participating remotely, including public participation if possible.	The new local/national #CitSciComm Labs organization combine face-to-face and online activities. This methodology maintain NEWSERA's spirit and allows the creation of a community of practice and mutual learning among the three countries and beyond. The new functioning of the Labs will allow for a successful implementation even though the effects of the COVID-19 crisis continue until the end of the project. The new strategy will also potentially increase project outreach, since the number of participants will be higher than originally foreseen in each country.
6	The tools for implementing the communication and dissemination plan	WP6 will be reviewed in light of the limitations imposed by the COVID-19 crisis.	Prioritising web-based communication and the use of collaborative online tools. Appropriate training to consortium members will be provided on remote collaborative tools.
7	Data gathering responsibility	WP7 WP8 Even if the sessions are held in different countries and online, the person	NEWSERA Data Manager will authorize the data collection to the consortium member settled in that country in

<p>responsible for the data gathering of each Lab will remain the same, i.e. the NEWSERA Data Manager to ensure the application of the Data Management Plan and compliance with Ethics requirements.</p>	<p>charge of coordinating the Lab. He will also provide relevant documents and consent forms to guarantee compliance with the GDPR and the NEWSERA ethics requirements (see D7.1, D8.1, D8.2 and D8.).</p>
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Table 5. *Project implementation impact and mitigation measures taken due to the COVID-19 crisis.*

Due to the exceptional and unforeseen situation related to COVID-19, the Project Coordinator and the EB will take a periodic revision of Project Risks to update them whenever necessary and reduce the impact on the project actions by undertaking the necessary mitigation measures. The Project Officer will be informed at all times of any changes in relation to new identified risks.