

Draft WP5 | Detailed Workplan

**Version 04 | 15 Mar. 2021**

Acronym

|  |  |
| --- | --- |
| DoA | Description of Action |
| GA | Grant Agreement |
| MS | Milestone |
| M&E | Monitoring & Evaluation |
| O&F | Organisational & Funding |
| tbd | to be determined |
| WP | Work Package |

## Description of WP5 - Long-term Perspective

*Start date: M3 (Dec. 2020) ; End date: M63 (Dec. 2025)*

***Work Package Leader- co-Leader:***

* Mr Abdellatif Zerga & Mr Erick Tambo | Pan African University Water and Energy Science (**PAUWES**)
* Mr Stefan A. Haffner | German Aerospace Center (**DLR**)

***All Partners in the Work Package***

|  |  |  |  | **Please highlight here the main contact person** |  |
| --- | --- | --- | --- | --- | --- |
| **No** | **Name** | **Short name** | **Country** | **Contact Person** | **PM in WP5** |
| 1 | LGI CONSULTING | LGI | France | Mr Vincent Chauvet  Ms Niclette Bukasa Kampata | 0 |
| 2 | DEPARTMENT OF SCIENCE AND INNOVATION | DSI | South Africa | Ms Tinyiko Ntshongwana  Ms Refilwe Mashigo | 2 |
| 3 | MINISTERE DE L'ENSEIGNEMENT SUPERIEUR ET DE LA RECHERCHE SCIENTIFIQUE | MESRS | Algeria | Mr Mokthar Sellami  Mr Belarbi Yacine  Ms Souami Feriel | 7 |
| 5 | POLITECNICO DI MILANO | POLIMI | Italy | Ms Emanuela Colombo  Mr Riccardo Mereu | 1 |
| 6 | STRATHMORE UNIVERSITY | SU | Kenya | Mr Izael da Silva  Ms Anne W. Wambugu  Ms Hope N Njoroge  Ms Maureen Otieno | 5 |
| 7 | HELSINGIN YLIOPISTO | UH | Finland | Ms Melissa Plath | 1 |
| 8 | AFRICA ENERGY SERVICES GROUP LTD | AESG | Rwanda | Mr Albert Butare  Ms Kibibi Ndope  Ms Rose Loevgren  Mr Joshua Wendot | 1 |
| 9 | German Aerospace Center | DLR | Germany | Mr Stefan A. Haffner | 11,4 |
| 53 | UNIVERSITE PANAFRICAINE INSTITUT DES SCIENCES DE L'EAU ET DE L'ENERGIE | PAUWES | Algeria | Mr Abdellatif Zerga  Mr Erick Tambo | 6 |
| 75 | Executive Agency for Higher Education, Research, Development and Innovation | UEFISCDI | Romania | Ms Elena SIMION | 3,5 |
| 83 | ZENTRUM FUR SOZIALE INNOVATION GMBH | ZSI | Austria | Ms Elke Dall  Mr Dietmar Lampert  Mr Utku Demir | 3 |
| **Total PM in WP5** | | | | | **40,9** |

### Task 5.1: M&E Concept and Impact Assessment

*Start date: M3 (Dec. 2020); End date: M63 (Dec. 2025)*

**Task Leaders:**

* Mr Adrian CURAJ & Ms Luciana BRATU & Ms Elena SIMION | Executive Agency for Higher Education, Research, Development and Innovation (**UEFISCDI**)
* Mr Izael da Silva & Ms Anne W. Wambugu | Strathmore University (**SU**)

**Contributors:**

* Mr Stefan A. Haffner | German Aerospace Center (**DLR**)
* Mr Abdellatif Zerga & Mr Erick Tambo | Pan African University Water and Energy Science (PAUWES)
* Mr Mokthar Sellami & Mr Belarbi Yacine & Ms Souami Feriel | MINISTERE DE L'ENSEIGNEMENT SUPERIEUR ET DE LA RECHERCHE SCIENTIFIQUE (**MESRS**)
* Ms Elke Dall & Mr Dietmar Lampert & Mr Utku Demir | Zentrum für Soziale Innovation (**ZSI**)

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| **T5.1** | **PM  formerly** | **PM modification** | **Final PM** | **Comments** |
| **UEFISCDI (lead)** | 3,5 | 0 | **3,5** |  |
| **SU (lead)** | 3 | 0 | **3** |  |
| **DLR** | 2 | **-1** | **1** |  |
| **PAUWES** | 0 | 0 | **0** |  |
| **MESRS** | 0 | **1** | **1** |  |
| **UNU** | 1,5 | **0** | **0** |  |
|  |  |  | **9,5** | **Total - T5.1** |

The aim of this task is to assess the long term impact of LEAP-RE which will be developed in the frame of a long-term AU-EU collaboration model in STI. At the global and high levels, the LEAP-RE programme impact will be measured to assess its compliance with the most relevant policy roadmaps at the international and regional level including the CCSE roadmap, Agenda 2030, and Agenda 2063. At the specific and intermediate levels, all assessment will be guided by the progress achieved based on developed metrics including LEAP-RE agendas, and the progression of the MARs. At the operational level, assessment will be based on activity contribution to the research and innovation agenda as guided by the MARs, the capacity building agenda as guided by the MARs and the agenda for partnerships as per task 5.3 and WP4.

A general framework of reference will be developed to enable assessment at each objective level and will include a set of potential indicators to enable the tracking of Pillar 1, 2 and 3 activities. The framework will also act as a reference upon which the monitoring and evaluation requirements of Pillar 1 and 2 projects will be formulated and implemented. The framework will therefore take into account funding agencies’ expectations, and priorities in Pillar I, and research and innovation activities in Pillar II. To launch this task, a baseline study will be conducted to collect feedback from all partners to establish core indicators, their respective values (qualitative and quantitative) and their baseline status. Information on time intervals at which these indicators can be measured and the progress expected to be achieved at different time intervals will also be collected. The baseline will be the point of reference and comparison for this task at every point of measurement thus will form part of the overall M&E framework.

***GA Text in BLUE***

*This task will define the monitoring & evaluation (M&E) framework and carry out the impact assessment, as foreseen in the methodology presented in Section 1.3.2.*

* *Theoretical framework development (M1 to M6): based on the theoretical framework developed in PRE-LEAP-RE, design the LEAP-RE programme’s Monitoring, Evaluation and Learning (MEL) Plan*

A MEL plan will be developed to help operationalize the processes of monitoring, analysing, and evaluating progress, as well as the learning feedback. The MEL plan will translate theoretic concepts into operational practice, supporting timely collection of data by documenting the frequency and schedule of data collection as well as by assigning responsibilities of relevant LEAP-RE personnel. The MEL Plan will also include a description of the measurable indicators and the more qualitative processes of change and progress, arising from programme results, that contribute to LEAP-RE’s objectives.

* *Monitoring (M6 to M50): Routine collection, tracking and reporting of indicators. Report to LEAP-RE PMB and to CCSE governance, provide data for periodic independent evaluation.*

Monitoring will focus on the routine collection, tracking and reporting of the full range of qualitative and quantitative indicators established for the hierarchy of intended results. This will illustrate progress towards achievement of the corresponding metrics based on the hierarchy of objectives. The process will provide ongoing progress reporting to LEAP-RE coordination and to CCSE governance, as well as providing data for periodic independent evaluation. For each indicator, the baseline study should define a baseline value from which to set indicator milestones and a feasible indicator target to be achieved.

* *Evaluation (M6 to M60): Assess progress and contributions to impact, inform decision making.*

Evaluation will provide periodic, independent assessments of the collected indicator data against agreed criteria. Evaluations will systematically and objectively assess progress towards and achievement of LEAP-RE’s intended results and contribution to eventual impact. This will provide the basis for feedback and lesson learning, inform decision making, thus will be conducted at strategically important points in the LEAP-RE timeline. Evaluations will be participatory processes, involving input from all programme partners, key LEAP-RE actors, and stakeholders in the LEAP-RE ecosystem. They will be conducted independently of routine monitoring and may require subcontracting to an expert team, external to LEAP-RE, for which terms of reference would be established.

* *Learning activities (M6 to M60): Ensure that the lessons learned through M&E processes are actionable and encourage adoption of best practices*

The LEAP-RE M&E framework is more than a results’ monitoring tool and has a core additional purpose of ensuring that the lessons learned through the process are able, where relevant, to influence decision making within and beyond LEAP-RE. A tool will be designed and operationalized to provide the framework for feedback loops from the M&E process to (i) LEAP-RE’s own activities and processes, which could include further R&I calls; and (ii) future programs operating in the same space. Through the feedback loops, the LEAP-RE M&E process will be able to encourage adoption of best practices and interventions, in order to progressively enhance efficacy and efficiency.

| **Actions** | **Start Date** | **Due Date** | **Responsible** |
| --- | --- | --- | --- |
| * Baseline study | Apr 2021 | Jul 2021 | UEFISCDI/SU |
| * MEL Plan | Aug 2021 | Dec 2021 | UEFISCDI/SU |
| * Monitoring Report: Pillar 1 |  |  | UEFISCDI/MESRS |
| * Monitoring Report: Pillar 2 |  |  | POLIMI/SU |
| * Monitoring Report: Pillar 3 |  |  | LGI/DSI |
| * Evaluation Report: Pillar 1 |  |  | ZSI/PAUWES |
| * Evaluation Report: Pillar 2 |  |  | ZSI/PAUWES |
| * Evaluation Report: Pillar 3 |  |  | ZSI/PAUWES |
| * Learning Report: Pillar 1 |  |  | UEFISCDI/MESSRS |
| * Learning Report: Pillar 2 |  |  | POLIMI/SU |
| * Learning Report: Pillar 3 |  |  | LGI/DSI |
| * Monitoring Report: LEAP-RE |  |  | DLR/SU/UEFISCDI |
| * Evaluation Report: LEAP-RE |  |  | DLR/SU/UEFISCDI |
| * Learning Report: LEAP-RE |  |  | DLR/SU/UEFISCDI |

### Task 5.2: Dialogue with Policymakers and other Stakeholders for Research Uptake

*Start date: M3 (Dec. 2020); End date: M63 (Dec. 2025)*

**Task Leaders:**

* Mr Abdellatif Zerga & Mr Erick Tambo | Pan African University Water and Energy Science (**PAUWES**)
* Mr Stefan A. Haffner | German Aerospace Center (**DLR**)

**Contributors:**

* Mr Mokthar Sellami & Mr Belarbi Yacine & Ms Souami Feriel | MINISTERE DE L'ENSEIGNEMENT SUPERIEUR ET DE LA RECHERCHE SCIENTIFIQUE (**MESRS**)
* Ms Emanuela Colombo & Mr Riccardo Mereu | POLITECNICO DI MILANO (**POLIMI**)
* Mr Vincent Chauvet & Ms Niclette Bukasa Kampata (**LGI**)

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| **T5.2** | **PM  formerly** | **PM modification** | **Final PM** | **Comments** |
| **PAUWES (lead)** | 3 | **1** | **4** |  |
| **DLR (lead)** | 3 | **2,4** | **5,4** |  |
| **MESRS** | 0 | **1** | **1** |  |
| **POLIMI** | 0 | **1** | **1** |  |
| **LGI** | 0 | 0 | **0** |  |
| **UNU** | 2 | **0** | **0** |  |
|  |  |  | **11,4** | **Total - T.2** |

**Dialogues**

LEAP-RE promotes institutional dialogue as a feedback mechanism for the uptake of research results and informed policy making. For contributing to the design of the envisaged AU-EU Platform for R&I and capacity building in RE, this task intends to develop mechanism addressing multi-stakeolder cooperations in general and research uptake in particular, which are starting already at the stage of priority setting for funding R&I activities and takes effect, when research outputs are available and have to be communicated with end-users in different sectors and geographical level.

Therefore, in the course of the project, dialogues with different stakeholder institutions will be organised to establish the Theory of Change and Impact Pathway (TCIP) instrument as a general tool for cooperation, and as already applied in the project. As a substantial element of the TCIP approach, the outputs of the project’s Monitoring, Evaluation and Learning (MEL) mechanism will have to be related to international, EU and Pan-African frameworks (SGDs, Agenda 2063, CfTA, etc.). Therefore T5.1 contributions to the discourse, about collaboration mechanism, will be included. Together with WP4, joint positions will have to be developed for also promoting collaborative knowledge management and communication, and identifying gaps and existing approaches that could be linked.

The governments of the member states of the AU-EU HLPD are key addressees of these dialogues towards bringing the co-development of cooperation mechanisms in a) priority setting, b) MEL, c) the development of a Knowledge Management and Communication Frame (KMCF) into the collaboration discourse. The goal is to discuss key infrastructure elements which might be needed for the collaboration.

**Dialogue Action:** Organisation of two Rounds Tables

**Dialogue #1 LEAP-RE Round Table**

Title: “Theory of Change and Impact Pathway in Multi-lateral Cooperations?”

This roundtable could be organised in the context of an AU-EU HLPD Senior Officials Meeting with representatives of ministries and other funding institutions around M24.

**Dialogue #2 LEAP-RE Round Table**

Title: “Monitoring, Evaluation and Learning in an AU-EU Knowledge Management and Communication Framework”

This roundtable could be organised in the context of an AU-EU HLPD Senior Officials Meeting with representatives of ministries and knowledge managers around M45.

**Empowerment for research uptake**

LEAP-RE outputs shall be used towards the design of new empowerment actions towards decisionmakers through already existing networks of European and pan-African universities, R&I labs, and research to practice convening.

The formulation of recommendations for different stakeholder groups (quadruple helix) as the entrance to a dialogue between science and end-users of knowledge seems to be a key for research uptake and feedback loops. With regard to the quantity and diversity of actors in the AU-EU-Region, smart solutions need to be developed to ensure an efficient and effective science end-user dialogue. Therefore, a coordinated network of actors could be considered as a part of the solution together with new formats and methods as a pilot contribution to the LEAP-RE Knowledge Management and Communication Framework (KMCF).

**Empowerment Action:** Organisation of two Rounds Tables

**Empowerment #1 LEAP-RE Round Table**

Title: “Coordinated Communication in the Stakeholder’s Network Labyrinth”

This round table could be organised as a lone standing event around M20 with knowledge managers in innovation-hub-like institutions. The focus would be methods, technologies, and channels for the science-end-user dialogue.

**Empowerment #1 LEAP-RE Round Table**

Title: “AU-EU Knowledge Hubs System”

This round table could be organised around M41 with knowledge managers and ministries of the AU-EU HLPD, which are related to Science, Education, Development and Energy.

In all four round tables, the LEAP-RE community will be promoted, and the participants will be encouraged to visit the LEAP-RE website for registering.

### Task 5.3: Strategy for RE research-capacity in Africa

*Start date: M3 (Dec. 2020); End date: M63 (Dec. 2025)*

**Task Leaders:**

* Mr Mokthar Sellami & Mr Belarbi Yacine & Ms Souami Feriel | MINISTERE DE L'ENSEIGNEMENT SUPERIEUR ET DE LA RECHERCHE SCIENTIFIQUE (**MESRS**)
* Ms Elke Dall & Mr Dietmar Lampert & Mr Utku Demir | Zentrum für Soziale Innovation (**ZSI**)

**Contributors:**

* Mr Abdellatif Zerga & Mr Erick Tambo | Pan African University Water and Energy Science (**PAUWES**)
* Mr Stefan A. Haffner | German Aerospace Center (**DLR**)
* Ms Tinyiko Ntshongwana & Ms Refilwe Mashigo |Department of Science and Innovation (**DSI**)
* Mr Izael da Silva & Ms Anne W. Wambugu | Strathmore University (**SU**)

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| **T5.3** | **PM  formerly** | **PM modification** | **Final PM** | **Comments** |
| **MESRS (lead)** | 3 | **2** | **5** |  |
| **ZSI (lead)** | 2 | 0 | **2** |  |
| **PAUWES** | 2 | **-2** | **0** |  |
| **DLR** | 2 | **-2** | **0** |  |
| **DSI** | 0 | **2** | **2** |  |
| **SU** | 0 | **2** | **2** |  |
| **UNU** | 2 | **0** | **0** |  |
|  |  |  | **11** | **Total - T5.3** |

The aim of this task is *ADD DESCRIPTION*

***GA Text in BLUE***

*This task addresses innovative models of cooperation for R&I capacity-building. African strategic agendas will be analysed and selected activities in the field of RE will be benchmarked. The target is to support new (or existing) mechanisms which may involve networking, teaming (by creating centres of excellence), twinning (institutional cosupervision, post-doctoral programmes), and sharing infrastructures. The framework of such vision was declined in the new Africa-Europe Alliance for Sustainable Investment and Jobs, Horizon Europe and the new Research Framework Programme for the period 2021-2027 that open up new opportunities in the join AU-EU strategy (5th SOM, AU-EU HLPD on STI).*

*• Agenda Analysis (M1 to M6): Comparison of the SDG Agenda 2030, the Agenda 2063 « Africa we want », including STISA (2014-2024) objectives in RE-related capacity*

*• Benchmarking (M1 to M12): Benchmarking the LEAP-RE projects in Pillar 1 and 2, other projects (e.g. FP7-ERAfrica, MED-Spring, H2020 projects in sustainable energy involving African partners), to identify African capacities and institutions related to RE. This work will be conducted to identify some research institutions which will initiate the long-term partnership in RE.*

*• Mapping of African capacities (M1 to M6): A general mapping of African R&I capacities will be undertaken, relying on the partner base from Pillars 1&2, as well as sources such as Thomson Reuters’s Web of Science high ranked scientific journals. This scientometric study will complement the benchmark to create a global mapping that better illustrates the African potentialities.*

*• Twinning, teaming and pooling (M6 to M60): Deliver virtual networks of academic communities in RE, with mechanisms for linking scientists and institutions that are committed to working together based on these three collaboration instruments:*

*– Twinning in post-doctoral programmes: institutions of the network receive researchers selected to conduct a specific task*

*– Teaming supports the creation of new (or upgrading of existing) Centres of Excellence in partner countries. This mechanism is inspired from Horizon 2020 “Teaming for Excellence” programme to transfer experience from Europe’s top research centres to the new EU MS.*

*– Pooling of resources provides access to world-class infrastructures to do cutting-edge research in partnership with European institutions depending on their internal legislation.*

### Task 5.4: Strategic ambition of the long-term partnership

*Start date: M3 (Dec. 2020); End date: M63 (Dec. 2025)*

**Task Leaders:**

* Mr Abdellatif Zerga & Mr Erick Tambo | Pan African University Water and Energy Science (**PAUWES**)
* Mr Stefan A. Haffner | German Aerospace Center (**DLR**)

**Contributors:**

* Mr Adrian CURAJ & Ms Luciana BRATU & Ms Elena SIMION | Executive Agency for Higher Education, Research, Development and Innovation (**UEFISCDI**)
* Mr Izael da Silva & Ms Anne W. Wambugu | Strathmore University (**SU**)
* Mr Albert Butare & Ms Kibibi Ndope & Ms Rose Loevgren & Mr Joshua Wendot | AFRICA ENERGY SERVICES GROUP LTD (**AESG**)
* Ms Melissa Plath | HELSINGIN YLIOPISTO (**HU**)

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| **T5.4** | **PM  formerly** | **PM modification** | **Final PM** | **Comments** |
| **PAUWES (lead)** | 0 | **2** | **2** | ??? |
| **DLR (lead)** | 4 | **1** | **5** |  |
| **UEFISCDI** | 0 | 0 | **0** |  |
| **SU** | 0 | 0 | **0** |  |
| **AESG** | 0 | **1** | **1** |  |
| **UH** | 0 | **1** | **1** |  |
| **UNU** | 4 | **0** | **0** |  |
|  |  |  | **9** | **Total - T5.4** |

In the context of T5.1 and 5.2 dialogues and WP4 dialogues, elements for a LEAP-RE governance and stakeholder interactions model will be developed and analysed, to design a draft long-term meta-governance and coordination model for the envisaged LEAP-RE Platform. Dedicated sessions in LEAP-RE events, together with the dialogues organised under T5.2, and regular exchanges, discussions and validation with the PMB, will allow to collect stakeholders’ views on the long-term partnership and ambition. The envisaged meta-governance and coordination model will be developed in a working document in progress, during the project period, and will address the following issues:

* Document and analyse aspects of stakeholders’ strategic requirements for the future
* Strategic learning in the context of
* the MEL concept and activities, and in particular with reference to the UN SDGs, the Agenda 2063, the European Green Deal and other corresponding AU-EU agendas
* dialogues with high-level decision makers (representatives of member states), other initiatives and funders about gaps and practices in the collaboration on R&I and capacity building in RE
* the application of TCIPs/MARs and potential gaps in the existing ones
* Strategic ambition of future partnership
* Formulate a strategic ambition of the partnership based on stakeholder requirements for the future
* Integrate institutional/infrastructural considerations of international institutions and initiatives engaged in T 5.2.

## Deliverables

| **Number** | **Title** | **Due Date** | **Responsible** |
| --- | --- | --- | --- |
| D5.1 | Theory of Change, M&E Approach and MEL Plan | M9 | SU – Anne W. Wambugu |
| D5.2 | Report on Monitoring | M53 | SU - Anne W. Wambugu |
| D5.3 | Report on Evaluation and Learning | M61 | UEFISCDI - Elena SIMION |
| D5.4 | Proceedings of round tables for research uptake | M43 | PAUWES – Erick tambo |
| D5.5 | Research briefs based on Pillar 1 and Pillar 2 results for dialogue with external policy and stakeholder partner | M40 | PAUWES – Erick tambo |
| D5.6 | Funding opportunities to enhance additional activities | M53 | PAUWES – Erick tambo |
| D5.7 | List of new LEAP-RE community members | M53 | DLR - Stefan A. Haffner |
| D5.8 | Report on the analysis about R&I capacities in Africa | M15 | MESRS – Mokthar Sellami |
| D5.9 | Report about Twinning & Teaming & Pooling activities | M58 | MESRS – Mokthar Sellami |
| D5.10 | Strategy guidelines and plan for the design of the long-term partnership | M53 | DLR – Stefan A. Haffner |
| D5.11 | Strategy design workshop for the future platform and documentation of lessons learned from external actors | M50 | DLR – Stefan A. Haffner |

## Milestones

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Number** | **Title** | **Verification mean** | **Due Date** | **Responsible** |
| MS5 | Launch of the future partnership | Firm/signed commiment from interested parties | M58 | LGI – Niclette Bukasa Kampata |

## Interaction/synergies with other WPs

| **Number** | **Interaction description** | **Responsible** |
| --- | --- | --- |
| 1 | **Task 5.1: M&E Concept and Impact Assessment**   * xxx | SU & UEFISCDI |
| 2 | **Task 5.2: Dialogue with Policymakers and other Stakeholders for Research Uptake**   * **Task 4.1.:** Expanding, managing and animating the LEAP-RE community * workshop contributions * contributions to the clustering process * building a knowledge management and communication framework (Sorting House Mechanism and Sorting House Network, including building an online community) * **Task 5.1** M&E Concept and Impact Assessment **& Task 4.2.:** Knowledge capitalisation, valorisation, & scientific dissemination * building a knowledge management and communication framework (Sorting House Mechanism and Sorting House Network, including building an online community) * designing a coordination and infrastructure approach for long-term MEL activities * **Task 4.3.:** Innovation Accelerator * building a knowledge management and communication framework (Sorting House Mechanism and Sorting House Network) * **Task 4.4.:** Programme communication * Communication plan and material * Awareness strategy * Design of digital workspaces | PAUWES & DLR |
| 3 | **Task 5.3: Strategy for RE research-capacity in Africa**   * xxx | MESRS & ZSI |
| 4 | **Task 5.4: Strategic ambition of the long-term partnership**  **WP4**   * **Task 4.2.:** Knowledge capitalisation, valorisation, & scientific dissemination * Reflecting on the TCIP approach along the existing MARs * building a knowledge management and communication framework (Sorting House Mechanism and Sorting House Network) * **Task 4.3.:** Innovation Accelerator * building a knowledge management and communication framework (Sorting House Mechanism and Sorting House Network) * **Task 4.4.:** Programme communication * Communication plan and material * Awareness strategy * Design of digital workspaces * **WP6 - Building the partnership** * Task 6.1: Strategic design of the partnership * Task 6.2: Partnership governance | PAUWES & DLR |

## Risks

| *Contractual risks (number, description, risk-mitigation),* ***probability (1=low; 5=high)*** *that the risk occurs and* ***impact (1=low; 5=high)*** *if the risk occurs. Other risks (not in GA) can be added so they can be followed during the project. Risk mitigation:* ***P=preventive actions*** */* ***C=contingency actions****.* | | | | |
| --- | --- | --- | --- | --- |
| **Number** | **Risk description** | **Risk mitigation** | **Probability** | **Impact** |
| **1** | Uncertainties linked to COVID pandemic If it occurs: Impacts on collaboration modes | (P) The risk and impact will be monitored from the LEAP-RE perspective including during proposal evaluation (P) Use of virtual meetings (C) The programme is set to start in Jan. 2021; if needed, the start could be delayed | 4 | 4 |
| **3** | Manageability of very large consortium impact if it occurs: Lack of alignment of some partners with programme objectives | P) Programme coordination and PMB of experienced professionals, with sufficient dedicated time and effort (C) Organisation of general workshops with all partners allow to realign on objectives. Workshops will serves as an opportunity to consult the LEAP-RE partners and make sure that they are align with the project objectives consultation of all the LEAP-RE partner | 4 | 5 |
| **4** | Complexity of the programme structure impact if risk occurs: Delays or even failure to deliver | (P) Solid managerial structure and work plan. Pillar management by delegation. Regular PMB meetings. (P) Detailed Work Plans with clear responsibilities for all | 4 | 5 |
| **5** | Increased risk of defaulting partners during 5 years Impact if occurs: Missing link possible and therefore missing functionalities, if input of one party is default | (P) A large majority of partners are only involved in 1-2 WPs, which prevents any systemic risk (no domino effect) (P) Experienced programme coordination team (C) Access to large community allows to easily find partner replacements (C) WP and Task leaders monitor risks and flag problems to enable timely mitigation | 4 | 4 |
| **6** | Problems in conflict resolutions Impact if occurs: Delays, departure of a partner or failure to deliver the final product | (P) Develop continuous mutual trust. Regular meetings (P) Conflict resolution process in Consortium Agreement (C) Perform a progressive de-escalation by reducing tension and building step-by-step solutions. Appoint a mediator(s) to solve conflicts. | 3 | 5 |
| **7** | Weak partner committement due to lack of physical meetings Impact if occurs: Limited interaction among parties and committement, especially regarding the inter-WP activities | (P) Use of virtual meetings is becoming the ‘new normal’ (P) Three general workshops (C) Organization of regular virtual meetings and increase of involvement of parties on common activities | 4 | 5 |
| **17** | EU policy shifts Impact: Lack of endorsement of future partnership (EC) | (P) Continuous dialogue (P) Financial sustainability plan not relying on EC | 3 | 5 |