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## D1.3. QUALITY ASSURANCE AND RISK MANAGEMENT PLAN

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Abstract	The present document describes the coordinator's approach towards the management of the project quality goals and risks. Additionally, it highlights the key controlling processes to be used as well as the project policies from an operational and coordination point of view.
Keywords	DC4EU; Coordinator, quality, risks, issues, processes

### Document Revision History

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DEC: Websites, patents filing, press & media actions, videos, etc.

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## EXECUTIVE SUMMARY

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The present document, Deliverable 1.3. of the DC4EU Project, Quality Assurance and Risk Management Plan, describes the selected approach for the implementation of the quality assurance and risk management process for the DC4EU Project from an operational point of view.

The quality and risk project management processes aim to ensure that the DC4EU Project is driven in the most effective and organized way possible, involving all the relevant stakeholders necessary for the approval and implementation of the described steps bearing in mind the project's scope.

All in all, the current plan is an important document since it establishes the basis for a correct managing project throughout its lifecycle and is an essential point of reference for all project members and stakeholders in terms of tasks coordination.

Finally, this deliverable will provide a comprehensive and detailed overview of:

- Quality management, processes, and risk management.
- Conflict resolution and escalations.

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## ABBREVIATIONS

<b>AB:</b>	Advisory Board
<b>AE:</b>	Affiliated Entity
<b>AP:</b>	Associated Partner
<b>APIs:</b>	Application Programming Interfaces
<b>ARF:</b>	Architecture Reference Framework
<b>BBP:</b>	Business Blueprint
<b>BEN:</b>	Beneficiary
<b>COO:</b>	Coordination / Coordinator
<b>DC4EU:</b>	Digital Credentials for Europe
<b>DID:</b>	Digital Identifier
<b>DTSRL:</b>	Deployment and Testing Scenarios Results Library
<b>EAA:</b>	Electronic Attestation of Attributes
<b>EBSI:</b>	European Blockchain Services infrastructure
<b>EC:</b>	European Commission
<b>Ed:</b>	Education
<b>EUDI:</b>	European Digital Identity
<b>EUDIW:</b>	European Digital Identity Wallet
<b>EHIC:</b>	European Health Insurance Card
<b>eIDAS:</b>	Electronic Identification Authentication And Trust Services
<b>HaDEA:</b>	European Health and Digital Executive Agency
<b>GA:</b>	Grant Agreement
<b>GDPR:</b>	General Data Protection Regulation
<b>IRP:</b>	Internal Reporting Period
<b>KPI:</b>	Key Performance Indicator



<b>MS:</b>	Member State
<b>MVP:</b>	Minimal Viable Product
<b>LSP:</b>	Large-Scale Pilot (pl. LSPs)
<b>PDA1:</b>	Portable document A1
<b>PID:</b>	Personal Identifier
<b>PM tool:</b>	Project Management Tool
<b>PM2:</b>	Project Management Methodology 2 (PM Squared)
<b>PMC:</b>	Project Management Coordinator
<b>QEAA:</b>	Qualified Exchange Accommodation Arrangement
<b>QES:</b>	Qualified E-Signature
<b>QTSP:</b>	Qualified Trust Service Providers
<b>SC:</b>	Strategic Committee
<b>SME:</b>	Subject Matter Expert/s
<b>SotA:</b>	State of the Art
<b>SS:</b>	Social Security
<b>UCs:</b>	Use Cases
<b>TE:</b>	Task Executor
<b>TIR:</b>	Trusted Issuer Registry
<b>TL:</b>	Task Leader
<b>WP:</b>	Work Package
<b>WPL:</b>	Work Package Leader





## 1. PROJECT MANAGEMENT METHODOLOGY AND SCOPE

### 1.1 METHODOLOGY

DC4EU's project management is led by the Secretariat General of Digital Administration of the Spanish Ministry of Economic Affairs and Digital Transformation. The management of the project is driven by Work Package 1 (WP1), that works in close coordination with the rest of governance bodies and work package leaders, who together build a sound governance and management structure which will guarantee the consecution of the project's objectives.

The present document has the objective of describing the selected approach for the implementation of the quality assurance and risk management process for the DC4EU Project from an operational point of view. To that end, the COO will address the structure of this document and processes, artefacts, tools, and roles contained using the guidelines provided in the Open PM2 V3.0 Project Management methodology. Some of the artefacts and processes have been adapted to the project's needs and the structure of the different governance bodies.



### 1.2 PROJECT OBJECTIVES

General project objectives remain in all cases relevant to the project itself, its management, and the overall organizational context. Moreover, they have significant impact in the Quality Assurance and Management Plan, and this is why it is crucial to clearly identify them. Therefore, hereby are listed the main goals to be achieved in the DC4EU project:

- Piloting of the EUDIW
- Test the EUDIW's interoperability and scalability in the national domain and multiple cross-border contexts
- Allow for comprehensive wallet testing using Qualified Electronic Attestations of Attributes (QEAA), Electronic Attestations of Attributes (EAA) and credentials.
- Contribute to a new paradigm for citizens in the field of education and social security
- Consecution of Digital Europe's program objectives and specific European blockchain strategy objectives.

## 2. PROJECT MANAGEMENT PROCESSES & RESPONSIBILITIES

The project management processes aim to ensure that the present project is driven in the most effective and organized way possible, involving all the relevant stakeholders necessary for the approval and implementation of the described steps bearing in mind the project's scope. The PM processes that have been designed for the DC4EU project are the following:

- Quality management (deliverables acceptance process)
- Risk management
- Issue management

### 2.1. QUALITY MANAGEMENT (DELIVERABLES ACCEPTANCE PROCESS)

#### 2.1.1. Quality management objectives

The project quality management aims to ensure that the current project will meet the expected results in the most efficient way and that deliverables and outputs will be accepted by the relevant stakeholders. It involves overseeing all activities needed to maintain a desired level of excellence.

#### 2.1.2. Process overview

This process comprises all activities that will increase the ability to meet the project expected results identified in the Grant Agreement. The process, is comprised of *five essential steps*, which are the following:

##### □ Step 1: Document delivery

The Work Package Leader provides the required document(s) to the Project Manager-Coordinator (PMC). Upon receipt, the responsible team logs and acknowledges the documents.

##### □ Step 2: Preliminary Assessment

The Project Manager-Coordinator (PMC) conducts an initial assessment of the submitted documents. This assessment involves verifying the completeness of the documents and ensuring they meet the established requirements in terms of format, extension, and content.

If any discrepancies or missing documentation are identified, the requester is notified to make the necessary corrections.

□ **Step 3: Second Assessment**

Following the preliminary assessment, the Coordinator (COO) shares the document with the Strategic Committee (SC) of the project. The Strategic Committee conducts an evaluation to determine if the document aligns with the predetermined scope, as well as the technical and business requirements. This evaluation includes an analysis to ensure adherence to established criteria, verification of document authenticity, and identification of potential errors or inconsistencies.

If the document meets the required standards, a decision is made to accept it, and the Coordinator proceeds to forward it to HaDEA.

□ **Step 4: HaDEA's preliminary assessment**

The evaluated documents are sent to HaDEA, leveraging their expertise and specialized criteria, performing a comprehensive review of the document(s).

Their assessment provides valuable insights and recommendations. The results of this assessment are then communicated back to the Coordinator.

□ **Step 5: Deliverable submission**

Upon receiving the results of HaDEA's assessment, the coordination team reviews the findings. If the document(s) meet(s) the established requirements and pass HaDEA's recommendations, the process proceeds to the next stage. In case deficiencies or inconsistencies are identified, the requester is promptly notified to make the necessary corrections and resubmit the documents.

Once the documents are deemed complete and satisfactory, the Coordinator proceeds to upload them through the designated Portal, following the established steps and procedures.

By adhering to this project quality management process, the project management / coordination team ensures that the deliverables meet the required standards, contributing to the overall success of the project and satisfaction of stakeholders.

*Process overview next page.*

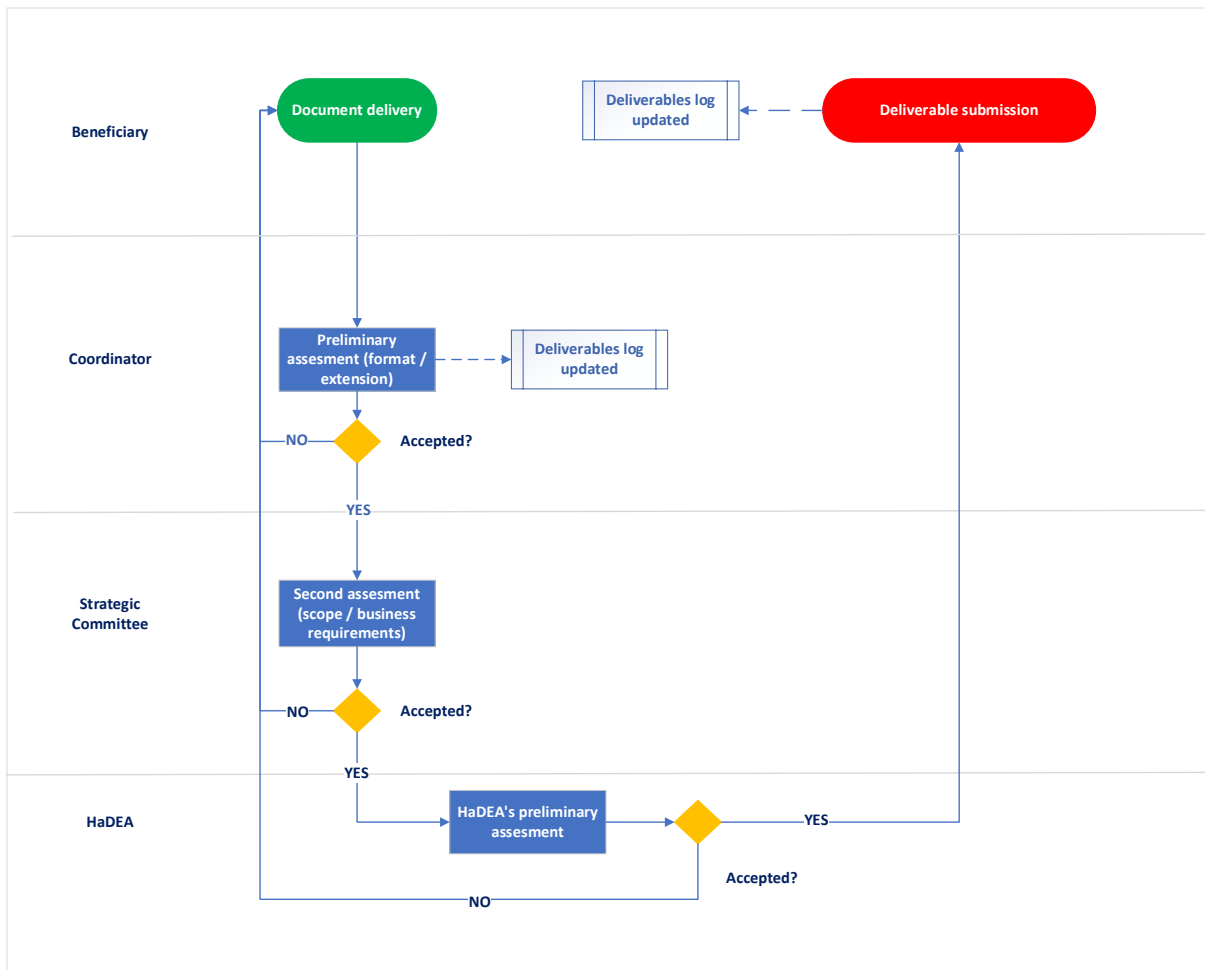


Figure 1: Quality Management Process Overview

## 2.2. RISK MANAGEMENT PROCESS

### 2.2.1. Risk Management objectives

The project risk management process defines the activities to identify, assess, prioritize, manage and control risks that may affect the execution of the project and the achievement of its outputs.

To achieve this, potential risks will be identified and classified based on their probability and criticality. Subsequently, appropriate mitigating actions will be defined to minimize their impact on the current project.

In this regard, it is essential to emphasize that proper risk management involves not only accurate risk identification but also diligent monitoring. This includes assessing their current status, periodically identifying new potential risks, and tracking the proposed mitigating strategies.

Therefore, it is crucial to note that the present risk plan will be dynamic throughout the project's execution. It will continuously evolve and be modified based on the context and the knowledge gained during the project's implementation.

The potential risks pertaining to the project that have been identified thus far can be consulted in **Annex 2: DC4EU Risk Map**.

### **2.2.2. Process overview: risk management methodology**

The risk management phase consists of making the Project Strategic Committee, Project Leaders / Team Leaders/ European Commission aware of the potential risks, and involving them in the execution of the mitigating strategies to be implemented.

Mitigation strategies should be deployed and executed proactively for each identified and evaluated risk. It is advisable to agree upon the following management strategies:

- **Mitigate:** Concrete actions will be taken to reduce the impact of the risk.
- **Accept:** The probability of occurrence is low, and the impact is not significant for the project's ultimate objective. The cost of mitigation outweighs the consequences of the risk occurring, and the project team has limited influence. Therefore, no further action is taken.
- **Transfer:** This strategy may be employed in cases where there is an internal or external organization or entity that can mitigate the risk more effectively than the Coordinator (COO) (e.g.).

The risk management process consists of several key steps, outlined below:

#### □ **Step 1: Risk identified**

Any stakeholder may identify potential risks that could arise during the project's execution. The organization communicates the identified risk to the Project Management Coordinator (PMC). The PMC will then document the potential risk.

#### □ **Step 2: Risk analysis and strategy design**

The Coordinator performs a comprehensive analysis of each identified risk, evaluating its probability of occurrence and potential impact. Based on this analysis, the Coordinator formulates suitable risk mitigation strategies, which may entail actions such as risk mitigation, acceptance, or transference.

Subsequently, the Coordinator proceeds to update the Risk Log, documenting and categorizing the risks based on their nature, probability, and potential impact on project outcomes. This meticulous record-keeping ensures the systematic management and tracking of identified risks throughout the project lifecycle.

#### □ **Step 3: Risk evaluation**

The Strategic Committee evaluates the identified risks, determining their significance to the project. They assess whether a particular risk poses a genuine threat and needs to be escalated for further attention and mitigation.

□ **Step 4: Notification to HaDEA**

After evaluation from the Strategic Committee, the Coordinator updates the risk log in the continuous reporting section in the portal. This communication ensures that HaDEA is aware of potential risks and can provide their expertise and guidance as necessary.

□ **Step 5: Risk Monitoring**

The Coordinator assumes the responsibility of monitoring the identified risks and the effectiveness of the implemented mitigation strategies. This ongoing monitoring enables timely adjustments to the risk management approach, ensuring that risks are continuously managed and their impact on the project is minimized.

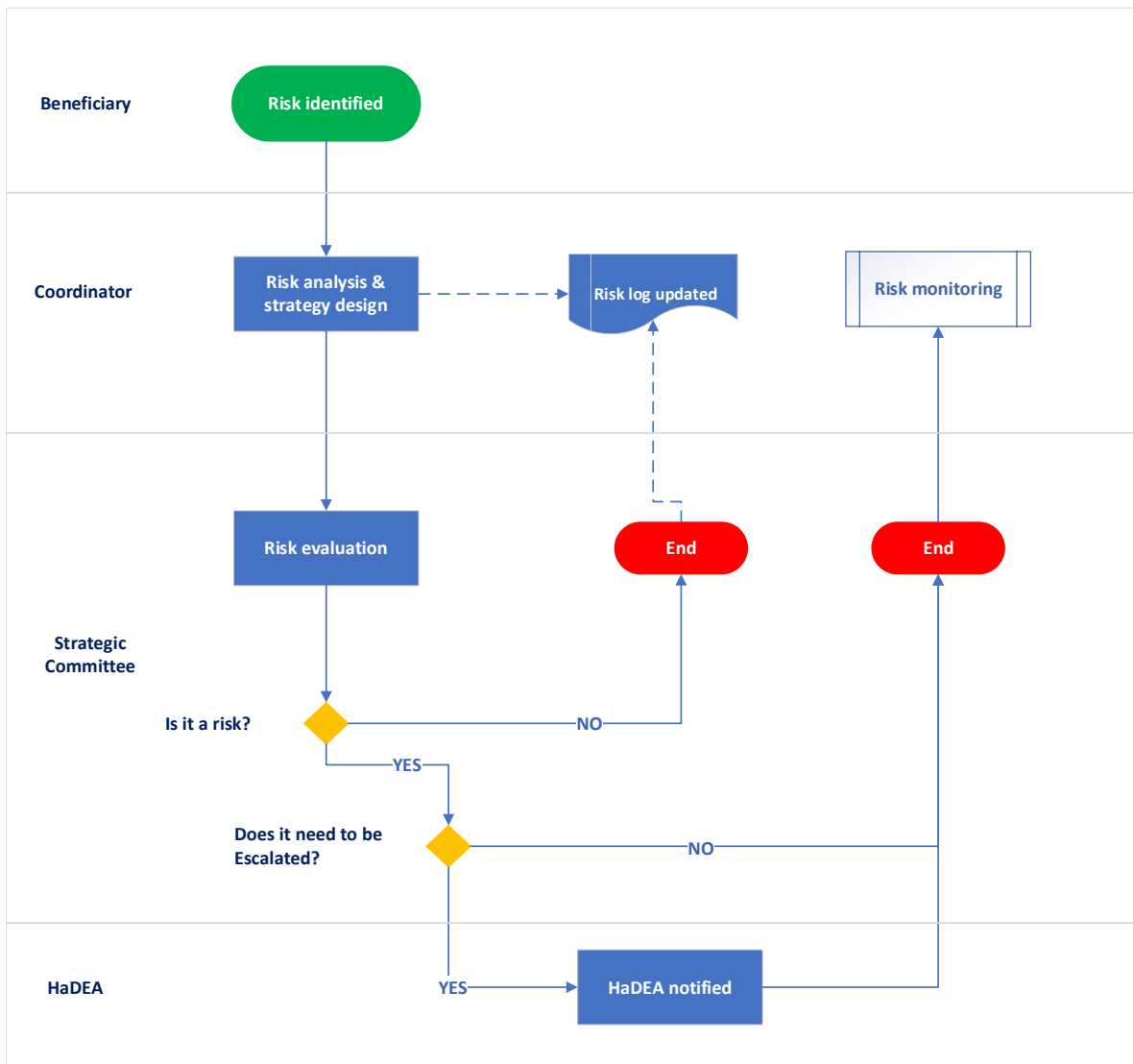


Figure 2: Risk Management Process

By following this comprehensive risk management process, the project team can proactively address potential risks, enhance project resilience, and increase the likelihood of successful project outcomes.

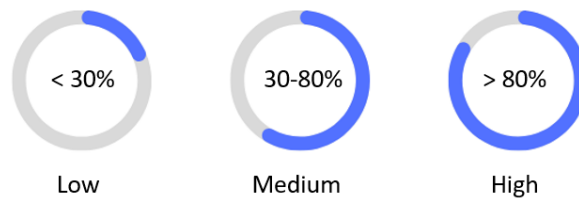
### 2.2.3. Risk analysis

Firstly, risks will be identified according to their nature, which can include:

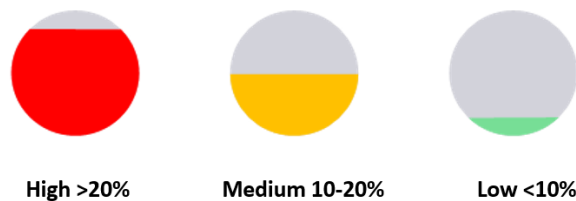
- **Project management** (planning, monitoring, communication)
- **External factors** (regulatory, users)
- **Organizational factors** (dependencies, resources, organization)
- **Technical factors** (requirements, technological aspects, quality, and security).

Furthermore, once identified, they will undergo a subjective evaluation that will determine:

- Their **probability** of occurrence.



- Their **impact** on the service.



After analyzing and determining the probability and impact, the Coordinator (COO) can assess the criticality of a specific risk. It can be categorized as high, moderate, or low based on the combination of these factors.

Criticality	Probability	Impact
High	High	High
	High	Medium
	Medium	High
Medium	High	Low
	Medium	Medium
	Low	High
Low	Medium	Low
	Low	Medium
	Low	Low

Table 1: Risks' Criticality Classification

## 2.2.4. Risk Monitoring

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To ensure the proper treatment of identified risks, monitoring will be conducted through meetings and progress reports.

The objectives of this activity are as follows:

- To exercise control over the identified risks by monitoring the associated response actions (such as contingency and/or mitigation)
- To identify any new risks that may arise during the project's lifecycle (updating).

 The Project Risk Map is presented in **Annex 2** carefully detailed.

## 2.3. ISSUE MANAGEMENT PROCES

### 2.3.1. Issue Management objectives

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The project issue management process involves the activities related to identifying, documenting, prioritizing, tracking, resolving, and controlling issues that may arise along the course of the project.

The purpose of this step is to facilitate the identification and documentation of issues. Some examples of issues that can arise in the project are:

- Disagreements on the interpretation of requirements
- The Tasks Leaders / Tasks Executors have difficulties achieving the set goals (e.g., in terms of resources or quality)
- Non-conformities are identified by the Work Package Leaders or by other Stakeholders
- Risks identified in the Risk Log occur, and thus risks change from potential problems to actual problems
- External effects that influence the project in a negative way
- Other reasons.

A well-defined issue management process helps ensure that problems are addressed promptly and effectively, minimizing their impact on project success.

### 2.3.2. Process overview

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Issue management is a five-step process that the Project Manager Coordinator (PMC) executes whenever required throughout the project lifecycle:

#### □ Step 1: Issue Notification

A stakeholder (Beneficiary, Associated Partner, Affiliated Entity) of the Project identifies a potential matter that they believe may affect the project. Once identified, the



stakeholder proceeds to notify the Coordinator, providing all necessary information in the most detailed manner possible.

□ **Step 2: First Assessment**

Once the issue has been notified, it is necessary to assess its severity and potential impact on the project. The first assessment involves gathering additional information about the issue, investigating its causes, and evaluating its potential consequences. During this step, the urgency and impact of the issue will be determined. This initial assessment will be conducted by the Project Manager Coordinator (PMC) or a designated team member with the expertise and knowledge to effectively analyze the problem. Following this analysis, the Coordinator updates the Issue Log.

□ **Step 3: Second Assessment**

After the initial assessment, a more detailed analysis is conducted in the second assessment. The Coordinator shares all the information already recorded in the Issue Log with the Strategic Committee of the project. Through a collective analysis, a decision will be made on whether the matter should be escalated to the European Commission (HaDEA) or not.

□ **Step 4: Escalation and HaDEA's Assessment**

The higher authority, represented by the European Commission (HaDEA), conducts their assessment, considering the information gathered in the previous steps. They provide recommendations or directives on how to proceed based on their evaluation.

□ **Step 5: Action Implementation**

Based on the assessments and recommendations from the previous steps, an action plan is developed to address the identified issue. This plan outlines specific actions that need to be taken to resolve the problem, including assigning responsibilities, setting deadlines, and allocating resources. The action plan should be promptly communicated to the relevant stakeholders and implemented accordingly. Regular monitoring and follow-up should be conducted to ensure that the planned actions are progressing as intended and that the issue is effectively resolved. The entire process will be documented in the Issue Log, which will be updated step by step.

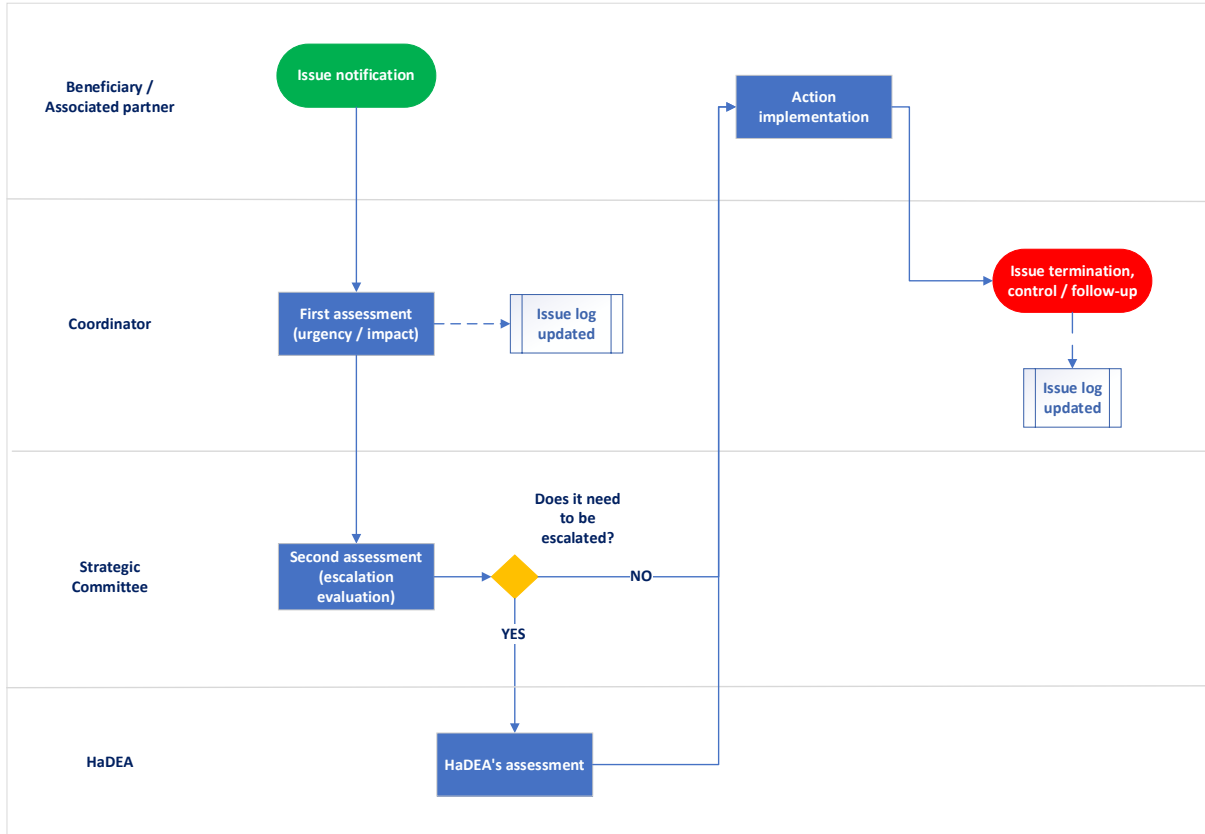


Figure 3: Issue Management Process

## ANNEX 1: DC4EU PROJECT KPIS

The following are the DC4EU general KPI that have been defined to currently cover the basic aspects of the project management and monitor progress of the project:

KPI no.	Description	Goal	Project month for total completion
1	Wallet issuing countries involved in the project	10	18
2	Wallet users involved in WP5	1000	18
3	Wallet users involved in WP6	250	18
4	Education domain-related institutions from different countries that will interface the Wallet in their pre-production systems.	25	18
5	Social security domain-related institutions from different countries that will interface the Wallet in their pre-production systems.	10	18
6	Education domain-related institutions issuing EAAs, QEAs and Credentials will interface to the Wallet in their pre-production systems.	25	18
7	Social security domain-related institutions issuing EAAs, QEAs and Credentials will interface to the Wallet in their pre-production systems.	10	18
8	Wallet transactions for the education domain completed in a pre-production environment.	5000	18
9	Wallet transactions for the social security domain completed in a pre-production environment.	1500	18
10	Minimum number of qualified electronic signatures issued by users of the Wallet	250	18
11	Minimum institutions or companies from different countries will interface the Wallet in their pre-production systems to verify digital credentials in education.	9	18
12	Minimum of institutions or companies from different countries will interface the Wallet in their pre-production systems to verify digital credentials in social security.	6	18
13	Minimum of reference implementations of verifiers shown to interoperate with at least EBSI and at least one other technology stack.	2	14
14	Minimum of 10 Member States for which Governing Authorities have been identified partake in the project.	10	6
15	Minimum of ecosystem members in different ecosystem roles	5	6

KPI no.	Description	Goal	Project month for total completion
16	Minimum of identified verifiable data registries and trust registries that adhere to the ecosystem guidelines and policies.	5	9
17	Minimum of identified attribute / schema registries that adhere to the ecosystem guidelines and policies.	5	9
18	Minimum of entities that have undergone audits / certifications / sustainability assessments defined in the ecosystem governance rules.	40	13

Additionally, a number of Key Performance Indicators (KPI) have also been set in the framework of the Communications, Dissemination, and Exploitation Plan. These are the following:

KPI no.	Channel / Activity	Impact	KPI		Target group	Goal I	Goal II	Goal III
19 (C)	Website at DC4EU.EU	Main information channel, communication of project results, news, events. Generate awareness on project	Page views		EC, Policy-makers, Research Community, DC4EU Community of Practice		>15000	>25000
			Countries reached				>25	>30
			Average stay time				>2 min	>2min
20 (C)	Social Media Platforms	Brand building, increasing visibility to stakeholders active in social media, raising awareness of Project and redirecting to news items on website when appropriate	# followers	Twitter	Public, Community of Practice		>350	>500
				LinkedIn			>100	>150
			# of social media posts on platforms				>120	>200
	# of social media posts shared / mentioned by third parties			>200	>300			
21 (C)	Instant Messenger	Facilitation of real-time and asynchronous communication	#of members on Signal		Members of DC4EU Working Groups, Community of Practice		>40	>100
22 (C)	Newsletters	Communication of project news, events,	# of newsletters sent		DC4EU Community of Practice	1	4	8

KPI no.	Channel / Activity	Impact	KPI	Target group	Goal I	Goal II	Goal III
		results to project subscribers	# of newsletter views through the website			>200	>500
23 (C)	Scientific Publications	Dissemination of knowledge and technologies developed	# of papers published (conferences, journals)	Research Community		5	25
24 (C)	Standardization contributions	Contribution to the definition of new and existing standards	# of contributions				2
25 (C)	Liaison with related EU and international Projects	Establish synergies, adapt to widely adopted references, exchange of information, create critical mass	# of projects/initiatives liaised with	Policy-makers		5	10
26 (C)	Events: Technical Workshops (online)	Validation of approach, findings, dissemination of project activities. Engagement, awareness, involvement of industrial stakeholders and reach to pilot stakeholders	# international events attended to disseminate project results	EC, Members of DC4EU Working Groups, Community of Practice		10	20
			# events organized to disseminate project results (e.g. panels, workshops)			3	8
			# attendees to the final event/closing ceremony				>150
27 (C)	Github/ Gitlab	Open-source availability of project software	# contributors			20	30
			# components			5	10

## ANNEX 2: DC4EU RISK MAP

The Project Risk Map, which has been identified and assessed within the framework of the Digital Europe Programme (Digital), is hereby detailed:

Risk No.	Description	Work Package No.	Proposed risk- mitigation measures
1	The Architecture reference framework is delayed. (Probability: medium / Impact: high)	2	Rely on the last available draft and simultaneously monitor the reference community for early access to documentation.
2	The EUDIW MVP will not be ready. (Probability: medium / Impact: high)	3	Coordinate all WPs in order to be ready for the release.
3	The analysis of the EUDIW is delayed. (L) (Probability: low / Impact: medium)	4,5,6,7	Start possible work based on pre-existing solutions and ARF-related information.
4	The EUDIW cannot support the expected technological stack in the earliest version. (Probability: medium / Impact: high).	4, 5, 6, 7	Start work that is not technology-related / dependant and introduce alternative technologic solutions pending the next iterative release.
5	The EUDI reference implementation will not be ready. (Probability: high / Impact: high)	4, 5, 6, 7	Use an agile (“phased approach”) to align with the EUDIW release calendar and WP
6	The institutions, private companies, or public services for the issuing or verifying of credentials will not be ready. (Probability: low / Impact: high).	5, 6	Establishment of a core group responsible for the technical implementation (“Interfacing”) as well as support and maintenance for the piloting institutions.
7	There is a shortage of wallet users to participate in the piloting phase. (Probability: low / Impact: medium)	5, 6	Design and execution of an agile test- and piloting plan.
8	Ability to add sufficient staff and resources. (Probability: low / Impact: medium)	7	Several of the organizations involved in WP7 are large organizations with a lot of own staff resources. Combined with existing framework contracts which can be used to add direct contract resources.
9	Specifications and/or the reference wallet implementation are delayed or not fully in place. ((Probability: medium / Impact: medium)	8	Close collaboration with the EC and EUDI Toolbox to align schedules and timelines.
10	EUDI reference wallet does not integrate natively with the EBSI based trust infrastructure. ((Probability: low / Impact: medium)	8	Close collaboration with EC and EUDI Toolbox to ensure interoperability between the wallet implementation and EBSI trust infrastructure.
11	Inability of work package leaders and executors to commit the necessary resources. Participants leaving the consortium. (Probability: low / Impact: medium)	8	Ensure there are sufficient number of resources available and incentivize the participants to continuously take part in the consortium work.
12	Missing national legal or trust frameworks. (Probability: medium / Impact: medium)	8	Ensure transparency and open communications to member states to ensure that they have the

Risk No.	Description	Work Package No.	Proposed risk- mitigation measures
			necessary capabilities in place for the ecosystem governance and trust infrastructure.
13	Lack of impact in the dissemination of the consortium’s activities. (Probability: low / Impact: medium)	9	Important presence of Member States’ public bodies in WP9 can actively contribute to the dissemination in their respective countries and have influence in Pan-European communication networks.
14	Lack of impact in the relevant expert domains (Probability: low / Impact: low)	9	Creation of communities of practice
15	Lack of resources and funding due to an extension of the project. (Probability: medium / Impact: medium)	1, 5, 6, 7, 8, 9	Amend the grant in coordination with the EC to include the necessary resources.
16	Participants leave the Consortium or have disputes with other beneficiaries (Probability: medium / impact: high)	1	The Strategic Committee will solve disputes and decide on contingencies and consequences related to participants dropping out or onboarding the consortium

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## ANNEX 3: TOOLS AND ARTEFACTS

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### Risk Management process

- Risk log

### Issue management process

- Issue log

