Sign Language Translation Mobile Application and Open Communications Framework

Deliverable D7.3: Risk Management Plan

Project Information
Project Number: 101017255
Project Title: SignON: Sign Language Translation Mobile Application and Open Communications Framework
Funding Scheme: H2020-ICT-57-2020
Project Start Date: January 1st 2021

Deliverable Information
Title: D7.3 Risk Management Plan
Work Package: 7 – Coordination and Management
Lead beneficiary: DCU
Due Date: 31/03/2021
Revision Number: V1.0
Author: Aoife Brady
Dissemination Level: Public
Deliverable Type: Report

Overview: The purpose of this document is to describe the risk management framework for the SignON project, ensuring that adverse situations are managed accordingly during the project lifecycle. In order to mitigate the negative impact of these situations, the processes, tools and procedures outlined in this document must be followed. Additionally, this document presents a list of all of the risks that were

identified when the project was being proposed, as well as their corresponding assessment and mitigation plan.

Revision History

Version #	Implemented by	Revision Date	Description of changes
V0.1	Aoife Brady	05/02/2021	First version
V1.0	Aoife Brady	29/03/2021	Implementation of changes by reviewers from the consortium

Approval Procedure

Version #	Deliverable Name	Approved by	Institution	Approval Date
V0.1	D7.3 Risk Management Plan	Jane Dunne	DCU	24/03/2021

V0.1	D7.3 Risk Management Plan	Giacomo Inches	FINCONS	23/03/2021
V0.1	D7.3 Risk Management Plan	Vincent Vandeghinste	INT	16/03/2021
V0.1	D7.3 Risk Management Plan	Gorka Labaka	UPV/EHU	19/03/2021
V0.1	D7.3 Risk Management Plan	John O'Flaherty	MAC	18/03/2021
V0.1	D7.3 Risk Management Plan	Josep Blat	UPF	19/03/2021
V0.1	D7.3 Risk Management Plan	Irene Murtagh	TU Dublin	23/03/2021
V0.1	D7.3 Risk Management Plan	Lorraine Leeson	TCD	30/3/2021
V0.1	D7.3 Risk Management Plan	Gregg Young	VRT	30/03/2021
V0.1	D7.3 Risk Management Plan	Mathieu De Coster	UGent	23/03/2021
V0.1	D7.3 Risk Management Plan	Hannes De Durpel	VGTC	16/03/2021
V0.1	D7.3 Risk Management Plan	Anthony Ventresque	NUID UCD	24/03/2021
V0.1	D7.3 Risk Management Plan	Henk van den Heuvel	RU	16/03/2021

V0.1	D7.3 Risk Management Plan	Catia Cucchiarini	TaalUnie (NTU)	23/03/2021
V0.1	D7.3 Risk Management Plan	Tim Van de Cruys	KU Leuven	23/03/2021
V0.1	D7.3 Risk Management Plan	Frankie Picron	EUD	24/03/2021
V0.1	D7.3 Risk Management Plan	Dimitar Shterionov	TiU	23/03/2021

Acronyms

The following table provides definitions for acronyms and terms relevant to this document.

Acronym	Definition
RMP	Risk Management Plan
PMB	Project Management Board
PMT	Project Management Team
WP	Work Package
WPL	Work Package Leader
SAB	Scientific Advisory Board
PC	Project Coordinator
SC	Scientific Coordinator
PM	Project Manager
IPR	Intellectual Property Rights

Table of Contents

1. Executive Summary

The purpose of this document is to describe the risk management framework for the SignON project, ensuring that adverse situations are managed accordingly during the project lifecycle. In order to mitigate the negative impact of these situations, the processes, tools and procedures outlined in this document must be followed. Additionally, this document presents a list of all of the risks that were identified when the project was being proposed, as well as their corresponding assessment and mitigation plan.

2. Introduction

An ongoing process for any project is Risk Management. This process takes place throughout the lifetime of the project and addresses the planning, identification, analysis, monitoring and controlling of risks. The present document outlines the policies and procedures for the SignON project regarding the identification and handling of project deviations that would in turn compromise the objectives.

This is a living document which will be updated throughout the project lifecycle at any point where a risk has been identified. The objective of the risk management plan is to decrease the probability and impact of adverse events to the project.

A list of the major risks related to the project can be found in section 4, including their classification, description and contingency plan. The overall goal of this document is to help the management team to address risks in an accurate and timely manner, applying mitigating or corrective actions to control possible negative effects.

3. Roles and Responsibilities

This section describes the roles and responsibilities within the SignON structure regarding risk management.

Project Management Team (PMT): The PMT is responsible for the general administration of the project such as finance, legal and organizational matters and is also responsible for ensuring that all obligations and responsibilities described in the Grant Agreement are met by all members of the consortium.

The members of the management team are:

- Dimitar Shterionov (Scientific Coordinator)
- Andy Way (Project Coordinator)
- Aoife Brady (Project Manager)

The PMT will enforce risk management within the consortium and will make sure every participant follows the process described in the document. It will also monitor and control risks in all project activities.

Work Package Leaders (WPL): WPL are responsible for the overall execution and management of their specific work packages. They are responsible for identifying and managing risks within their WP and for immediately informing the Project Management Team (PMT) of any unforeseen risks in order to address it properly. The Work Package Leads for the SignON project are:

- WP1 - Frankie Picron (EUD)
- WP2 - Giacomo Inches (Fincons)
- WP3 - Joni Dambre (UGent)
- WP4 - Dimitar Shterionov (TiU)
- WP5 - Josep Blat (UPF)
- WP6 - Jorn Rijckaert (VGTC)
- WP7/8 - Aoife Brady (DCU)
- WP9 - Lorraine Leeson (TCD)

The Project Management Board (PMB) is the ultimate decision-making authority of the project to which all other project bodies report and are accountable. They are responsible for assessing new risks and providing mitigation measures.

The members of the PMB are:

1. Project Coordinator and PMB Chair (Prof Andy Way, DCU);
2. Scientific Coordinator (Dr. Dimitar Shterionov, TiU)
3. Project Manager (Aoife Brady, DCU);
4. TCD: Prof. Lorraine Leeson
5. MAC: Dr. John J. O'Flaherty
6. UCD: Dr. Anthony Ventresque
7. FINCONS Dr. Giacomo Inches
8. INT: Dr. Vincent Vandeghinste
9. NTU: Dr. Catia Cucchiarini
10. RU: Dr. Henk van den Heuvel
11. KU Leuven: Prof. Dr. Myriam Vermeerbergen
12. KU Leuven: Prof. Dr. Frank Van Eynde
13. UGent: Prof. Dr. Joni Dambre
14. VGTC: Hannes De Durpel
15. EUD: Mark Wheatley
16. VRT: Dr. Mike Matton
17. UPF: Dr. Horacio Saggion
18. UPF: Professor Josep Blat
19. UPV/EHU: Dr. Gorka Labaka
20. TU Dublin: Dr. Irene Murtagh

Scientific Advisory board (SAB): The Scientific Advisory Board (SAB) is responsible for analysing the assessment of risks by the Consortium and the resolution actions taken/to be taken and provide strategic inputs where necessary.

4. SignON Risk Management Process

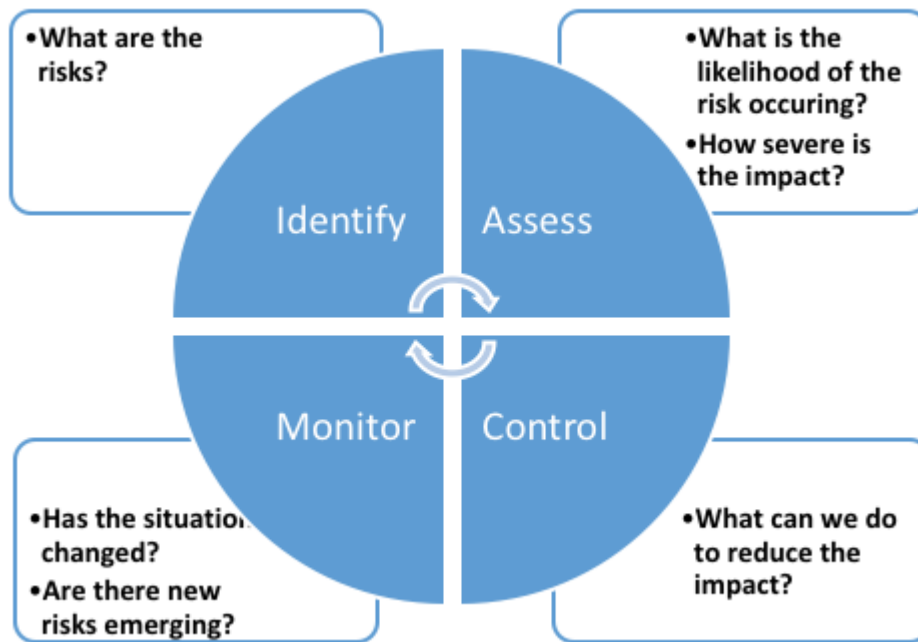The process presented below (Figure 1) demonstrates the stages of risk management that the consortium will follow:

Figure 1 – SignON Risk Management Process

4.1 Risk Identification

During the SignON planning phase, a total of 10 risks were identified and proper mitigation actions were defined for each of them. These risks were listed in the Risk Management Register and it will be updated regularly by the PMT. Three reviews are already scheduled for months 9, 18 and 36, however, the register will be updated at any stage of the process once a new risk has been identified by the WPL.

In order to identify risks, SignON partners will perform an analysis of deliverable status and WP schedule and scope. It is important to point out that at every project meeting (monthly WP Leads and quarterly PMB), risk management will be in the agenda in an effort to anticipate risks and propose mitigation actions.

4.2 Risk Assessment

For every risk identified, the Project Manager (PM) in collaboration with the PMT will assess the probability for it to occur and the impact on the project. Each risk will be given a rating (Critical, High, Medium or Low). Figure 2 contains the Risk Matrix, a tool to help estimate these matters and whether new risks will be a problem or not during the project.
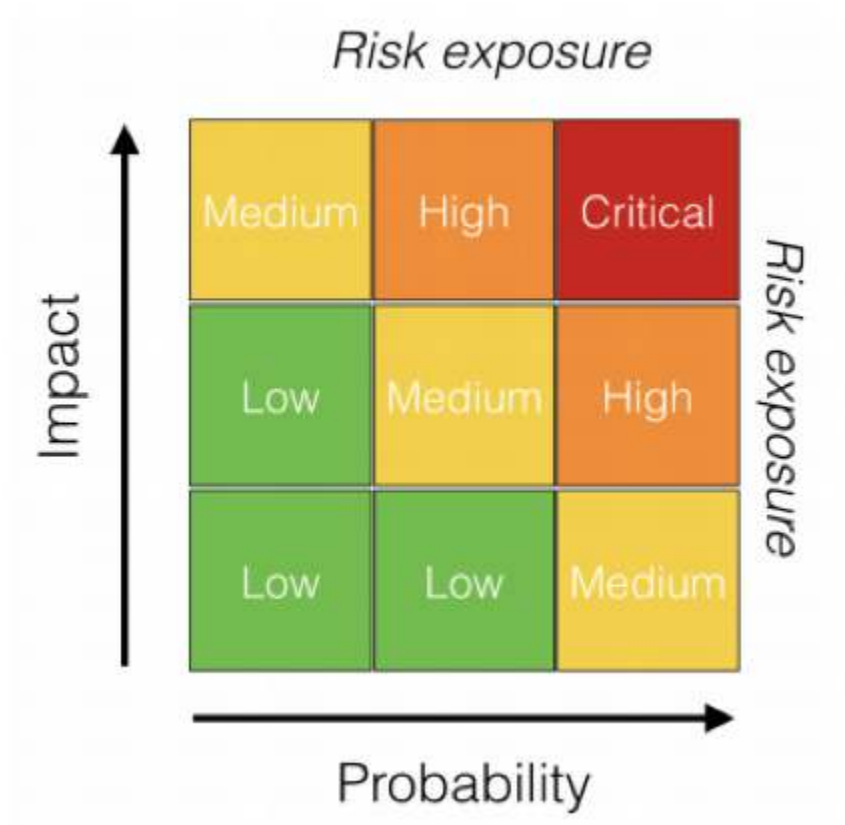

Figure 2 – Risk Matrix

After each assessment, the risk register will be updated with relevant information about the new risk (number, description, WP it is associated with and proposed mitigation measures).

4.3 Risk Control

At this point, the PMT, upon assessment of the risk, will determine whether the action to be taken will be towards mitigating or avoiding the risk. The consortium must always try to avoid the risks by eliminating the factors that cause it.

In case avoidance is not possible, the following strategy to minimize any negative impact to the project will be followed.

Risk Mitigation Strategy: All WP leaders will carefully ensure that all scientific research is conducted according to the WP description. Any unanticipated risks will be reported promptly to the Project Management Team and the Project Management Board (PMB), and mitigating actions will be taken accordingly. Based on the rating given to the risk, a priority will be assigned to the risks with critically- an rated risks prioritised. An iterative co-design and development methodology will be followed, which is particularly suited to technically challenging, end-user driven projects like SignON. Regular reviews of project progress will be conducted via PMB meetings and WP lead monthly meetings, scientific risks will be reviewed periodically by the project board.

4.4 Risk Monitoring

It is the responsibility of each WPL to communicate to the PMT the status and effectiveness of each risk and its mitigation plan. The WPL will confirm the correct implementation of the response and will communicate to the PMB on its status and effectiveness.

The risks identified at the SignON planning stage are listed in the Risk Management Register (section 4) with their corresponding mitigation measures and each WPL is responsible for applying those measures in case such risk arises. This table will also be re-evaluated continuously and modified according to the Risk Management Process defined in this document.

5. Risk Register

Several Risks were identified in the Grant Agreement. Based on these risks, shown below, a risk register will be set up and shared with the Consortium partners. This Risk Register will be updated regularly and upon identification of new risks. The Risk Register will be available to all SignON partners and will contain

the risk number, description, associated WP, impact, probability, person responsible for, as well as mitigation measures.

Risk Number	Description of Risk	WP Number	Proposed Risk-Mitigation Measures
1	Key personnel leaving the project / leaving organisation	WP1, WP2, WP3, WP4, WP5, WP6, WP7, WP8, WP9	With a large consortium such as ours, the possibility of such risks exists, however, it is also easier to fill in for missing persons. The PMB will revise tasks and obligations and will re-allocate them to other partners.
2	Late delivery of project results	WP1, WP2, WP3, WP4, WP5, WP6, WP7, WP8, WP9	Constant progress monitoring through project management meetings and KPIs.
3	Disagreement on IPR among partners	WP2, WP3, WP4, WP5	The conditions for IRP will be set in the consortium agreement (CA). If any disagreement arises the PMB will take measures in accordance to the CA.
4	Not enough stakeholder involvement	WP1, WP6	Through the partners and representatives of DHH communities we will identify more stakeholders to join the co-creation events. Example of external organisations to liaise with: CNSE, IRIS, etc.
5	Inability to meet user's expectations	WP2, WP3, WP4, WP5	Co-creation methodology allows to gauge user's expectations and needs, to manage those expectations with respect to the technology by engaging early and engaging often throughout the project lifecycle.

6	Limited interest in SignON results by potential stakeholders	WP6	The needs of potential clients will be emphasised and ensured by deep engagement with several stakeholder groups throughout the project
7	Low dissemination impact during the project	WP6	The consortium has planned a number of dissemination activities which will be reviewed regularly. We will also use the SAB's networking to increase project's dissemination
8	Challenge in integrating the SignON components	WP2, WP3, WP4, WP5	The components will be orchestrated through SignON cloud platform and the orchestrator, which will implement the controls for monitoring and error recovery thus mitigating direct component-to-component communications. This will enable SignON to work with a variety of APIs exposed from the existing tools/components. Moreover, APIs can be adjusted to meet SignON's specific needs.
9	Connectivity	WP2, WP3, WP4, WP5	By the end of the project we envisage online and offline models to facilitate the use of services where there is low to no connectivity. Mobile device connectivity is generally of a high standard and covers much of the population and, in general, connectivity from mobile networks is improving. This coupled with hardware advances in handset processing capabilities provide many additional options for offline processing to maintain services. These factors will help to mitigate this risk and minimise potential impact.
10	Misuse of data	WP9	The use, collection and processing of data will be overseen by the PMB, guided by WP9 and in accordance to the DMP and the European Code of Conduct for Research Integrity.

Table 1: Risks that were described in the Grant Agreement

6. Conclusion

This document presents the internal processes that will be followed for the appropriate management of the risks related to the SignON project. D7.3 presents the risk management plan for the lifetime of the project. The initial risks presented in Table 1 are captured in the SignON Risk Register and these will be updated throughout the lifetime of the project in order to appropriately identify, assess, control and monitor the risks as necessary. The process identified in this plan is aligned with the information already provided in the grant agreement for SignON as specified in GA number 101017255.