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WITH DIGITAL, SOCIAL AND INTERCULTURAL COMPETENCES

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TACKLE STRATEGIC INNOVATION IN HERITAGE TOURISM

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Risk Management Plan (RMP)

Risk Management Plan

1. Aims

The Risk Management Plan (RMP) aims at providing a general description of what is needed before risk management can begin and how risk will be faced during the project development.

In particular, it describes:

- which approach is used to identify risks before and during the project
- which risks are identified as more probably during the development of the project.
- which are the possible solutions
- which is the strategy for monitoring the risk during the project lifetime.

The Project Management Plan (PMP) firstly, intends to establish the framework in which the partners will identify the risks and develop strategies to mitigate or reduce those risks. And secondly, attempts to take corrective actions to ensure that the Intra-net project eventually fulfills the purposes and priorities established in the application plan. Also, this Risk Assessment Plan should be considered in conjunction with the Quality Plan (QP), as both of them are related and have similar goals: to maximise the quality and impact of the existing project.

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2. Methodology

The overall risks management will be undertaken specifically by partners and the leader for the management and with vast experience on project planning, implementation, development and risk management. Nonetheless, all partners will cooperate with their contributions at the development of all project actions.

The Risk Management Approach of the Project Coordinator is based on a cooperative and collaborative approach within the Consortium. It covers the risks that could affect the whole project (management, financing, coordination, communication, etc), a specific product or step (IO, events, meetings), and the internal processes of any partner (that is each institution).

The partnership ensures the inclusion of relevant staff in the process of evaluation, quality increase, risk management and internal process. This is important on the basis of the cooperative methodology we have declared into the project description. All meetings (virtual and mobilities) should include internal assessment of this plan, and all the partners are obliged to communicate any risks as soon as they identify it.

On the basis of this approach, even into the Consortium the maximum of cooperation is required, in order to guarantee a coherent methodology along all the project development.

Thus, the steps to build up the Risk Plan are as follows:

- The project coordinator will send to the partners a draft of this Risk Plan, asking the partners to identify specific risks related to the general development of the project and specific activities undertaken within the project framework. In this sense, even the Risk Plan aims at being the result of a process of construction among partners.
- All partners will answer to the above request and therefore, contribute to the creation of the Risk Plan.
- The project coordinator will define the official version of the Risk Plan and consequently, send it to the partners.

- Versions of this Risk Plan will be continuously updated and monitored by the partnership (that is the project coordinator and each of the partners coordinators working in a management level).

3. Risk identification and hypothesis of risk response strategies

This section will explain the process by which the risks associated with the project were identified. Moreover, it will be described also some possible hypothesis of risk response strategies.

The risks have been identified by the experience and expertise of the partners in managing European projects. The risks identified are related to the management, process of evaluation, staff, dissemination and exploitation as well as quality issues. Moreover, the coordinator and the partners are both responsible for the risk identification and risk monitoring and solution of the risks related to the their intellectual outputs. In order to anticipate risks, the partnership will monitor the development and strides of the project via regular virtual meetings.

The risks concerning the Intranet project are identified in the following chart:

Id	Title	Description	Probability	Impact	Action
1	Low cooperation and conflicts	Some partner remain silent or does not fulfill his/her duties on time.	Low	High	Monitor the general progress of the tasks and duties, get feedback about completion and check interaction in the shared collaborative to take further actions as soon as identified. Foresee that some of task are redundant and can be assumed

					by more than one partner
2	Low impact on the target	The outputs are not designed accordingly to the target as established in the application form.	Low	High	Provide draft of the outputs to associate institutions and get feedback and improvements on the outputs Get feedback on the multiplier events and keep resources for improvements on IO after the multiplier event
3	Low quality of the outputs	The outputs are not designed with enough quality.	Low	High	Ensure a peer review methodology
4	Low impact of the multiplier events		Low	High	Ensure a dissemination strategy to reach the interested target. Make a good use of social networks.
5	Someone can be on a work leave	Due to maternity, disease, etc. partners involved in the project can be on a work leave.	Medium	High	Ensure a good communication among the members of the partnership, so everybody knows what everybody is doing and therefore, the partners can assume someone's duties.
6	To provide erroneous timesheets	To build a format not useful for all partners.	Low	High	To find common criteria with all partners and provide a template that suits all institutions.
7	Delay in the presentation of		Low	High	To coordinate with the administrative

	the documentation				coordinator in order to establish content and timing.
8	Not fruitful meetings	Not to be able to address all the topics required	Low	High	To prepare an agenda of all activities planned during the meeting in agreement with host partner.
9	Wrong organisation of the multiplier events	To select participants not useful	Low	High	To study the background of the participants before inviting them to the multiplier events.; look for stakeholders.
10	Failure in the content of the website	Useful organization not well identified and published in delay	Low	High	To prepare a proposal with the contents to be used in the website, in order to verify it with the partners. also, to regularly include posts with news about the project.
11	Low quality of exploitation plan	Not to ensure a a success exploitation plan	Low	High	To monitor the exploitation actions realized by the partners, giving them guidelines
12	Lack of understanding how to design the MOOC activities	Not design properly the Activities that need to be coded	Medium	High	To prototype and iterate activities with the coder and user group
13	Make the activities work on mobile devices operating systems	Activities need to be accessible from any device tablet, phones and at least last versions of IOS and Android	Medium	High	Test the Activities and accessibility as user experience.

4. Risk monitoring and Risk Review Strategy

Risk monitoring will be a continuous process throughout the lifetime of the project. In order to monitor the risk plan, the Milestones of the project have a crucial role.

Milestones are established periodically each 6 months, the risks management then, is revised before each milestone, during virtual meetings and transnational meetings. Then it is delivered to the project coordinator and to each of the partner coordinators in a management level. Updates are done in this document and new versions are continuously delivered.

Historical of risks assessed and corrective actions already taken

Id	Title	Description	Action taken	Further action/monitoring
1	IOs	Input needed for los from partners	Necessary analysis for IOs have been done using own resources from the partners.	Continuos monitoring and update based on the feedback of the target
2	Project delay	Because of different requirements	Own budget from the institutions was used to start the project on time, even partners did not receive the money.	Update of the project planning (deadlines)
3	Project delay	Because not Outcome deliver	Permanent Monitoring	Monitoring and updating