



Deliverable n°M.4.1

Risk Analysis



European Regional Development Fund



Content of the activity in the AF

Right from the project start, a risk dashboard will be set up, monitored and updated regularly by the partners, in particular during the Monitoring Committee meetings. To draw up this dashboard, we will first identify the potential risks of the activities carried out in FLOWER, and these will be detailed in order to implement the most appropriate corrective actions for the potential risks. For example, the partners will agree upon measures to be taken in case of delays in an activity, actions to take in case of the technical failure of an activity or deliverable, and the response to provide in case of partner default. Risks linked to difficulties in supplying flax fibres and volatility in prices will also be evaluated, but we can consider these risks to be unimportant as Teillage Vandecandelaere produce around 6-7% of the globally produced flax fibres.

Method

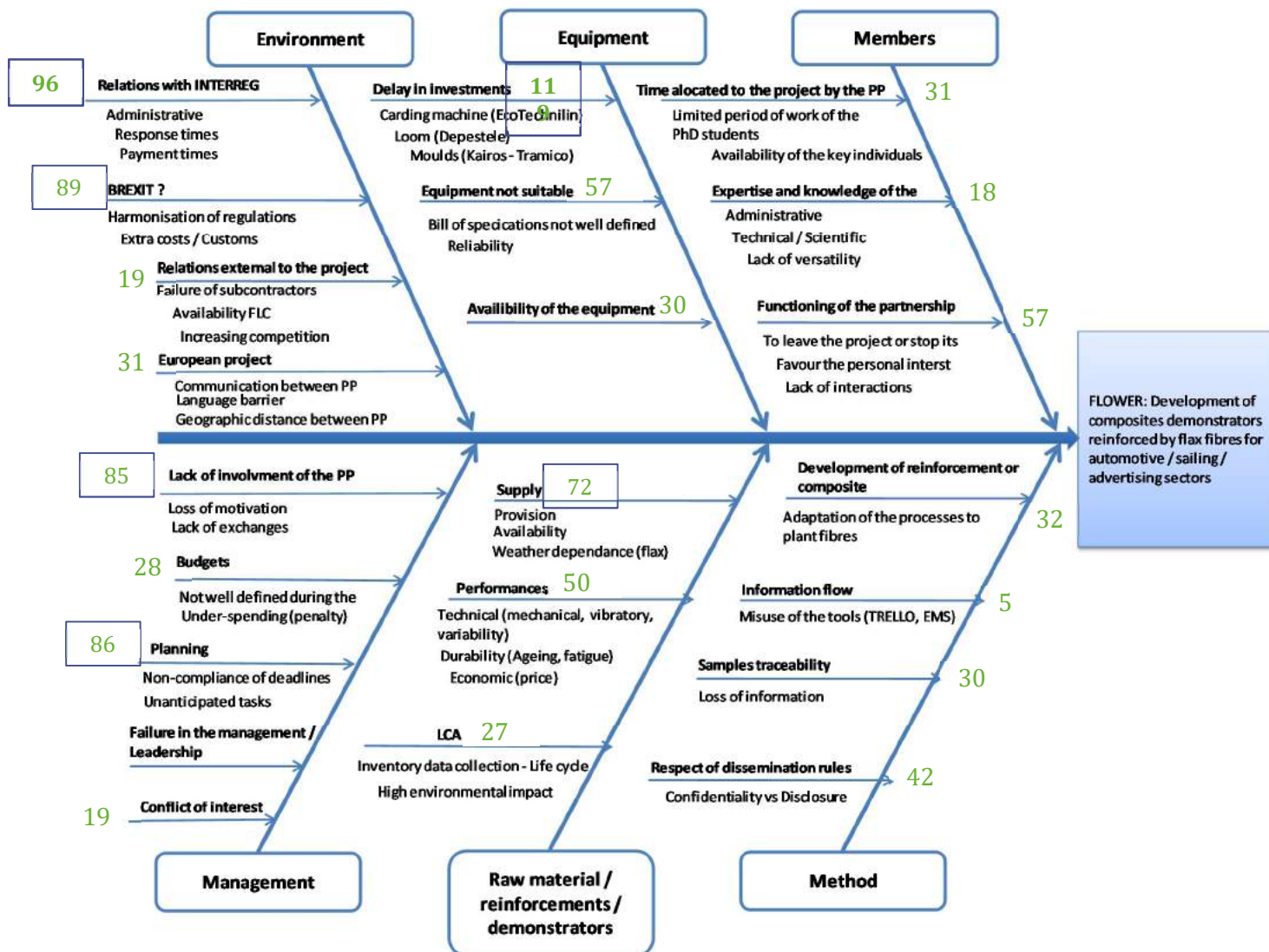
FLOWER partners began working on the risk analysis at the end of 2018 after the second Steering Committee. They implemented the **6M risk analysis method** (or Ishikawa diagram). After a brainstorming session to identify potential sources of risk according to different criteria, the PP had to individually note the risks being the most important according to them. Partners will update the risk sources and rating before each SCM and review them during each meeting.

The synthesis of this analysis was presented during at each Project Steering Committee and the PP defined actions plan for the most important causes of risks.

You can find below the quotation of each main cause of risk and the actions decided to monitor the risks.



FLOWER Risk Analysis V1 SCM 04/2019

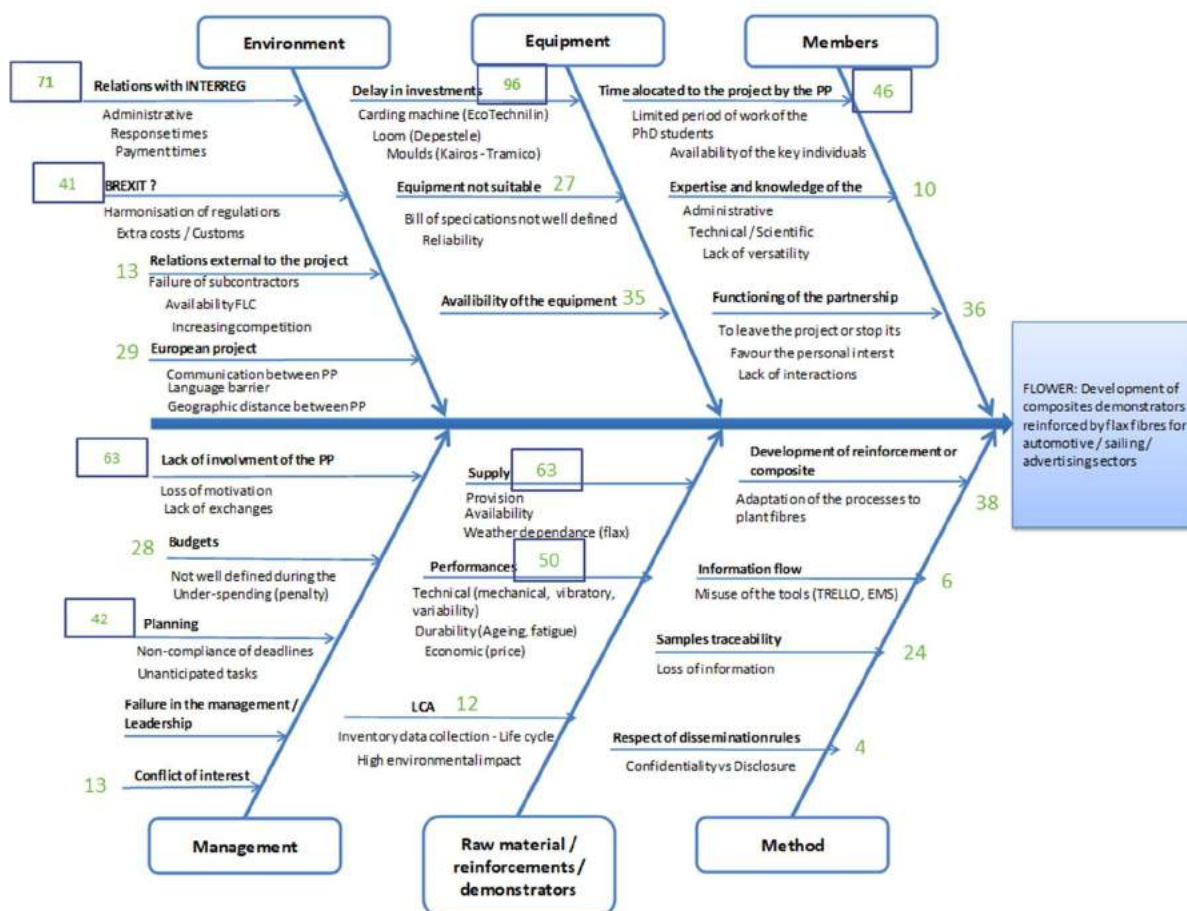


The 6 main causes of risks have been underlined following the answers of everybody on the notation and the suggestions of things to implement to avoid these risks to happen:

- Delay in investments: Respect the 3 quotes with the suppliers to avoid delays
- Relations with Interreg: Send the risk analysis to Interreg to raise awareness about the impact of the delay of answers to the project
- Brexit: Be in touch with Interreg and keep abreast of latest news
- Lack of involvement of the PP: Create more detailed Gantt Chart for each work packages
- Planning: Create more detailed Gantt Charts for each work packages
- Supply: Create more detailed Gantt Chart for each work packages



FLOWER Risk Analysis V2 SCM 10/2019



The **8 main causes of risks** have been underlined following the answers of everybody on the notation and the suggestions of things to implement to avoid these risks to happen:

- 1) Delay in investments
- 2) Relations with Interreg
- 3) Supply
- 4) Lack of involvement of the PP
- 5) Performances
- 6) Time allocated to the project by the PP
- 7) Brexit
- 8) Planning

Discussions about **project management organisation** following the conclusion that most of the main causes of risk can be solved with a detailed Gantt Chart.

- Coordination team provided a new detailed gantt chart, available on Trello, in each WP
- Meeting between the steering committees are not necessary with everybody
- Each WP leader has to take the lead on the organisation of progress meetings (every 2-3 months) with the involved PP

Delay in investments: this has really impacted the preforms supply. PP EcoTech and TV are now able to provide some samples soon to the other PP for testing.



FLOWER Risk Analysis V3 SCM 12/2020

	Causes of risks	Sub-causes of risks	PP Cotation	Importance probability	Mitigation method
Members	Time allocated to the project by the PP	Delay in PhD Schedule, availability of the key individuals, covid impacts	71	1	Respect the times indicated in the mission letters Organise teleworking
	Expertise and knowledge of the actors	Training of the new key persons	4		
	Functioning of the partnership	PP leaves or stops its activities, favour the personal interest, lack of interactions	26		Plan physical meetings as soon as possible
Method	Development of reinforcement or composit	Adaptation of the process to plant fibres	56	5	Exchange and sharing of experience
	Information flow	Misuse of the tools, informations saturation	24	9	
	Samples traceability	Loss of information, new health standards	33	8	Common document with all the batches and samples
	Respect of dissemination rules	Confidentiality vs Disclosure, PP refuse to communicate externally	9		Reaffirm and/or clarify confidentiality agreements between PP
Equipment	Availability of the materiel	Waiting in the labs, delay maintenance and repair equipment	63	2	Planning for the availabilities, dedicated time to FLOWER activities Planning of deliveries, maintenance, etc.
Raw material / reinforcements / demonstrators	Supply	Provision, availability	27	10	Sharing of the deliveries and provision of raw materials by industrial PP
	Performances	Technical, durability, economical	55	7	
	LCA	Inventory data collection, high environmental impact	34	4	Collaboration for the data collection, list the data missing with key partners to collect them Fear about the increase of
					environmental impacts on fibres because of global warming
Environment	Relations with INTERREG	Administrative complexity, payment delays	8		
	Relations external to the project	Failure of subcontractors, FLC availability, increasing competition, regulations evolution	18	10	Legislation monitoring Respect of the delays for payment claims
	Collaboration between 2 countries	Difficulties of exchanges (people or parcels), bordres shutdown, covid (quarantine	33	6	Use of secure postal services and verification of postal addresses
	European project	Communication between PP, language barrier, geographic distance between PP, communication constraints	17		
Management	Lack of involvement of the PP	Loss of motivation, lack of exchanges, lack of physical meeting	29		Precise the interest and objectives of each WP Plan physical or virtual meetings regularly More regular meetings by WP
	Budgets	Not well defined, under-spending, COVID	16		Possibility to modify the budget: from budget lines to another or for PP to others
	Planning	Non-compliance of deadlines, unanticipated tasks, COVID	55	3	Ask for project modification
	Failure in the management / Leadership		1		
	Conflict of interest		2		



FLOWER Risk Analysis V4 SCM 04/2021

Major cause	Causes of risks	Sub-causes of risks	Cotation
Members	Time allocated to the project by the PP	Delay in PhD Schedule, availability of the key individuals, covid impacts	9,5 %
	Expertise and knowledge of the actors	Training of the new key persons	1,3 %
	Functioning of the partnership	PP leaves or stops its activities, favour the personal interest, lack of interactions	5,6 %
Method	Development of reinforcement or composites	Adaptation of the process to plant fibres	10 %
	Information flow	Misuse of the tools, information saturation	2,9 %
	Samples traceability	Loss of information, new health standards	0,9 %
	Respect of dissemination rules	Confidentiality vs Disclosure, PP refuse to communicate externally	4,5 %
Equipment	Availability of the materials and equipments	Waiting in the labs, delay maintenance and repair equipment	11,6 %
Raw materials reinforcements demonstrators	Supply	Provision, availability	6,5 %
	Performances	Technical, durability, economical	11,5%
	LCA	Inventory data collection, high environmental impact	3,9 %
Environment	Relations with INTERREG	Administrative complexity, payment delays	1,3 %
	Relations external to the project	Failure of subcontractors, FLC availability, increasing competition, regulations evolution	3,6%
	Collaboration between 2 countries	Difficulties of exchanges (people or parcels), bordres shutdown, covid quarantine	1,6 %
	European project	Communication between PP, language barrier, geographic distance between PP, communication constraints	3 %
Management	Lack of involvement of the PP	Loss of motivation, lack of exchanges, lack of physical meeting	7,9 %
	Budgets	Not well defined, under-spending, COVID	3 %
	Planning	Non-compliance of deadlines, unanticipated tasks, COVID	10,2 %
	Failure in the management / Leadership		0,4 %
	Conflict of interest		0,9 %



FLOWER Risk Analysis V5 SCM 12/2021

Major cause	Causes of risks	Sub-causes of risks	Cotation	Mitigation method
Members	Time allocated to the project by the PP	Delay in PhD Schedule, availability of the key individuals, covid impacts	8,7 %	
	Expertise and knowledge of the actors	Training of the new key persons	1,2 %	
	Functioning of the partnership	PP leaves or stops its activities, favour the personal interest, lack of interactions	4,6 %	All PPs stay focus on the project, it is not over yet
Method	Development of reinforcement or composites	Adaptation of the process to plant fibres	5,0%	
	Information flow	Misuse of the tools, information saturation	4,3 %	TRELLO tool not used effectively (adapted?) - not clear or user-friendly enough - Need to find: collaborative system for dissemination and sharing of information
	Samples traceability	Loss of information, new health standards	1,5 %	
	Respect of dissemination rules	Confidentiality vs Disclosure, PP refuse to communicate externally	5,3 %	Ask the project manager what to do in terms of communication before going to an event
Equipment	Availability of the materials and equipments	Waiting in the labs, delay maintenance and repair equipment	9,5 %	
Raw materials reinforcements demonstrators	Supply	Provision, availability	3,4 %	
	Performances	Technical, durability, economical	8,4%	
	LCA	Inventory data collection, high environmental impact	2,5 %	Monitoring the evolution of standards -> EU guidance for PEF (Product Environmental Footprint) to allow results to be entered into EU databases (replicability and dissemination)
Environment	Relations with INTERREG	Administrative complexity, payment delays	1,5 %	eMS tool more efficient (user-friendly)
	Relations external to the project	Failure of subcontractors, FLC availability, increasing competition, regulations evolution	3,4%	
	Collaboration between 2 countries	Difficulties of exchanges (people or parcels), bordres shutdown, covid (quarantine	9,3 %	COVID: Encouraging video conferencing
	European project	Communication between PP, language barrier, geographic distance between PP, communication constraints	1,0 %	
Management	Lack of involvement of the PP	Loss of motivation, lack of exchanges, lack of physical meeting	8,3 %	More technical meetings for each WP - Consortium meetings
	Budgets	Not well defined, under-spending, COVID	8,3 %	Balance the remaining budget between the partners
	Planning	Non-compliance of deadlines, unanticipated tasks, COVID	11,4 %	Extending the duration of Project Flower; Setting up automatic reminders on dead-lines
	Failure in the management / Leadership		0,0 %	
	Conflict of interest		2,6 %	



FLOWER Risk Analysis V6 SCM 04/2022

Major cause	Causes of risks	Sub-causes of risks	Cotation	Mitigation method
Members	Time allocated to the project by the PP	Delay in PhD Schedule, availability of the key individuals, covid impacts	8,2 %	
	Expertise and knowledge of the actors	Training of the new key persons	2,3 %	
	Functioning of the partnership	PP leaves or stops its activities, favour the personal interest, lack of interactions	5,7 %	
Method	Development of reinforcement or composites	Adaptation of the process to plant fibres	3,9 %	
	Information flow	Misuse of the tools, information saturation	6,8 %	
	Samples traceability	Loss of information, new health standards	3,2 %	
	Respect of dissemination rules	Confidentiality vs Disclosure, PP refuse to communicate externally	3,2 %	
Equipment	Availability of the materials and equipments	Waiting in the labs, delay maintenance and repair equipment	6,8 %	
Raw materials reinforcements demonstrators	Supply	Provision, availability	6,8 %	
	Performances	Technical, durability, economical	10,2%	
	LCA	Inventory data collection, high environmental impact	5,2 %	
Environment	Relations with INTERREG	Administrative complexity, payment delays	2,5 %	
	Relations external to the project	Failure of subcontractors, FLC availability, increasing competition, regulations evolution	2,0%	
	Collaboration between 2 countries	Difficulties of exchanges (people or parcels), bordres shutdown, covid (quarantine)	4,5 %	
	European project	Communication between PP, language barrier, geographic distance between PP, communication constraints	0,2 %	
Management	Lack of involvement of the PP	Loss of motivation, lack of exchanges, lack of physical meeting	5,7 %	Don't forget each partner objective and that it is a collaborative project
	Budgets	Not well defined, under-spending, COVID	7,7 %	
	Planning	Non-compliance of deadlines, unanticipated tasks, COVID	13,6 %	anticipating with regular meetings between partners internal teams, planning better Discussion is the best solution: more meetings, rescheduling
	Failure in the management / Leadership		0,4 %	
	Conflict of interest		0,9 %	



FLOWER Risk Analysis V7 SCM 09/2022

Major cause	Causes of risks	Sub-causes of risks	Cotation	Mitigation method
Members	Time allocated to the project by the PP	Availability of the key individuals, covid impacts	12,2	Planify time in your schedule for FLOWER, plan more small meetings
	Functioning of the partnership	Favour the personal interest, lack of interactions	6,8	
Method	Development of reinforcement or composites	Adaptation of the process to plant fibres	6,1	
	Information flow	Misuse of the tools, information saturation	0,7	
Equipment	Availability of the materials and equipments	Waiting in the labs, delay maintenance and repair equipment	8,8	
Raw materials reinforcements demonstrators	Supply	Provision, availability	8,1	
	Performances	Technical, durability, economical	7,4	
Environment	Relations external to the project	Failure of subcontractors, FLC availability,	7,4	
	Collaboration between 2 countries	Difficulties of exchanges (people or parcels)	2,7	
Management	Lack of involment of the PP	Loss of motivation, lack of exchanges, lack of physical meeting	16,2	Every month, report to Alain and Lise on each activity, either through a meeting or via email
	Budgets	Not well defined, under-spending	9,5	End of November/early December, all PPs will have a meeting with Lise to make sure their budget will be entirely spent
	Planning	Non-compliance of deadlines, unanticipated tasks	14,2	Every month, report to Alain and Lise on each activity, either through a meeting or via email, Have at least Alain or Lise at each technical meeting