



EYES

ENGAGING YOUTH IN SUSTAINABLE ENERGY PLANNING

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RISK CONTINGENCY PLAN AND QUALITY CONTROL SCHEME

ECOSERVEIS
PROJECT COORDINATOR
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1. INTRODUCTION

The reason of this document is to define a reference document to clarify the Quality Control procedures of the EYES project to achieve the implementation targets as well as the learning targets by the YIT. The risk contingency plan will describe the expected risks and mitigation measures. The importance of this plan is to guarantee the project success, therefore is crucial that all project partners have participated in the enrichment of this document.

This document takes part as one of the deliverables in WP1 (O1.2) whose responsible is Ecoserveis, and it will be updated during each partner meeting according to the problems encountered during the different implementation phases of the project.

1.1. Objectives

The objectives seek with this plan are as follows:

- Defining the project management scheme,
- Defining schedules and deliverables standards,
- Setting quality standards and measures for deliverables,
- Establishing the Risk Analysis Strategy,

2. EXECUTIVE SUMMARY OF THE PROJECT

EYES intends to implement and evaluate an innovative method based on youth participation on the energy and climate local planning. Climate change is a global challenge that will especially affect young generations. However, young generations don't usually have a voice on energy and climate planning. In addition, vulnerable communities are more likely to suffer climate change effects while they usually have more difficulty having their voice represented. As such, young people from vulnerable communities represent a sector of society that is both hard to reach and especially disempowered on that topic.

EYES will create **Youth Intervention Teams (YIT)**, spaces for dialogue on energy and climate change for young people from different backgrounds. Emphasis will be put on the composition of its members, ensuring they represent different social backgrounds to foster mutual understanding.



These YIT will develop a research, a survey to other young people, and interviews to identify the key fears and barriers from the youth perspective on energy and climate. This will improve their skills on analysing social matters, and on co-creating positive solutions to the barriers identified. This process will be mentored by a multidisciplinary **Advisory Board (AB)**, composed by representatives of relevant stakeholders, who will act as role models for different climate change profiles. At the end of the YIT activities, they will produce *Recommendations for policy makers* on energy and climate planning, and on how to engage youth in these topics.

The collective process with other young people and the Advisory Boards will increase their capacities to dialogue and their civic and social competences. The learnings and the skills gained through the methodology will be assessed through a survey and through the qualitative opinion of the members of the Advisory Boards.

EYES will demonstrate that youth participation in public matters can have 3 relevant impacts: **a) foster social cohesion among young people, b) improve young people's civic skills, and c) improve local plans by providing the youth perspective to the policy makers.**

The objectives (general objective – GO and specific objective SO) of the project, and the strategies to reach them are:

GO: Developing and implementing innovative methods and practices to foster inclusive education and/or youth environments in specific contexts.

- **Developing innovative methods and practices:** inclusive facilitation from the project partner and Advisory Board through workshops that will include knowledge transfer and co-creation with the goal of providing solutions to local authorities from a youth perspective.
- **Foster inclusive education:** the partners target young people with a special focus on vulnerable people that come from families that are likely to suffer from energy poverty. In addition, while the methodology is inclusive in itself, by targeting young people whose context is different (race, gender,...) but that at the same time have the inner motivation to create an impact, the project creates an inclusive space where young people work together to achieve the same goals.



In that sense, the education is transferred and co-created in two ways: between the Advisory Board and local project partner to the Youth Intervention Team (YIT) and between the YIT members themselves.

- **Specific context:** climate change and energy planning is the central topic for young people to work with. Setting a specific context is key to have a specific area to work in, analyse a delimited area of intervention, and design feasible solutions.

SO: Enhancing the acquisition of social and civic competences, fostering knowledge, understanding and ownership of values and fundamental rights.

- **Enhancing the acquisition of social and civic competences:** By involving a group of young people (the Youth Intervention Team - YIT) with individuals from very different backgrounds, including socially vulnerable groups, in local climate and energy planning, EYES is creating a space for dialogue between them
- **Fostering knowledge, understanding and ownership of values and fundamental rights:** EYES will provide opportunities for young people to advocate for their interests as a collective, by opening a communication channel between public authorities and other relevant stakeholders in the Advisory Boards. EYES will also foster specific knowledge on energy and climate.

2.1. Consortium

The consortium of EYES is composed by the following participants:

Participant N°	Participant organisation name	Short name	Country
1 (Coordinator)	Ecoserveis	Ecoserveis	Spain
2	Energy Consulting Network A/S	EC Network	Denmark
3	Granollers city council	Granollers	Spain
4	Agence Locale de l'Energie et du Climat de la Métropole de Lyon	ALEC - Lyon	France
5	Agenzia Napoletana Energia e Ambiente	ANEA	Italy



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Participant N°	Participant organisation name	Short name	Country
6	Union of the Bulgarian Black Sea Local Authorities	UBBSLA	Bulgaria
7	Polish Network Energie Cites	PNEC	Poland
8	EUC Syd	EUC Syd	Denmark

Table 1 Project partners

3.PROJECT MANAGEMENT STRUCTURE

The Project organization has been developed on the basis of the characteristics of the activities that will be performed and the Project management needs.

The following management structure has been chosen to develop a proper and efficient project management.

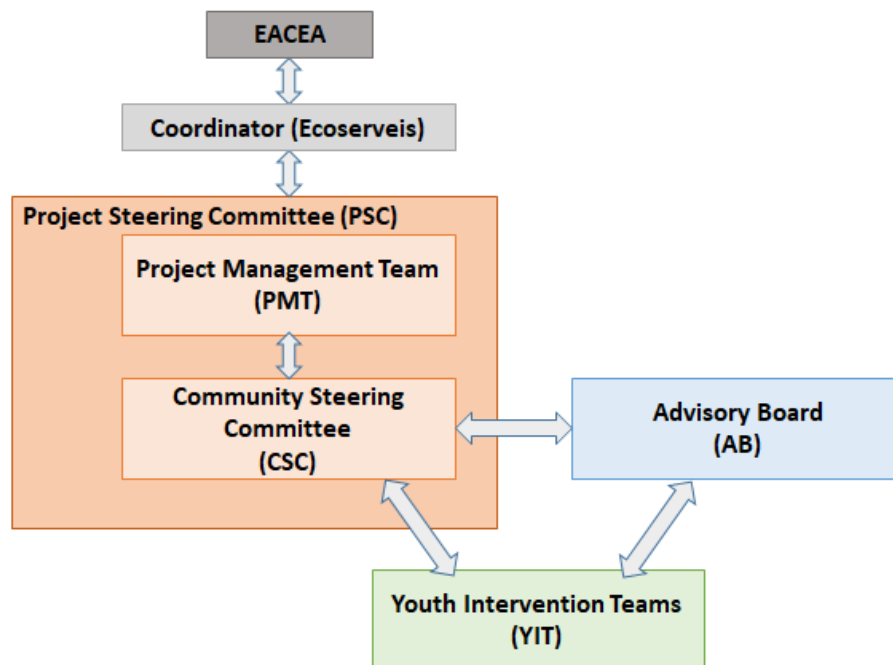


Figure 1 Organizational structure

A **Project Manager** (PM) from the Project Coordinator Partner (Ecoserveis) will be the ultimate responsible of the project management.

To maintain an efficient link with the EACEA and the Project Advisor the communication will be carried out by the **Project Coordinator** (PC).

Project Management Team (PMT)

The PMT is the overall management body of the EYES project. The PMT consists of the WP leaders (WPL) and the Project Coordinator (PC) Ecoserveis. The PMT will define the project strategy, monitor progress in relation to risk management, advice and decide on major project revisions, dissemination strategies, communication and interaction with other activities. In addition to the project



consortium meetings, the PMT will use online communication tools to ensure regularly coordination.

The WP leaders are responsible for the progress and reporting of their respective WPs. The work package leaders shall ensure the performance of the respective WPs in close cooperation with the Project Coordinator Ecoserveis and the various project partners contributing to the WP. The WP leaders and the coordinator will exchange information regularly to ensure a smooth coordination.

The distribution of WP responsibilities is:

- WP1 Coordination and management: will be led by the Project Coordinator Ecoserveis.
- WP2 Engagement of the target groups: will be led by UBBSLA to integrate also the regional perspective in the engagement of key actors.
- WP3 Tailoring and development of the learning method: will be led by EC Network to ensure transferability of the innovative methodology.
- WP4 Evaluation of the methodology and upscaling: will be led by ANEA, already experienced in evaluation and policy recommendation activities in other EU projects.
- WP5 Communication and dissemination: will be led by ALEC Lyon with their communications department.

Community Steering Committee

Each of the six project communities (6 countries) will be represented by a coordinator/facilitator for the national efforts needed within each work package. They ensure a smooth implementation in relation to local circumstances and conditions in a close cooperation with the WP leaders and the project coordinator. Part of the responsibilities of these national coordinators, is the coordination of the interaction with the different local stakeholders and target groups and the facilitation of the needed communication and transfer of knowledge.

Project Steering Committee

To successfully deal with any difficulties or problems that may arise, a project Steering Committee comprised of the Coordinator and one representative of each partner has been formed. The Steering Committee deals with any problems or difficulties encountered and proposes solutions in a short time frame so that the

progress of the project is not affected. See otherwise the distribution of tasks under each of the WP descriptions.

Roles and responsibilities of the project management structure are summarized in the next table:

Body	Composition	Function
Project Steering Committee	Ecoserveis EC Network Granollers ALEC - Lyon ANEA UBBSLA PNEC EUC Syd	<ul style="list-style-type: none"> • Overall project management • Evaluate and control state of the project • Strategic decisions • Resolution of any major conflicts • Risk identification • Budget and schedule verification
Project Management Team	WP1 - Ecoserveis WP2 - UBBSLA WP3 – EC Network WP4 - ANEA WP5 - ALEC - Lyon	<ul style="list-style-type: none"> • WPs tasks distribution • WPs progress and reporting • Close cooperation with SC
Community Steering Committee	ALEC - Lyon ANEA PNEC UBBSLA Granollers EUC Syd	<ul style="list-style-type: none"> • Ensure a smooth implementation of the project in each partner country • Close cooperation with PMT • Coordination of the interaction with local stakeholders • Facilitation of communication and transfer knowledge • Reporting of the implementation on-site of each pilot: status, barriers, approach, solutions

Table 2 Management structure, roles and responsibilities



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The complete list of the appointed people to perform the abovementioned functions (PM, SC representatives, contact person and WPLs) is available in Appendix A.

4. SCHEDULE/TIME MANAGEMENT

4.1. Project Schedule

The Project Schedule is that stated at the Project Description (PD). Such scheduled will be followed up by means of the measures stated in this present document in order to implement corrective actions for any discrepancy or predicted deviation between planning and progress.

Activity	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
WP1. Coordinarion and management																									
1.1. Administration, reporting and financial management																									
1.2. Technical Coordination																									
1.3. Project Meetings																									
1.4. Quality Assurance and Risk management																									
1.5. Monitoring and Evaluation of project results																									
WP2. Engagement of the target groups																									
2.1. Selection and creation of the advisory boards																									
2.2. Mobilisation campaign																									
2.3. Creation of the Youth Intervention Teams																									
2.4. Training workshops for the Youth Intervention Teams																									
WP3. Tailoring and development of the learning method																									
3.1. Mapping, transfer and adaptation of best practices																									
3.2. YIT Action 1: Research, survey, interviews																									
3.3. YIT Action 2: Validation sessions																									
3.4. YIT Action 3: Development of recommendations and the Energy and Climate Action Plan																									
WP4. Evaluation of the methodology for upscaling																									
4.1. Evaluation survey to analyse the learning impact of the project																									
4.2. Youth Case Studies																									
4.3. Elaboration of a Guide for recommendations for policy makers																									
4.4. Business Plan for the creation of sustainable participation structures in the municipalities																									
WP5. Communication and dissemination																									
5.1. Dissemination and Communication Plan																									
5.2. Corporate design and communication tools																									
5.3. Presentations, publications and media work																									
5.4. Dissemination and networking at national and EU level																									

Figure 2: Gantt Chart

All activities must be initiated according to Project Schedule in order to prevent any delay or bottleneck that would affect the project.

Tasks and WP leaders are responsible for the activities to be carried out in the planned time.

Before the start of a WP, the PC will contact the WPLs to have a general view on how the activities will be organised.

Should any delay be expected, the TL / WPL shall notify the risk to the WPL / PC respectively in order to find out a solution and implement the measures needed.

The working team shall follow instruction by the TL / WPL in the development of activities within their area of responsibility.

4.2. Milestones

Within the project, seven milestones have been chosen as partial objectives. These shall be achieved at the specified date. The table below lists the milestones for this project,

Milestone n°	Milestone name	Related WP(s)	Estimated date	Means of verification
M1	Creation of the Advisory Boards	WP2 WP3 WP4	30/04/2019	Number and composition of the members of the Advisory Boards
M2	Creation of the Youth Intervention Teams	WP2 WP3 WP4	31/08/2019	Number and composition of the members of the YIT
M3	YIT Action 1: Research, survey, interviews	WP2 WP3 WP4	31/05/2020	Number of participants in the survey Number of interviews
M4	YIT Action 2: Validation sessions	WP2 WP3 WP4	31/05/2020	Number of participants in the validation sessions

M5	YIT Action 3: Development of recommendations for policy makers on energy and climate	WP2 WP3 WP4	31/08/2020	Number of recommendations in each pilot
M6	Evaluation survey to analyse the learning impact of the project	WP2 WP3 WP4	31/09/2020	Number of participants in the survey Number of skills improved through the innovative method
M7	Production of the Guide with recommendations for policy makers	WP2 WP3 WP4	31/10/2020	Guide produced in 7 languages Number of recommendations in the guide
M8	Business Plan for the creation of sustainable participation structures in the municipalities	WP2 WP3 WP4	31/12/2020	6 Business plans elaborated (1 for each municipality)

Table 3 Milestones

4.3. Deliverables

Regarding each WP outputs, the following table shows the deliverables that will be developed during the project in chronological order, and their respective responsible:

Del. No	Deliverable name	WP	Delivery date	Means of Verification	Lead participant
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Del. No	Deliverable name	WP	Delivery date	Means of Verification	Lead participant
O5.1	Communication and Dissemination Plan	WP5	30/04/2019	Communication Plan	ALEC Lyon
O1.2.	Risk contingency Plan and quality control scheme	WP1	30/06/2019 (updated every 6 months)	Report	Ecoserveis
O5.2	Microsites and EU website	WP5	30/06/2019	Website	ALEC Lyon
O2.1.	Strategy for engagement of the target groups	WP2	31/07/2019	Report	UBBSLA
O1.1.	Progress and Final Reports	WP1	31/12/2019 and 31/12/2020	Report	Ecoserveis
O3.1.	Report on the YIT research process	WP3	31/08/2020	Report	EC Network
O3.2.	Recommendations for the local energy and climate planning for each pilot	WP3	31/10/2020	Recommendations report	EC Network
O2.2.	Contents and evaluation of the Workshops	WP2	31/12/2020	Educational materials	UBBSLA
O4.1.	Guide describing the methodology and the general recommendations	WP4	31/12/2020	Guide	ANEA
O4.2.	Business Plan to set up and maintain permanent youth participation structures	WP4	31/12/2020	Business Plan	ANEA
O5.3	Dissemination report	WP5	31/12/2020	Report	ALEC Lyon

Del. No	Deliverable name	WP	Delivery date	Means of Verification	Lead participant
O5.4	Final videos	WP5	31/12/2020	Video	ALEC Lyon

Table 4 Deliverables list

The WP leader must ensure the project deliverable is finished at least 15 calendar days before the due date, so that the quality peer review can be performed on time. WP responsible shall send the deliverable to the partners appointed to perform the peer review and to the PC.

Comments from the Peer review shall be submitted to the WP responsible at least 7 working days before the due date.

For specific deliverables Advisory Board Members' quality check might be required. PSC in the previous PSC meeting before will decide which deliverables will be subject to this quality check and suggest reviewers within the Advisory Board. The PSC will decide on the reviewers by simple majority.

Final version of the deliverable shall be submitted to the Coordinator at least 4 working days before the due date.

PM must submit all the deliverables before due date.

4.4. Re-planning

Should any re-planning be necessary within tasks at WP level, the WP Leader, in consultation with the corresponding Task leader and the parties involved will decide on the new actions. The results of those changes shall be reported to the Project Manager.

Should any re-planning be necessary within tasks at Project level, the PSC will be responsible of the changes.

Any re-planning that affects the milestones, deadlines or any other issue signed at the GA (milestones, deliverables, subcontractings...) will require the approval of the EACEA and the amendment of the GA. The Coordinator will be the responsible for contracting and dealing the issue with the Project Officer.

4.5. Deliverables and Document codification

Throughout the project, a vast number of documents and deliverables will be circulating among the different working groups.

A document codification and versioning system will be established to ensure no document is lost or misplaced, as the documents will be circulated for comments among the interested partners.

All deliverables shall be named in the following way:

EYES_<OX.X><Deliverable name>_<V.XX>_<Org Shortname>

First draft versions of the document will be labelled as V0.1. Only when the deliverable is approved it shall be upgraded to V1.0. If after quality review, advisory board comments or EACEA opinions the deliverable needs to be changed, its version will be conveniently upgraded.

As an example, the present document will be *EYES_01.2 Risk contingency Plan and quality control scheme _V0.1_ECO*

If the document is not an official deliverable, but a working document it will be labelled as follows:

EYES_<WPX>_<Doc.name>_<V.X.X>_<Org Shortname>

When a document, either deliverables or common working documents, is sent for comments, the version shall not be modified. In such cases, the commenter will add the short name of the organisation at the end of the name (i.e.: *EYES_01.2 Risk contingency Plan and quality control scheme _V0.1_ECO_ ANEA*).

Changes must be included with track changes so that versions can be compared.

4.6. Deliverables and Document Language

Deliverables shall be submitted in the language stated in the Project Description.

In case a deliverable is to be submitted in two languages, it will be the responsibility of the WP leader of the deliverable to decide the elaboration language and organise the translation.



5. QUALITY STANDARDS, ASSESSMENT AND CONTROL

The Project Coordinator is responsible for managing the quality assurance and control procedures.

WP leaders are responsible for ensuring that all deliverables within their area of responsibility fulfil with quality standards.

All project members shall ensure that high quality levels are achieved in the activities execution and deliverables submitted and they will focus on providing appropriate content to the partner responsible for the corresponding deliverable.

5.1. Deliverables standards

- All deliverables must be aligned with the objectives stated in the Project Description
- All deliverable must include complete documentation on the tasks performed in the corresponding WP/Task and fulfil their objective
- All reports must state the role of the deliverable in the context of the project
- All deliverables must be clear and legible with respect to language, syntax, structure, use of pictures, tables and diagrams
- All deliverables must aim to be useful for the target group
- All documents shall be named as stated in 4.5 Deliverables and Document codification
- All documents shall comply with the templates and editing guidelines outlined (To be defined after the visual identity is developed)

5.2. Quality assurance

All phases imply the involvement of all partners, but each work package has some partners taking a central role, related to their expertise and nature, that will be key to ensure the quality of the implementation of each activity and the project outputs..



The Work Plan has been designed to achieve the specific objectives of the project. Each work package and each activity produce the outputs and conditions needed for the implementation of the next step, towards the achievement of objectives.

There will be two levels of quality control, one internal done by the partners, and an external evaluation done by the main target groups participating in the activities. As a first internal level, all the tasks accomplished and deliverables completed will be subjected to a first quality control by partners and always proofread by the Quality Manager.

External evaluation procedures:

The **quality of the implemented program will be evaluated by the YIT participants** at the end of it through a survey. That survey will mainly assess some qualitative inputs of the project, like the skills acquired by the participants and the behavioural changes achieved, but will be also a means to assess the quality of the implementation.

Another **survey will be passed to the young people participating in the validation sessions** and will allow identifying the impacts of the project to this broader group of young people.

A **qualitative evaluation of the overall project will also be issued by the Advisory Boards** at the end of the process.

Internal evaluation procedures:

The **quality of the outputs produced** will be assessed with a peer-review methodology by all the partners. A person from the coordinator organisation (Marta Garcia, from Ecoserveis) has been appointed as a **Quality Manager** and will be responsible for ensuring the quality procedures used by the consortium and the reference person for any quality issue during the project implementation. The quality of the implementation will be assessed against the milestones and the indicators listed before.

Quality assessments of the implementation of the activities will be done and reported periodically during the steering committee meetings.

An overall internal **final evaluation** will be done at the end of the project by the Steering Committee and the Quality Manager.

The progress and results of the project will be measured and evaluated against the expected goals, ensuring that the project stays focused and in line with the objectives.

Besides, the feedback from EACEA will be also incorporated in the quality assurance of the different deliverables.

5.3. Quality Assurance Indicators

The following table provides a short list of indicators that the Quality Manager will use to assess the general quality of each deliverable.

Issue to check	Indicators
Deliverable aligned with Project Description	<ul style="list-style-type: none"> • Project objectives
Complete documentation of the WP/Task and completeness	<ul style="list-style-type: none"> • WP Meeting minutes • WP description • Deliverable description • All parts and topics covered
Project Identity Standards	<ul style="list-style-type: none"> • Templates (identity toolkit)
Clearness and completeness	<ul style="list-style-type: none"> • Language, syntax, grammar • EACEA visibility requirements • Structure according to templates • Correct use and labelling of pictures, tables and diagrams
Usefulness for the target group	<ul style="list-style-type: none"> • Guide describing the methodology and the general recommendations • Business Plan to set up and maintain permanent youth participation structures • Recommendations for the local energy and climate planning for each pilot
Compliance with codification and template	<ul style="list-style-type: none"> • Consortium Agreement and EYES' Visual Identity



Table 5 Quality assurance indicators

5.4. Monitoring Strategy

Monitoring is going to be done at various levels.

Technical Coordination: The objective of this task is the technical coordination of the project and the monitoring and control of the milestones and potential risks to ensure its successful implementation. Regarding the monitoring, each work package leader will be responsible for the monitoring and control of the assigned work-package to ensure its successful completion. The daily communication will be organized through e-mail, telephone or online conferences and chats. Management documents and tasks will be regularly updated. On-line consortium meetings will be organized every 2-3 months, while project meetings will be organized every 6 months. WP leaders will maintain regular contact via mail, phone and online communication tools to keep track on the task management.

Project Meetings: The project meetings will be the space to evaluate the monitoring system and indicators.

Monitoring and Evaluation of project results: Since monitoring is pivotal, the proposal already foresees a whole WP related to monitoring and evaluation of the continuous project results. As such, the results of the project activities will be continuously assessed against evaluation of output from activities and assessment of compliance with quantitative objectives and performance indicators. This will be done in a close cooperation between the WP leaders and the project coordinator in accordance with the work progress after completion of essential tasks (e.g. at milestones).

6. RISK ANALYSIS STRATEGY

Concerning risk, the project will put high emphasis on analysing all tasks and enhancing the identified list of risks at the inception phase and on this basis, incorporate risk management as an integral part of the project's Management and Monitoring system. The project management will monitor the performance of the



project and the quality of all produced material. The risk management system will include the following steps:

- 1) Identification, characterization and assessment of threats;
- 2) Assessment of the vulnerability of critical assets to specific threats:
Determination of the risk;
- 3) Identification of ways to reduce those risks;
- 4) Prioritize risk-mitigation measures.

In addition, risks will be addressed in management reports and discussed at every project coordination meeting.

6.1. Risk identification

The table below describes what are considered some of the most critical risks in terms of the project implementation and ways to mitigate those. Risks from 1 to 6 (R1 – R6) were defined in the Project Description, while the following risks have been defined during the Project's Kick off Meeting.

Possible challenge	Risk num	Description of risk (level of likelihood)	Work package(s) involved	Proposed risk-mitigation measures
Communication between partners	R1	Insufficient project performance Probability: Low Impact: High	1 - 5	Project procedure manual Consortium agreement Establishment of efficient and targeted project organisation (Project Management Team, Project Steering Group, Community Steering Committee) Improve internal communication through regularly on-line meetings and chat/phone consultations.
Project partners working in parallel and not cooperating between them	R2	Limited European impact Probability: Low Impact: High	1 - 5	Avoid project meetings with too many presentations, and include internal workshops to discuss progress and perspectives. Improve internal communication through regularly on-line meetings and chat/phone consultations.
Cooperation between AB	R3	External Stakeholders (Advisory Board) do not cooperate	2 - 4	External stakeholders must be properly informed about the project objectives and their benefits from

and YIT		<p>sufficiently with the partners and the Youth Intervention Teams</p> <p>Probability: Medium</p> <p>Impact: High</p>		<p>interacting with the youth target group</p> <p>Incorporation of new members</p> <p>Set up clear protocols and actions to be done by the AB members focusing on each members' experience</p> <p>Create new incentives for participation</p>
YIT contribution	R4	<p>The Youth Intervention Teams work with a too critical attitude towards the local climate and energy planning process and have trouble to translate it into positive actions</p> <p>Probability: Low/Medium</p> <p>Impact: Medium</p>	2 - 4	<p>The selection procedures for the composition of the teams, and to be reflected in the call for applicants, shall ensure a diverse composition of the teams</p> <p>Partners and AB will provide guidance to unblock critical situations</p> <p>Enhance communication and dialogue with the municipality</p>
YIT engagement	R5	<p>It results difficult to engage youth working on a voluntary basis</p> <p>Probability: Low/Medium</p>	2 - 5	<p>The voluntary engagement should be rewarded by diplomas, recommendations or other ways of accreditation (create a learning process)</p> <p>Selection of substitutes when recruiting the team (back-up team)</p>

		Impact: Medium/High		Enhance the communication and the targeting Good distribution of tasks according to each participant interest to ensure motivation
	R6	The working process is not attractive enough or suited to attract the needed attention of the youth target group Probability: Medium Impact: High	2 -5	The Strategies will include a set of guiding principles determined collaboratively with the AB, and taking into account experience from previous projects and research. These shall guide all engagement efforts with youth. Also, co-creation strategies will be put in place to align the activities with YIT expectations.
Failing YIT's expectations	R7	Municipalities cannot answer to YITs expectations (no answer, not listening to their proposals.) Probability: Medium Impact: Medium	2 -5	Transparency during the process, actions and communications. To hear their expectations and complaints and channel them. Work together with AB to obtain answers and other possibilities for implementation.
Composition of the YIT	R8	Unbalanced YITs where youth less hard to reach, cope the	2 -5	YITs member selection based on pre-established profiles to guarantee variety and complementarity.

		<p>space leaving others behind.</p> <p>YITs activity centred on a few leaders opinion/action.</p> <p>Too high politicization or polarization of YITs.</p> <p>Probability: Medium/High</p> <p>Impact: Medium</p>		<p>Empower all members of the YIT and counteract the power of leaders (redistributing responsibilities and others). Ensure enough spaces for all the voices to be heard.</p>
<p>Communication out of control</p>	<p>R9</p>	<p>Media used by YIT members (level 4) out of the project guidelines, beyond a politically correct use.</p> <p>Probability: Medium/Low</p> <p>Impact: High</p>	<p>2 -5</p>	<p>Establish clear communication guidelines (what can be done and what cannot).</p> <p>Knowledge and guidelines transfer during the first workshop.</p>

Table 6: Risks for the implementation

All new risks shall be included in the Risk Register, including the following data:

- Risk Description / Risk Event Statement
- WP Involved
- Responsible: WP leader Partner / Task leader Partners / Project Coordinator
- Date Reported: Month in which the risk is first identified
- Strategies to overcome it

6.2. Risk Analysis

For any risk, the Project Coordinator with the partners involved (i.e.: partners participating in a specific task) will categorize the risk. The following metadata shall be completed:

- Impact description
- Impact: High (H) / Medium (M) / Low (L)
- Probability: High (H) / Medium (M) / Low (L)
- Timeline: Near-term (N) / Medium-term (M) / Far-term (F)

This will be performed via conference call or in project meetings.

These data will be incorporated to the Risk Register, included and reviewed in the Risk Contingency Plan every 6 months.

6.3. Mitigation Planning

Measures to control and mitigate the risk will be also established. By means of the previous data, the Risk level will be calculated as follows:

$$Risk\ level = Impact \times Probability$$

Impact /Probability	Minor	Moderate	Major
Very Likely	MEDIUM	HIGH	EXTREME
Likely	LOW	MEDIUM	HIGH
Unlikely	LOW	LOW	MEDIUM

Table 7: Risk Matrix

For risks ranked as Low or Medium the Project Coordinator with the partners involved will set controlling mechanisms and corrective measures. This will be done via conference call. The team will decide on the mitigation measures and establish control systems for the risk follow up. The team will assess when the mitigation measures shall be put into place.

For risks ranked high or extreme the Project Coordinator will escalate the issue to the Steering Committee (conference call) to inform Project Partners about the issue and draw on mitigation measures and controlling mechanisms for the follow up. Mitigation measures shall be put into place immediately.

6.4. Tracking and Control

The partners involved shall follow-up the risk through the established controlling mechanism and notify the Project Coordinator and the affected parties if any change arises or any issue needs further consideration.

The date of the last change to the risk monitoring and the risk status shall be incorporated to the Risk Register:

- Last Update: Month in which the risk is identified
- Risk Status: Open / Closed / Moved to Issue

APPENDIX A: ROLES

Coordinator

Participant N°	Project Coordinator	Project Manager
1	Ecoserveis	Joana Mundó

Project Steering Committee

Participant N°	Short name	Representative
1	ECOSERVEIS	Gaia d'Elia
2	EC Network UBBSLA	Kaj Leonhart Petersen (klp@ecnetwork.dk)
3	Municipality of Granollers	Virgínia Domingo Reig (vdomingo@granollers.cat)
4	ALEC – Lyon	Yeelen Perrier (yeelen.perrier@alec-lyon.org)
5	ANEA	Giovanna Signore (aneainfo@tin.it) Michele Macaluso (aneainfo@tin.it)
6	UBBSLA	Elena Simeonova (assistant@ubbsla.org)
7	PNEC	Patrycja Płonka (patrycja.plonka@pniec.org.pl)
8	EUC-SYD	Lucienne Pubellier (lpu@eucsyd.dk)

Participant N°	Short name	Representative
		Eva Sjøstrøm

Staff members

Participant N°	Short name	Staff Members
1	Ecoserveis	Joana Mundó (joana@ecoserveis.net) Gaia D'Elia (gaia@ecoserveis.net) Marta García (marta@ecoserveis.net)
2	EC Network	Kaj Leonhart Peteren (klp@ecnetwork.dk) Nils Daugaard (nda@ecnetwork.dk) Emma Klint Hansen (ekh@ecnetwork.dk)
3	Granollers	Virgínia Domingo Reig (vdomingo@granollers.cat) Èlia Montagud Blas (emontagud@granollers.cat)
4	ALEC - Lyon	Yeelen Perrier (yeelen.perrier@alec-lyon.org) Eric Berges (eric.berges@alec-lyon.org) Stephane Rouvier (stephane.rouvier@alec-lyon.org)
5	ANEA	Giovanna Signore (aneainfo@tin.it) Michele Macaluso (aneainfo@tin.it)
6	UBBSLA	Elena Simeonova (assistant@ubbsla.org)



Participant N°	Short name	Staff Members
7	PNEC	Patrycja Płonka (patrycja.plonka@pniec.org.pl) Anna Jaskuła (anna.jaskula@pniec.org.pl)
8	EUC Syd	Lucienne Pubellier (lpu@eucsyd.dk) Eva Sjøstrøm

Work Package Leaders

WP N°	WP leading Organisation	WPL
WP1	ECOSERVEIS	Joana Mundó
WP 2	UBBSLA	Elena Simeonova
WP 3	EC Network	Kaj Leonhart Peteren
WP 4	ANEA	Giovanna Signore
WP 5	ALEC – Lyon	Yeelen Perrier