

PROJECT GOVERNANCE & RISK MITIGATION PLAN

Deliverable D1.2 | February 2026



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ABOUT AI4GREENDEAL

Data & AI skills are growing in importance in the energy sector and become key requirements for energy engineers. To achieve the Green Deal objectives of reducing greenhouse gas emissions, increasing energy efficiency, and promoting the integration of renewable energy sources, education providers need to accelerate the training of engineering talents and energy professionals in digital skills.

The AI4GreenDeal project aims to design and deliver a 120 ECTS Master's double degree programme that uniquely combines energy domain knowledge with data & AI skills, and innovation and entrepreneurship skills. The project also plans to offer flexible and stackable self-standing modules certifying a wider audience of learners, including working professionals.

The project will implement a comprehensive curriculum based on the InnoEnergy Data Science for Energy Engineers skills framework validated by an industry advisory board. It will employ active learning and project- and challenge-based learning approaches, co-designed and co-delivered with industry partners.

The project will use a part of the grant to award scholarships, fee waivers and mobility budgets to applicants, and aims to reach a minimum of 150 students graduating or starting the full degree programme, and 300 learners obtaining a professional certificate by the end of the project. A financial sustainability plan will guarantee the continuation of the new educational offering by InnoEnergy Masters+.

THE AI4GREENDEAL CONSORTIUM

The project consortium consists of 3 university partners, 1 associated university partner, 1 business school, 1 research partner and 8 industry partners from 10 EU countries, coordinated by InnoEnergy. The industry partners will take an active role in the design, implementation and dissemination activities ensuring maximum fit to the skill gap for advanced data & AI skills in sustainable energy.

Partners	Acronym
KIC INNOENERGY SE	KIC SE
THE INSTITUTE OF SUSTAINABLE ENERGYSTICHTING	ISE
KIC INNOENERGY IBERIA SL	KIC IE IBERIA
KATHOLIEKE UNIVERSITEIT LEUVEN	KU Leuven
UNIVERSITAT POLITECNICA DE CATALUNYA	UPC
INSTITUT POLYTECHNIQUE DE GRENOBLE	INP GRENOBLE
FUNDACION ESADE	ESADE
NIIT (Ireland) Limited	NIIT (IRL) Limited
WATT-IS SA	WATT-IS SA
KIMITISIK B.V	Kimitisik
TOKWISE OOD	TokWise Ltd.
GeoBeholder OU	Beholder
Ento Labs ApS	Ento Labs ApS
ASTROKYON SP.ZO.O.	Astrokyon
AGENCIA ESTATAL CONSEJO SUPERIOR DE INVESTIGACIONES CIENTIFICAS	CSIC

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ABBREVIATION LIST

AB	Advisory Board
CB	Consortium Board
ECTS	European Credit Transfer System
GA	Grant Agreement
HaDEA	European Health and Digital Executive Agency
KPI	Key Performance Indicator
L	Likelihood
PC	Project Coordinator
PMB	Project Management Board
PMT	Project Management Team
QA	Quality Assurance
QMT	Quality Management Team
R	Risk score
RMP	Risk Management Plan
S	Severity / Impact
TBD	To be discussed
WP	Work Package

INTRODUCTION

The Project Governance & Risk Mitigation Plan describes governance structure and sets out the consortium's approach to identifying, assessing, mitigating and monitoring risks throughout the full duration of the AI4GreenDeal project.

The report addresses the following topics:

1. **Governance framework** includes the roles and responsibilities of the Project Coordinator, Consortium Board, Project Management Board, Advisory Board and Quality Management Team, as well as the escalation path for risks requiring corrective action or strategic decisions.
2. **Risk management objectives & scope** clarifies the purpose of the RMP and its relevance for achieving the project's deliverables, milestones, indicators, and KPIs.
2. **Methodology** includes risk categories, the scoring system based on Likelihood and Severity/Impact, and the thresholds used to prioritize responses.
3. **Risk analysis** presents the baseline risks identified in the Grant Agreement, complemented by WP Leaders' inputs collected at the start of Year 1, and defines how mitigation measures will be translated into concrete actions with assigned responsibilities and timelines.
5. **Monitoring & review cadence** details how risks will be tracked through regular WP Leader check-ins, quarterly assessments and annual

questionnaires, ensuring continuous updates to the Risk Register and timely follow-up.

6. **Internal Communication** describes the proactive communication approach.
7. **Annex** provides the templates and tools supporting implementation of the risk management process.

1. GOVERNANCE

1.1 ROLES & RESPONSIBILITIES

To ensure high quality management and implementation of the AI4GreenDeal project, the consortium led by InnoEnergy was carefully set up with the roles of each partner meticulously chosen for their added value in the project.

The project governance structure is designed to:

- ensure effective coordination and timely decision-making;
- support smooth communication and collaboration across partners and WPs;
- provide clear accountability for deliverables, milestones and resource use;
- enable early identification and mitigation of risks and quality issues;
- ensure consistent reporting and compliance with the Grant Agreement (GA) requirements.

This governance structure also supports the implementation of the Risk Management Plan by ensuring that risks are systematically identified, monitored, escalated, and addressed at the appropriate level.

The Project Management Structure is composed of the following governance bodies:

- **Project Coordinator:** As Project Coordinator (PC), KIC SE is the **link between the partners and the HaDEA agency**, and ensures the project runs smoothly according to the consortium agreements. The PC also promotes effective cooperation among partners and stakeholders at the European and national levels and prepares the ground for the activities described in the Work Packages (WPs). The PC will collect and validate all project outputs and deliverables taking responsibility for the project reporting to and communication with the agency. The PC will set up the kick-off, intermediary, and final meetings and will invite the Project Officer from HaDEA.

From a risk management perspective, the PC ensures that major risks are monitored at consortium level, that corrective actions are triggered when needed, and that escalation processes are followed consistently.

- The **Consortium Board** consists of one representative from each partner and is led by the Project Coordinator. It is the **highest decision-making body**. The Consortium Board meets twice a year in face-to-face (1-2/year) or hybrid mode, for the 48 months of the project. In the meetings, all the consortium members will keep each other informed about the progress of the activities and any issues regarding budget allocation per periods/partners, consortium membership, and **major risk analysis and mitigation will be discussed**. The decisions will be made by the majority vote with one vote per partner. Each consortium member must attend the meeting or appoint a substitute to vote on their behalf. Critical decisions that affect the internal operation (such as decisions on critical risks, project

amendments, or changes in any partner's role) will require a unanimous positive vote of the representatives.

- **Project Management Board:** The Project Management Board (PMB) supports operational management and coordination. It is composed of the WP leaders and will be chaired by the PC. During these meetings each WP leader will cover the major risks identified and mitigation measures. In case of deviations, the PMB will advise the CB on ways to rearrange tasks and budgets.

The PMB plays a key role in ensuring that risks are detected early and managed proactively, particularly where risks originate at WP level but may impact other WPs or the overall project timeline.

- **Advisory Board:** The Advisory Board (AB) acts as an external and strategic support body, contributing to project quality, relevance, and long-term sustainability. The AB plays a key role as a **quality control and feedback mechanism**, while also providing requirements and inputs on goals and challenges. The AB contributes to **monitoring project milestones and providing final feedback on results and future expectations. This control body will play a key role in the overall quality assurance & impact assessment strategy described in WPI.** The AB will implement an expert review process in the curriculum design phase, the long-term sustainability strategy and industry involvement discussion, and during the quality assurance and impact assessment. At least three quality assessment rounds will be performed at the beginning, around mid-term and at the end of the project, to be submitted together with the project progress reports. Members of the AB are the industry partners, supporting/associated partners and external industry partners from the wider InnoEnergy and universities ecosystem. The composition of the AB can be modified or complemented with new members during the project.

- The **Quality Management Team (QMT)**: The QMT acts to ensure the highest possible level of technical quality throughout the project. The QMT is composed of representatives from the Project Management Board, one representative from the industry and research partners and the QA & Risk Manager who **works to mitigate (as early as possible) the impact of any quality issues that may arise on upcoming and inter-dependent project activities and outputs**. Indeed, the QMT **maintains close collaboration with WP Leaders to anticipate and mitigate risks, offer support and consultation for continuous improvement, and ensure timely completion of WP tasks**.

The QA & Risk Manager overseeing strategy and methodology:

- **Lucia Grilli** – Project Manager from Schuman Associates (SA), external provider of AI4GreenDeal project. SA is a Brussels-based advisory firm with over 30 years' experience in EU funding and government affairs. Lucia specialises in project implementation. She advises multinational consortia and oversees the execution of complex European-funded projects across Digital and Green Skills domains under the Digital Europe and Erasmus+ programmes.

At the start of Year 1, the Quality Management Team (QMT) is in the process of being formally completed. While the QA & Risk Manager and core project management representatives are already supporting quality and risk monitoring activities, the consortium still needs to appoint the dedicated representative from the industry and research partners. This appointment will be completed by **Month 8 (April 2026)**, after which the QMT will be formally established and fully operational in line with the governance framework

described in this Plan. Until then, quality assurance and risk management functions will continue to be ensured through the Project Coordinator, the Project Management Board, and the QA & Risk Manager, with the QMT structure progressively finalised during the first implementation phase.

Below, Figure 1 presents the AI4GreenDeal governance framework summarising the project bodies and how they interact with each other.

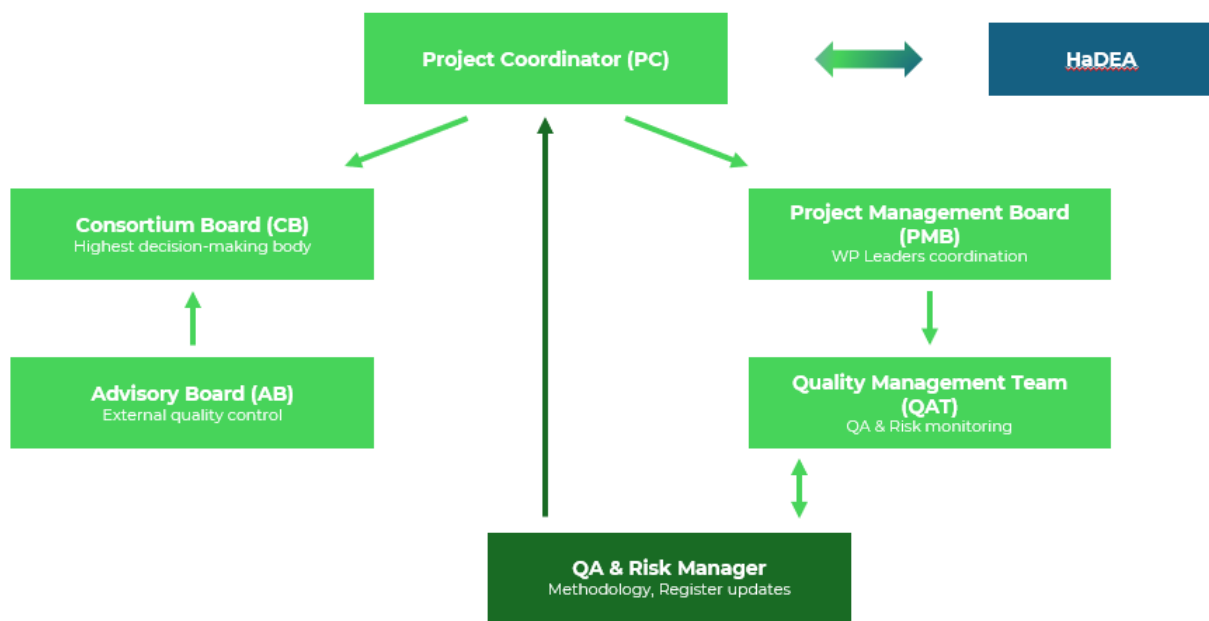


Figure 1: **Project Governance Framework**

1.2 ESCALATION PATH FOR RISKS AND ISSUES

To ensure timely and proportionate response, risks are escalated according to their severity, urgency, and potential impact on project objectives, deliverables, and compliance obligations.

The following Escalation levels will be considered:

Level 1 – WP Level (routine risks / early warnings)

- Risks are identified and managed by the WP Leader and involved partners.
- Mitigation actions are defined and tracked at the WP level.
- Updates are reported through regular PMB coordination.

Level 2 – Project Management Board (cross-WP or medium/high risks)

A risk is escalated to the PMB when it:

- affects more than one WP;
- threatens key deliverables or milestones;
- requires coordination decisions (e.g., re-sequencing tasks);
- may require changes to resource allocation or partner contributions.

The PMB reviews the issue, proposes mitigation/corrective actions, and, where needed, prepares recommendations for CB decision-making.

Level 3 – Consortium Board (critical risks / strategic decisions)

A risk is escalated to the CB when it:

- threatens the achievement of project objectives or KPIs;
- may require a formal project amendment;

- impacts consortium structure, partner roles, or major budget decisions;
- has significant reputational, compliance, or sustainability implications.

Critical decisions at this level follow the CB voting rules, including unanimity where applicable.

The escalation path is led by the Project Coordinator (PC), with the support of the Risk Manager.

The Project Coordinator ensures that:

- escalations are documented and communicated transparently;
- decisions and corrective actions are formally recorded (e.g., meeting minutes, action logs);
- communication with HaDEA is timely and aligned with Grant Agreement obligations, where relevant.

The Risk Manager supports the Project Coordinator by:

- ensuring risk information is structured and evidence-based;
- advising WP Leaders and the PMB on mitigation options;
- monitoring whether corrective actions are implemented effectively and on time;
- identifying recurring quality issues and recommending preventive measures.

The below summarises the three escalation levels presented above.

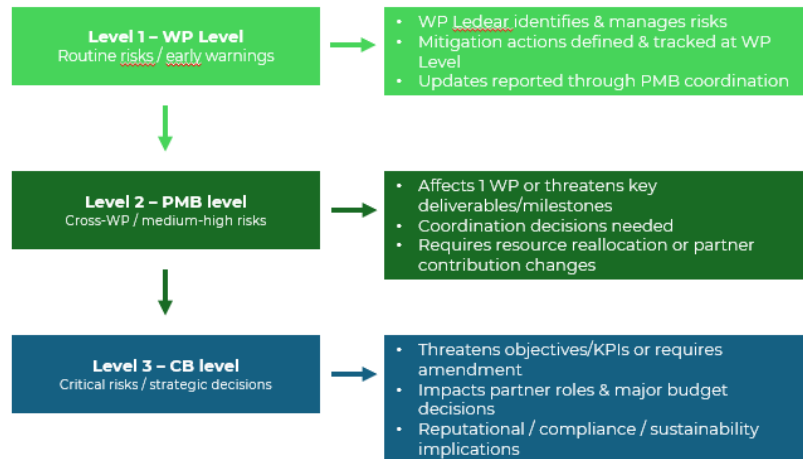


Figure 2: **AI4GreenDeal three escalation levels**

2. RISK MANAGEMENT OBJECTIVES AND SCOPE

2.1 PURPOSE OF THIS RISK MANAGEMENT PLAN

This Risk Management Plan (RMP) sets out the objectives, scope, and operational approach for identifying, assessing, mitigating and monitoring risks that may affect the timely and successful implementation of the AI4GreenDeal project. The RMP is designed as a **living management tool**, to be used throughout the project duration and updated regularly based on implementation experience and emerging external factors.

The RMP is **complementary** to the project's established mechanisms for **communication, coordination and quality assurance**, which together aim to prevent or address potential challenges and contingencies in a structured and transparent manner. The main objective of this sound **Risk Analysis and Mitigation Strategy** is to anticipate and tackle potential obstacles across all Work Packages (WPs) from the earliest stages of implementation, ensuring steady progress towards the project's expected outputs, milestones and Key Performance Indicators (KPIs).

The overall objectives of the AI4GreenDeal Risk Management Plan are to:

- **Ensure timely delivery** of project outputs, deliverables and milestones by proactively identifying risks and acting early on warning signs;

- **Support effective decision-making** by providing a clear framework for risk prioritisation, mitigation planning, and escalation when needed;
- **Safeguard project quality and impact**, ensuring that the consortium maintains high standards in the design and delivery of the degree programme and associated activities;
- **Minimise disruptions** linked to operational, technical, stakeholder-related, legal/administrative, and external factors;
- **Strengthen consortium coordination** by clarifying risk-related responsibilities, communication flows and corrective action procedures;
- **Maintain compliance** with the Grant Agreement (GA) and any relevant contractual, ethical, data protection and reporting obligations.

2.2 RISK MANAGEMENT APPROACH AND GUIDING PRINCIPLES

Risk management in AI4GreenDeal is embedded in the project's implementation model and supports the project's step-by-step progress across the WPs. The work packages are organised and interconnected logically following the process of **designing and delivering a degree programme to a maximum number of target learners in a market-informed and data-driven way**. This structure provides a clear basis for anticipating risks linked to dependencies, sequencing, stakeholder engagement, and delivery timelines.

The risk management approach is based on the consortium's experience and operational capacity, including over **10 years of experience in designing and delivering MSc degree programmes**, and is guided by the following principles:

- **Proactivity:** risks are identified early and reviewed continuously, not only when issues materialise;
- **Ownership and accountability:** each risk is assigned to a responsible owner (WP Lead or designated partner);
- **Evidence-based monitoring:** risk evolution is tracked through agreed indicators, progress updates, and quality monitoring;
- **Proportionality:** mitigation measures are scaled according to risk level and potential impact;
- **Transparency:** risks, mitigation actions and decisions are documented and communicated through the project's governance channels;
- **Continuous improvement:** mitigation strategies are refined based on lessons learned and implementation feedback.

2.3 SCOPE OF RISK MANAGEMENT

This RMP covers all risks that may affect the achievement of the project objectives, including risks related to:

- **Project implementation and coordination**, including planning, internal collaboration, decision-making, and resource allocation;

- **Work Package delivery**, including task execution, WP dependencies and partner contributions;
- **Stakeholder engagement and uptake**, including participation of learners, target groups, external stakeholders, and pilot sites;
- **Technical and operational aspects**, including platforms, tools, data access, and integration challenges;
- **External dependencies**, such as vendors, service providers, data providers, authorities, or contextual changes affecting delivery;
- **Compliance and financial requirements**, including eligibility of costs, reporting obligations, and alignment with GA provisions;
- **Impact and sustainability**, including risks that may affect KPI achievement, exploitation potential, and long-term continuation beyond the funding period.

Risk management applies to **all project phases**, from early design and setup activities through implementation, testing/piloting, delivery, dissemination, and sustainability planning.

2.4 LINK TO PROJECT GOVERNANCE AND QUALITY ASSURANCE (WP1)

Work Package 1 (WP1) plays a central role in ensuring that risk management is effectively embedded in the overall project management framework. WP1 focuses on project management, quality assurance and impact assessment, ensuring the effective and efficient implementation of project activities throughout the project duration and beyond.

In particular, WP1 supports risk management by establishing and maintaining:

- **Clear governance structures** to enable structured decision-making and accountability;
- **Processes for smooth and transparent communication and collaboration** among project partners and stakeholders;
- **An active risk management process** to ensure steady progress towards achieving KPIs;
- **Monitoring and assessment mechanisms** to ensure quality and effectiveness of outputs throughout the project's duration, as well as outcomes and impact on students, partners, industry and society;
- **A quality assurance framework from the early stages**, supported by an external senior expert acting as QA subcontractor, ensuring real user feedback and opportunities to integrate improvements along the way.

This ensures that risk management is not treated as a separate administrative activity, but as a core element of the project's governance and quality culture.

2.5 INTENDED USERS AND APPLICATION

This Risk Management Plan is intended for use by all consortium partners, including:

- the Project Coordinator and Project Management Team (PMT);
- Work Package Leaders and Task Leaders;
- project partners contributing to implementation activities and deliverables;
- All partners are expected to contribute to the risk management process by reporting emerging risks, supporting mitigation actions, and participating in regular reviews according to the procedures described in Sections 5 and 6 of this document.

3. METHODOLOGY

3.1 RISK CATEGORIES & PRINCIPLES

To ensure consistent identification, assessment and monitoring of risks across all Work Packages (WPs), the consortium applies a structured set of risk categories:

A) Risks related to project management and coordination affecting the overall organisation, governance and coordination of the project, including:

- delays in internal decision-making or approval processes;
- misalignment among partners regarding priorities or timelines;
- insufficient coordination across interdependent WPs;
- issues that could reduce the efficiency of collaboration within the consortium.

B) Risks related to work plan scheduling and implementation that may affect the timely execution of planned tasks, deliverables and milestones, including:

- delays in task implementation at the WP level;
- underestimated effort or unrealistic planning assumptions;
- sequencing issues arising due to interdependencies between WPs;

- deviations from the GANTT plan requiring re-planning.

C) Risks related to quality and performance affecting the quality, completeness, consistency and fitness-for-purpose of project outputs, including:

- deliverables which do not meet expected quality standards or stakeholder needs;
- insufficient internal review or self-assessment;
- inconsistent methodologies or outputs across partners/WPs;
- delays/failure to integrate quality feedback in a timely manner.

D) Risks related to technical and operational delivery, including:

- technical challenges affecting tools, platforms, or delivery mechanisms;
- interoperability or system integration issues;
- limitations in access to required infrastructure or resources;
- operational disruptions that could impact delivery capacity.

E) Risks related to stakeholder engagement and sustained involvement of key stakeholders (e.g., learners, associated partners, external experts, pilot sites), including:

- low participation level or delayed feedback from stakeholders;
- challenges in recruiting or engaging target groups;
- misalignment between project outputs and stakeholder expectations;

- reduced uptake affecting project impact and the achievement of KPIs.

F) Risks related to external dependencies arising from reliance on external entities outside the consortium, such as:

- vendors and service providers;
- platforms and digital services;
- data providers and third-party content sources;
- authorities or administrative bodies;
- pilot sites or external organisations contributing to project implementation.

G) Risks related to insufficient use of existing knowledge, limited access to relevant information, or missed opportunities for synergy, including:

- lack of timely incorporation of relevant studies and methodologies;
- duplication of efforts with similar initiatives;
- limited coordination with external projects or networks;
- insufficient evidence base to support design choices.

H) Risks related to resource and organisational capacity affecting the availability and allocation of human and organisational resources, including:

- shortage of expertise in key areas;
- staff turnover or limited partner availability;

- administrative overload impacting implementation capacity;
- need for additional backstopping support.

This categorisation supports a shared understanding of the nature of risks, facilitates prioritisation, and ensures that mitigation measures are proportionate and targeted.

Risk categories are aligned with the **project's governance and quality principles**, including continuous partner interaction, transparent communication, priority on quality, proactive monitoring, adaptability, and a resilient organisational structure that enables swift response to challenges while maintaining high standards.

To efficiently manage risks, the AI4GreenDeal project will adhere to the following principles:

- **Continuous and effective interaction** among the consortium partners, combined with centralized communication with the EC on the project progress, information exchange, and problem-solving is essential. Transparent communication and a strong commitment to results are vital to the success of the project.
- **Adaptability:** To ensure the timely delivery of the outputs and deliverables, a detailed GANTT chart will be used and regularly reviewed during the Consortium Board meetings. Where necessary, changes will be accommodated in consultation with the PMB. Flexibility and a problem-solving mindset are crucial to effectively manage unforeseen circumstances and changes in project environment, adjusting the approach adopted as needed to achieve optimal results.

- **Priority on Quality:** Ensuring the highest quality and successful completion of the project requires timely and efficient execution of planned activities, supported by continuous monitoring and self-assessment. Rigorous quality control procedures will be implemented to oversee project outputs and maintain the quality of all tasks within each work package, to guarantee that the highest quality standards are met.
- **Resilient and flexible organisation:** Maximising efficiency and responsiveness, establishing a robust and streamlined organisational structure which is capable of swiftly addressing specific requirements and challenges, while maintaining the high-quality outputs.
- **Commitment to excellence:** The consortium is committed to applying these principles, approaches, and resources effectively to ensure successful project implementation and deliver high-quality results.
- **Proactive Management and Monitoring:** The project management team will play a key role in guiding experts, monitoring progress, and ensuring the quality of outputs. This proactive approach allows timely response to project needs, early identification and solution of issues, and consistent maintenance of high-quality standards.
- **Utilisation of existing knowledge:** The consortium is committed to gathering, reviewing, and incorporating all pertinent existing information, studies, and methodologies into its work. Additionally, the consortium will actively seek synergies with other initiatives to complement and strengthen the project.
- **Effective project implementation and team organisation:** The team structure is designed for maximum effectiveness, with clearly defined responsibilities across the consortium and tasks clearly aligned with each partner's expertise. All activities are overseen by the Project Coordinator and supported by the quality control processes.

- **Backstopping capability:** Continuous support from skilled backstopping resources will be provided for administration, monitoring, and logistics. Access to partner experts will ensure swift and effective resolution of project needs.

Below Figure 1 links the **project management principles** to the **corresponding risk categories** as described in this section:

Project management principles		Corresponding risk categories
Continuous and effective interaction among partners		A) Project management and coordination risks
Adaptability		B) Work plan implementation and scheduling risks
Priority on quality		C) Quality and performance risks
Resilient and flexible organisation		D) Technical and operational risks
Commitment to excellence		E) Stakeholder engagement and uptake risks
Proactive management and monitoring		F) External dependency risks
Utilisation of existing knowledge		G) Knowledge, evidence and synergy risks
Effective project implementation and team organisation & Backstopping capability		H) Resource and organisational capacity risks

Figure 3: **Link between project management principles and risk categories**

3.2 RISK SCORING (LEVELS 1-3)

Risk scoring enables the consortium to prioritise mitigation actions, monitor the evolution of risks over time, and support timely decision-making through the project governance bodies described in Section 1. To ensure a consistent and evidence-based assessment of risks across all Work Packages (WPs), the

AI4GreenDeal consortium applies a common scoring approach based on **Likelihood/Relevance** and **Severity/Impact**.

In order to measure the actual achievements and impact of the project, clear outputs and results have been defined for each Work Package and Target Audience. For this purpose, a list of KPIs, has been defined in the Grant Agreement, as shown in Table 1. This will not only be useful in highlighting project successes but will also ensure that the activities are targeted as the KPIs are a representation of the Project Objectives to be achieved.

Indicators	Targeted Key results by end of the project (30/06/2029)
Number of higher education institutions in the consortia offering the new specialisation(s) and self-standing module(s);	4 (3 credit-awarding universities, 1 certificate awarding) for good reach and credibility of the programmes by M18
Number of students, enrolled in the programme(s) and self-standing module(s)	150 graduated or enrolled in the degree programme, with a targeted breakdown of 25 cohort/university/year Additionally, 300 learners (students or professional learners) certified or enrolled in all self-standing modules (7) totalling 450 total learners by M48 30% learners are female or from lower socio-economic backgrounds by M48
Completion rate of students	Minimum 80% course completion rate of students having finished the programmes and self-standing modules during the project duration to measure programmes effectiveness by M48
Number of students benefitting from financial or other support during the project	250 to ensure accessibility and inclusivity by M48
Number of newly recruited qualified and renowned teaching and research staff	5 staff enhancing quality of education and research by M27

Number of collaborations between higher education institutions and industry, if applicable (e.g. number of seminars/lectures held by industry experts, etc.).	Min. 20 lectures or seminars by guest lecturers Min. 5 data projects Min. 2 business cases about the industry partners Min. 75 mentorships Min. 50 students working on industry theses Min. 10 physical or remote internships Min. 5 study of lab visits Min. 5 hackathons and industry challenges Min. 20 new venture creation projects by M48
New data science & AI for energy curriculum contents	120 ECTS accredited by universities, 10 ECTS certification by business school ensuring curriculum meets industry standards by M27
Innovative immersive learning application based on XR (VR, AR or MX)	1 immersive learning application enhancing learning experience developed by M27
Teachers trained	10 teachers trained for the new curriculum ensuring quality of teaching by M27
Dissemination events (online or F2F)	15 events planned and executed with stakeholders ensuring programmes visibility and impact by M48
Knowledge leadership publications (papers, data projects, blogs, brochures, ...)	20 publications by researchers and industry experts enhancing programmes credibility and dissemination by M48
Final conference participants	100 participants to ensure the programmes impact and visibility and attract more students in the future, by M48

Table 1: **Project KPIs, as defined in the AI4GreenDeal Grant Agreement**

Within the risk management framework, the above KPIs serve as reference points for evaluating the risks, as the relevance and severity of a risk is assessed based on how it may affect the project's ability to achieve its expected outputs, deliverables, milestones, and overall objectives.

In practice, the WP Leaders are responsible for identifying the risks based on the progress in their WP, assessing how such risks may affect their work as well as

their potential impact on timing, quality, stakeholder uptake, and overall project performance.

To ensure clarity and ease of application by all consortium partners, critical risks are assessed using a simple **three-level scale**, applied consistently throughout the project:

- **1 = Low**
- **2 = Medium**
- **3 = High**

This scale is applied to two core dimensions:

- L = Likelihood (probability that the risk will occur)
- S = Severity / Impact (level of impact on project objectives, KPIs, deliverables, milestones, quality, and/or consortium performance)

The overall **Risk score (R)** is calculated as the product of Likelihood and Severity/Impact: $R = L \times S$

This produces a numerical value used to compare and prioritise risks across WPs.

Example:

- if **L = 1** and **S = 1**, then **R = 1 × 1 = 1**

The higher the score, the higher the priority for mitigation and monitoring.

Risk scoring dimension	Scale	Meaning / reference
L = Likelihood	1–3	Probability the risk will occur
S = Severity / Impact	1–3	Expected impact on project KPIs / deliverables / milestones / quality
R = Risk score	1–9	$R = L \times S$

Figure 4: **Risk scoring overview (1–3 scale)**

The resulting score supports the Risk Manager in determining the level of attention, monitoring frequency, and mitigation effort required. Risk scoring is therefore not treated as a purely theoretical exercise, but as a practical tool supporting proactive project monitoring and continuous improvement.

3.3 THRESHOLDS

To ensure a timely and proportionate response to risks, the AI4GreenDeal consortium applies clear **thresholds** based on the **risk score ($R = L \times S$)**. Thresholds support consistent prioritisation across Work Packages (WPs) and ensure that risks are managed according to their **level of impact on reaching the project's indicators and KPIs**.

Risk thresholds determine:

- the urgency of response and mitigation planning;
- the required monitoring frequency;
- whether escalation to the Project Management Board (PMB) and/or Consortium Board (CB) is necessary (as per Section 2).

Based on the 1–3 scoring system, the risk score ranges from **1 to 9**. The consortium applies the following thresholds:

Risk score (R)	Risk level	Required response
1–3	Low	Monitor within the WP; mitigation optional depending on context
4–6	Medium	Mitigation required; monitor closely and report to PMB
7–9	High / Critical	Immediate response required (priority) ; escalation to PMB and, if needed, CB

Figure 5: **Risk level thresholds**

Any risk with a score **above 6 (R = 7, 8, or 9)** is considered **high/critical** due to its potential impact on the project’s ability to achieve its planned indicators and KPIs. These risks require:

- **immediate mitigation actions**, defined and initiated without delay;
- assignment of a clear **risk owner** and action deadlines;
- close monitoring and rapid follow-up through the project governance structure;
- escalation to the **PMB** for coordination and decision-making support.

Where a high/critical risk may impact project-level commitments (e.g., key deliverables, milestones, KPIs, budget allocation, partner responsibilities, or potential need for amendment), the Project Coordinator may escalate the risk to the **Consortium Board (CB)** for strategic decision-making.

3.4 RESIDUAL RISK

Risk scoring in AI4GreenDeal is not a one-time exercise. Each risk is reassessed throughout the project lifecycle to reflect changes in context, project progress, and the effectiveness of mitigation measures. For this reason, the consortium applies the concept of **residual risk**, defined as the **remaining level of risk after mitigation actions have been implemented**. This reassessment allows the consortium to verify whether mitigation actions have effectively reduced risk exposure and whether further corrective measures are required.

Residual risk is reviewed regularly as part of the monitoring and review cadence (see Section 5). If a risk remains **above the critical threshold ($R > 6$)** after mitigation, the consortium will treat it as a **priority risk** requiring reinforced monitoring and escalation through the governance structure (Section 2), including PMB coordination and, where needed, CB decision-making.

4. RISK ANALYSIS

4.1 GRANT AGREEMENT RISKS ANALYSIS

This section presents the **baseline risks and mitigation measures** identified during the proposal preparation phase and included in the Grant Agreement (GA). These risks constitute the **starting point** for the project Risk Register and will be reviewed and updated throughout implementation based on emerging evidence, WP Leaders' inputs, and progress against project indicators and KPIs.

The risks listed below cover financial, operational, technical, academic, stakeholder and sustainability aspects. While they were assessed at proposal stage using qualitative levels (low/medium/high), they will now be reassessed using the project scoring methodology defined in Section 3 (**Likelihood (L), Severity/Impact (S), and Risk score ($R = L \times S$)**), with a specific focus on their potential impact on reaching the project's indicators.

The Risk Manager / QA Manager is responsible for maintaining this baseline register, ensuring annual (and when needed more frequent) reviews, and coordinating updates with WP Leaders through the governance structure described in Section 2.

The GA risk register presented above provides the consortium's **initial risk inventory** and proposed mitigation measures at the proposal stage. However, to ensure effective implementation, these mitigation measures will be further

operationalised into concrete mitigation action plans during the upcoming months of the project.

Based on this table, each **WP Leader** will be requested to develop a more detailed and practical mitigation plan for the risks relevant to their WP(s), including:

- specific mitigation actions and contingency measures (what will be done in practice);
- clearly assigned responsibilities (who will implement each action);
- expected timing and deadlines (by when the action must be completed);
- dependencies (if support or inputs are required from other WPs/partners);
- evidence/monitoring indicators (how progress and effectiveness will be verified).

These additional elements will be reflected in the “Responsible (Owner)” and “Timing / next review” columns of the Risk Register, which will therefore evolve from a baseline table into a fully actionable **risk monitoring and mitigation tool** for the consortium.

The Risk Register will be reviewed **at the end of each year** as part of the project’s risk monitoring process. This annual review will include:

- updated scoring (Likelihood, Severity/Impact and Risk score);

- validation of mitigation measures and their effectiveness;
- identification of new risks and closure of outdated risks;
- confirmation of responsibilities and timelines.

The Risk Manager / QA Manager is responsible for coordinating this annual review and ensuring that the Risk Register remains up to date and aligned with the project's progress, KPIs, and implementation reality.

Initial assignment of risk ownership and preliminary scoring (L, S, R) for all active risks will be completed **by Month 9**, while the first full annual reassessment and update of the Risk Register will take place **at the end of Month 12**.

Risk number	Description	WP	L (1-3)	S (1-3)	R = L×S	Proposed Mitigation Measures	Owner	Timing
1	Budget overruns (impact medium, likelihood low)	WP1	TBD	TBD	TBD	To mitigate this risk, the project proposal contains a detailed and realistic budget, with a contingency fund for unexpected expenses. Regular monitoring of expenses and budget will help to identify potential overruns early on and allow the consortium board to take corrective action. Furthermore, we will place a high degree of responsibility on each individual participant to monitor their own cost and progress and efficient deployment of resources, so that the overall project will never be in jeopardy.	TBD	TBD
2	Funding Delays (impact high, likelihood low)	WP1	TBD	TBD	TBD	Delays in receiving funding can disrupt the project schedule and cash flow. To mitigate this risk, we will monitor the progress and achievement of KPIs and maintain good communication with the funding body to receive the scheduled grant payment tranches in a timely manner, but request internally a financial buffer to bridge funding delays and focus on achieving the project outcomes.	TBD	TBD
3	Programme accreditation may not be possible in a timely manner at all universities (impact medium, likelihood low)	WP2	TBD	TBD	TBD	To ensure the project does not run into any accreditation-related issues for the specialisation and modules at universities, we have already initiated conversations at each of the partnering universities. Given the complex and heterogenous decision-making structure in different partner universities and EU member states, these conversations will be pursued with the utmost urgency in case the project is granted. More concretely, we target initiating a formal request for the additions to course programmes by June 2025 already. The existing collaboration among project partners in various InnoEnergy and international cooperation programmes means that certain procedures for double degrees exist already and we will not have to start from scratch.	TBD	TBD

4	Insufficient product-market fit resulting in low uptake of the programmes (impact high, likelihood low)	WP2 , WP5	TBD	TBD	TBD	In terms of pricing the degree programme and self-standing programmes, we will make sure to carry out market validation during WP2 and WP6 and offer a multiple fee structure providing good value for money. Earlier experiences with short programme launches have led to a high interest among target audiences but slow uptake of programmes with requests for scholarships to be able to participate in the programme. To mitigate this obstacle, we will establish a diversified fee structure with different types of scholarships or fee waivers to make the programmes available to as many candidates with different financial means, socio- economic, demographic and geographical backgrounds as possible. Further, we will focus on full fee waivers early on in the programme and move towards partial fee waivers later in the programme. In this way, a lack of track record in early years can be compensated later on. The marketing & recruitment campaign will be set up to reach these specific candidates as well as possible and adapt the messaging and channels accordingly.	TBD	TBD
5	Specific datasets provided by industrial and research partners do not have sufficient quality or volume. Or for confidentiality issues, not enough data can be accessed. (impact low, likelihood medium)	WP3	TBD	TBD	TBD	In order to have access to real use cases (to be addressed in courses and/or master thesis) and obtain useful data-driven models, the quality and volume of input data is essential. If poor or insufficient data is provided, other relevant data bases need to be identified or synthetic data will need to be created. Fortunately, researchers involved in the consortium already have long-standing partnerships in place to mitigate this risk, as well as broad experience in working with open-source data where this is not possible.	TBD	TBD

6	Delay in curriculum delivery due to conflicting priorities among academic partners or students not being able to validate prerequisite modules (impact high, likelihood low)	WP 4	TBD	TBD	TBD	To avoid delays, we will maintain open communication channels, allocate dedicated priorities among academic partners or students not being able to validate prerequisite modules (impact high, likelihood low)	TBD	TBD
7	Operational issue (hybrid room not available for instance) (impact low, likelihood medium)	WP 4	TBD	TBD	TBD	We will create alternative teaching methods that could rely on asynchronous teachings rather than solely live ones, as well as invest in expanding the infrastructure availability for the project. The risk will also be partially mitigated by dispatching teaching units among partners based on existing constraints.	TBD	TBD
8	Economic Downturns affect the buying decision of interested candidates for the programmes. (impact medium, likelihood low)	WP5	TBD	TBD	TBD	To mitigate this risk, we will integrate a buffer in long-term sustainability of the programme with scholarship amendments and include different, worst- good- and best-case scenarios in the business model for running the programmes both during and after the project	TBD	TBD
9	Slowdown of the programme uptake after the project ends.	WP6	TBD	TBD	TBD	To ensure the financial sustainability of the project and make sure the programme will keep on running after the project we will develop a multi-year business plan detailing all costs and revenue with a realistic growth plan. The new degree	TBD	TBD

	(impact medium, likelihood medium)					specialisation and the additional life-long learning modules will be integrated into the existing InnoEnergy Master school offer and the collaboration within the consortium will be continued with a contract detailing responsibilities and benefits for all partners. We will look for other sources of funding to keep on offering scholarships and fee waivers, such as in the form of an endowment fund.		
10	A partner needs to leave the consortium (impact medium, likelihood low)	WP1	TBD	TBD	TBD	If a partner needs to step out of the project because of any given reason, the project consortium will look for ways to either replace the partner by a similar partner profile (as a new partner or a non-beneficiary/associated partner), or distribute the responsibilities over the other partners where possible. With the extensive InnoEnergy ecosystem of partners and portfolio companies, different solutions can be explored, for a different university partner providing curriculum design advice and internships/master theses.	TBD	TBD
11	A physical consortium meeting cannot take place because of unforeseen circumstances such as strikes, health problems or excessive travel costs (impact low, likelihood medium)	WP1	TBD	TBD	TBD	To mitigate this risk, we will make sure to schedule physical meetings during periods and at locations with reasonable expected room availabilities and prices. Meetings will be planned well in advance and whenever possible, rebookable tariffs will be used. When not everyone can make it to the location after all, we will make use of our options for hybrid meetings. In case of sickness of one of the partner collaborators, the partner will delegate a colleague who can represent them.	TBD	TBD
12	Lack of interoperability of data and data access for universities (impact medium, likelihood medium)	WP3	TBD	TBD	TBD	To mitigate this risk, we will make maximum use of open source tools that are industry standard and put together a standard toolbox for data collection and analysis, a shared cloud computing infrastructure and data analysis platform and a sharing of notebooks, libraries and datasets. There is a high likelihood that full interoperability between universities	TBD	TBD

	likelihood high)					will not be achieved entirely, but the teachers and students will use shared tools as much as possible to save time and resources and make a sustainable use of data and computing resources.		
13	Insufficient student numbers per university (impact high, likelihood medium)	WP 4	TBD	TBD	TBD	150 graduated or enrolled students for the degree programme is an ambitious target in itself. Having an equal spread of 25 students/university/cycle is also challenging. Active communication and recruitment campaigns will be set up to recruit students in key regions and with different profiles and to promote the offer in our different universities with specialised course offers and location benefits. To mitigate the risk of low intake numbers in certain universities, we will organise the admissions with the universities with an equal spread of students in mind. We will strive to reach the target by establishing a fee structure with different types of scholarships or fee waivers that encourages students to take the programme in different universities. However, the key KPI will be the 150 graduated or enrolled students for the degree programme and will prevail over that of the equal distribution over the different universities if there should be a conflict between the 2 targets. To mitigate the risk of having insufficient numbers per intake (75 per cycle), we will discuss with Hadea the options for spreading 150 degree programme students over 3 cycles if accreditation procedures allow for it.	TBD	TBD

Table 2: **Risk Register with baseline risks and mitigation measures identified during the proposal preparation phase and included in the Grant Agreement (GA)**

4.2 WP LEADERS INPUTS AT THE START OF YEAR 1 OF THE PROJECT IMPLEMENTATION

To ensure that risk monitoring reflects the **real implementation context**, the Risk Manager launched a first risk assessment exercise with all WP Leaders at the start of Year 1 (December 2025 – January 2026).

This exercise aimed to identify any **new or emerging risks** encountered during the first month(s) of implementation and collect WP-level mitigation proposals. WP Leaders have been invited to complete a structured questionnaire (included in the Annex) covering the following areas:

- deliverables and milestones at risk of delay;
- dependencies and missing inputs from other WPs/partners;
- external dependencies that could delay work;
- partner engagement/performance concerns;
- biggest risk foreseen for 2026 and proposed mitigation actions;
- scoring of the top risk using the agreed scale: **Likelihood (1-3)** and **Severity/Impact (1-3)**.

This exercise will be conducted on a regular basis and the results will be used to populate and update the Risk Register presented in Section 4.1.

Overall, the first WP Leader risk assessment exercise confirmed a positive implementation start. Most WP Leaders **did not flag any major immediate risk**

affecting their WP activities at the time of reporting. The risks identified at this stage mainly relate to curriculum definition, accreditation constraints, institutional regulations, and WP interdependencies, which are central to the early programme design phase.

The number of relevant WP-specific risks and dependencies requiring monitoring, were provided by WP2, WP3, and WP6.

WP2

Risk 1 – Programme accreditation delays

- *Impact: Medium/High; Likelihood: Low/Medium*
- *Mitigation strategy:*
 - Initiate conversations across partner universities with utmost urgency.
 - Explore how existing agreements can be extended with minimum amendments to reduce bureaucratic burden.

Risk 2 – University regulations on introducing new courses

- *Impact: Medium; Likelihood: High*
- *Mitigation strategy:*
 - Prioritise introduction of core courses.
 - Reutilise existing content.
 - Explore cross-university complementarities.
 - Develop asynchronous eLearning modules to cover additional topics.

Risk 3 – Lack of full coherence of course structure across universities

- *Impact: Medium; Likelihood: Medium*
- *Mitigation strategy:*
 - Ensure close collaboration within the curriculum working group (KUL, GINP, UPC, Esade).
 - Address challenges linked to possible addition of new universities.
 - Discuss distribution of courses across universities and strengthen complementarities and joint course development.

Risk 4 – Year 2 specialisations not sufficiently distinct or developed

- *Impact: Medium; Likelihood: Medium*
- *Mitigation strategy:*
 - Initiate early discussions on course development needs for Y2 pathways.
 - Ensure availability of sufficient thesis topics and internship opportunities aligned with the specialisation.

These risks will be monitored closely through WP2 coordination mechanisms and quarterly reviews, given their potential impact on programme readiness and project KPIs.

WP3

The WP3 Leader reported that certain deliverables are at risk of delay and highlighted that WP3 implementation is directly dependent on WP2 activities related to module definition and programme design. WP3 also highlighted the practical risk of duplication or inconsistency across courses developed by different universities, which could negatively affect the student learning experience. Planned mitigation measures include joint curriculum mapping workshops, peer-review processes across institutions, and structured

differentiation between mandatory and elective modules. Indeed, several risks identified by WP3 are closely aligned with the strategic curriculum and accreditation risks already reported under WP2 confirming that these are **cross-WP risks**.

WP3 therefore focuses primarily on the implications of these risks for WP3 deliverables, data readiness, and course material preparation.

D3.1 ‘Programme brochures’ - Accreditation requirements of some higher education institutions may impose restrictions on subjects and course content, limiting flexibility in programme design.

- **Effects and relevance/significance:** D3.1 is fundamental for WP3, as it defines the courses that will be delivered and identifies those that need to be restructured or developed from scratch. In order to minimise the impact of potential delays, the WP3 Leader reported that the internal deadline has been moved from M18 to M11.
- **Dependencies:** WP3 is dependent on **WP2**, which directly feeds into D3.1.

D3.3 ‘Asynchronous online learning materials for self-paced learning’ -

Development of the eLearning modules may face delays due to underestimation of workload, limited availability of contributors, or lack of coordination across partners.

- **Effects and relevance/significance:** D3.3 is essential for the stackable modules. The deadline has been moved from M27 to M22 to ensure that the 2027 intake has access to the full set of materials from the start, with the content already uploaded and beta-tested.

This also allows approximately two months for teachers to explore which modules could complement their courses.

- **Dependencies:** No specific blocking input was flagged for D3.3 at this stage, but close coordination across contributing partners will be required to avoid delays.

External dependencies: WP3 confirmed the relevance of the GA baseline risk related to data access: *Specific datasets provided by industrial and research partners may not have sufficient quality or volume, or may be inaccessible due to confidentiality constraints.*

Single biggest risk for WP3 in 2026: Delays in curriculum definition (must be defined before Summer 2026)

- **Mitigation actions proposed:** Close interaction with WP2 Leaders
- **Scoring (top risk):** Likelihood L = 1 (Low); Severity/Impact S = 3 (High) → R = 3. This risk is considered a *high-impact but currently low-likelihood* risk, strongly linked to WP dependencies and to the timely achievement of project indicators related to programme development and implementation readiness. It will therefore be monitored closely through WP3–WP2 coordination and quarterly risk reviews.

WP6

The WP6 Leaders provided a detailed list of risks and sub-risks, including mitigation actions and responsibilities. While they did not report any risk as particularly likely to occur at the moment, their contribution provides valuable early planning for sustainability and uptake-related risks, including:

- **R6.1:** Insufficient product–market fit resulting in low uptake of programmes
 - Mitigation: validation of pricing structure, progressive scholarships and fee waivers, market validation activities.
- **R6.2:** Slowdown of programme uptake after the project ends
 - Mitigation: multi-year business plan, integration into existing InnoEnergy Master School offer, search for additional funding sources.
- **R6.3:** Difficulty of implementation due to internal changes required in universities and programmes
 - Mitigation: workshops with universities, cross-partners coordination committee, mapping institutional restrictions, unified implementation guidelines, targeted training, continuous monitoring and adjustment.
- **R6.4:** Availability and involvement of university staff with vision and decision-making capacity
 - Mitigation: clear RACI and leadership identification at each university, cross-partners coordination committee, monitoring and engagement measures.

These risks will be monitored closely in Year 1 and further refined into concrete mitigation action plans (responsibilities, timing, and indicators) as part of the ongoing risk management cycle.

4.3 CONCLUSIONS

The baseline GA risk register, complemented by the first WP Leaders' risk assessment exercise at the start of Year 1, confirms that the project has started with a generally positive risk outlook. At this stage, no critical risks requiring immediate consortium-level escalation have been reported.

Risk management in AI4GreenDeal is not limited to identifying risks, but focuses on ensuring that each risk is supported by **concrete mitigation measures**, including clearly defined **actions, responsibilities**, and **follow-up steps**. These elements will be progressively completed and maintained in the Risk Register to enable systematic monitoring and verification of mitigation effectiveness over time.

The consortium acknowledges that **risk management is crucial** for the successful implementation of the project and must be taken into account carefully and consistently by all partners. In particular, WP Leaders and the Project Coordinator play a central role in ensuring that risks are promptly reported, mitigation measures are implemented as planned, and potential impacts on deliverables, milestones and project indicators are addressed early through the established governance and escalation procedures.

5. MONITORING & REVIEW CADENCE

5.1 MEETINGS, REPORTING ALIGNMENT

Project progress, quality levels, and risk exposure are monitored continuously throughout the AI4GreenDeal project to ensure timely delivery of outputs and effective achievement of project indicators and KPIs. Monitoring activities are embedded in the project governance structure (Section 2) and implemented through regular check-ins, structured data collection, and periodic reviews of the Risk Register.

Risk monitoring is a shared responsibility across the consortium, coordinated by the Project Management Team and supported by WP Leaders and the Quality Management Team (QMT). In particular:

- the **Project Manager / Project Coordinator** ensures overall tracking of progress and risk evolution at the project level;
- **WP Leaders** monitor risks linked to their WP activities and dependencies;
- the **Quality Management Team (QMT) / Risk Manager** supports consistent application of the risk methodology, maintains the Risk Register, and ensures follow-up on mitigation actions.

5.2 MONITORING TOOLS AND REVIEW FREQUENCY

To ensure structured monitoring, the consortium applies the following cadence:

a) Bi-weekly WP Leader checks

Project progress and quality levels are monitored on a bi-weekly basis through WP Leader meetings coordinated by the Project Management Team and supported by the QA /Risk Manager. These check-ins serve to:

- confirm progress against planned tasks, deliverables and milestones;
- detect early warning signs including delays, dependencies, resource constraints;
- validate whether mitigation actions are on track;
- identify any emerging risks requiring escalation or corrective measures.

Any relevant updates are recorded in the Risk Register, including revised risk scoring where necessary.

b) Quarterly WP-level risk assessment (WP Leaders)

In addition to the bi-weekly calls, WP Leaders have the responsibility to assess risks within their WP on a quarterly basis. This quarterly assessment ensures that:

- risks are reviewed systematically even when no immediate issues are visible;
- changes in likelihood and impact are captured early;
- cross-WP dependencies and external constraints are re-evaluated regularly.

Quarterly updates feed into the Risk Register and support evidence-based discussions within the Project Management Board (PMB).

c) Annual consortium-wide questionnaire (end of each project year)

A structured risk questionnaire is shared with all WP Leaders at the **end of each project year**. This annual exercise provides a consolidated view of:

- the evolution of risks at WP-level over the year;
- newly identified risks and their root causes;
- the effectiveness of mitigation measures and lessons learned;
- forward-looking risks anticipated for the next project year.

The feedback collected through this annual questionnaire serves as a key input to:

- updating the Risk Register, including responsibilities and timelines;
- reassessing the overall project risk profile;
- updating the Risk Management Plan where needed.

6. INTERNAL COMMUNICATION

A key part of our communication process is the **Project Management Board (PMB) with the lead members from each active work package. The board meets on a bi-weekly basis.** During these meetings, any issues of concern or potential areas of conflict are openly discussed in a frank and constructive manner. Participants exchange perspectives, and each issue is either resolved and agreed upon during the meeting itself or followed up through clearly defined bilateral actions to be addressed and concluded before the next meeting.

This proactive communication approach facilitates constructive exchanges between partners and mitigates any potential risks or issues before they escalate into situations that could have adverse impact on the quality of deliverables or the project timeline.

WP leaders are directly responsible for communication with the partners working/contributing to their respective WPs, while InnoEnergy is accountable for the overall communication, activities and results, between the consortium partners and the European Commission.

The project foresees regular internal communication and periodical information flow, to meet the following objectives:

- Communicate project objectives and targets, ongoing tasks and activities to the staff across all participating organisations.

- Ensure timely and direct implementation of remedial actions and corrective measures when required.
- Provide Project Coordinator (PC) with the information required for progress monitoring and financial reporting to EACEA. More details on reporting and financial administration are provided in the Grant Agreement.
- Provide the Project Management Team and Work Package leaders have access to detailed, up-to-date and high-quality information on the status of the project, supporting for continuous monitoring and improvement.

Overall, internal communication is primarily facilitated through:

- Microsoft Teams & SharePoint; the project's collaboration platform and document management system respectively,
- Targeted and meaningful email communication, used to complement collaborative tools,
- Technical internal meetings withing WPs, organised as required based on ongoing project work,
- Bi-weekly online meetings of WP Leaders held via Microsoft Teams.

7. ANNEX

7.1 QUESTIONNAIRE FOR QUARTERLY MONITORING

This questionnaire was shared with the WP Leaders at the start of year 1. The below template will be regularly shared on a quarterly basis.

AI for Green Deal Risk Assessment from Work Package Leaders - Year 1						
	WP1	WP2	WP3	WP4	WP5	WP6
1. Deliverables/Milestones at Risk of Delay? (Yes/No)						
<i>1a. If yes, which ones?</i>						
<i>1b. Effects of delay on your WP and their relevance/significance</i>						
2. Blocked by inputs/deliverables from other WPs/partners? (Yes/No)						
<i>2a. What exactly is missing?</i>						
<i>2b. Reason for the delay (engagement, technical issue, lack of info, etc.)</i>						
<i>2c. Deadline by which input is needed</i>						
3. External dependencies (vendors, service providers, platforms, data providers, authorities, pilot sites, ect.) that could delay work (Yes/No + description)						
4. Any partner under-delivering or hard to engage? (Yes/No + description)						
5. Single biggest risk for your WP in 2026						
<i>5a. Proposed mitigation actions</i>						
6. For your top risk, please rate:						
<i>Likelihood (1–3)</i>						
<i>Severity/Impact (1–3)</i>						

7.2 QUESTIONNAIRE FOR ANNUAL MONITORING

Risk Assessment & Monitoring Questionnaire – End of Project Year [Y1/Y2/Y3/Y4]

Reporting period: Month [] – Month []

WP: WP[] – [Title]

WP Leader: [Name / Organisation]

Date of submission: [DD/MM/YYYY]

Section A – WP Progress & Risk Evolution (Yearly overview)

A1. Overall WP risk status (select one):

- ☐ Low (stable, no major concerns)
- ☐ Medium (some risks require mitigation/monitoring)
- ☐ High (critical risks or delays likely / already occurring)

A2. Compared to the beginning of the year, the overall risk level of this WP is:

- ☐ Decreased
- ☐ Stable
- ☐ Increased

A3. Briefly explain the main reasons for the change (if any):

Free text: _____

Section B – Risks materialised during the year (what happened)

B1. Did any risks materialise (partially or fully) during this year?

☐ Yes ☐ No

If **Yes**, please list up to **3 key risks**:

Risk description	When did it occur? (month)	Root cause	Impact on WP (deliverables/milestones/KPIs)	Likelihood (1–3)	Severity/ Impact (1–3)	Proposed mitigation actions

Section C – Mitigation effectiveness & lessons learned

C1. For the mitigation actions implemented this year, the overall effectiveness was:

☐ Effective (risk reduced)

☐ Partially effective (risk reduced but still present)

☐ Not effective (risk unchanged or increased)

☐ Not applicable (no mitigation needed)

C2. What mitigation actions worked best and why?

Free text: _____

C3. What did not work as expected and why?

Free text: _____

C4. Lessons learned to improve risk prevention next year (max 5 bullet points):

7.3 RISK REGISTER TEMPLATE

The Risk Manager/QA Manager consolidates all inputs into the project Risk Register and follows up implementation progress.

Risk number	Description	WP	L (1-3)	S (1-3)	R = L×S	Proposed Mitigation Measures	Owner	Timing

7.4 PERIODICITY

Risk monitoring & review cadence (Month 1-48 | until 30/06/2029):

Project Year	Quarterly checkpoints (end of month)	Annual monitoring package (end of year)
Year 1 (M1-M12)	M3 / M6 / M9 / M12	M12 → RM Plan update (M13, within 2-4 weeks) → PMB/CB validation (next meeting)

Project Year	Quarterly checkpoints (end of month)	Annual monitoring package (end of year)
Year 2 (M13–M24)	M15 / M18 / M21 / M24	M24 → RM Plan update (M25, within 2–4 weeks) → PMB/CB validation (next meeting)
Year 3 (M25–M36)	M27 / M30 / M33 / M36	M36 → RM Plan update (M37, within 2–4 weeks) → PMB/CB validation (next meeting)
Year 4 (M37–M48)	M39 / M42 / M45 / M48	M48 → Final RM Plan update (M49, within 2–4 weeks) → PMB/CB validation (next meeting)

Signatures

By signing below, the undersigned authorized representative confirms that they have reviewed and approved the Project Governance and Risk Mitigation Plan.

Partner Institution	Name of Representative	Title / Role	Date	Signature
KIC INNOENERGY SE	Eylem Tasdemir	Project Manager	11.02.2026 15:08:22 CET	<i>Eylem Tasdemir</i>
KATHOLIEKE UNIVERSITEIT LEUVEN	Hussain Kazmi	Assistant Professor	18.02.2026 12:22:26 CET	<i>Hussain Kazmi</i>
INSTITUT POLYTECHNIQUE DE GRENOBLE	Vincent Debusschere	Associate Professor	12.02.2026 21:10:49 CET	<i>Vincent Debusschere</i>
UNIVERSITAT POLITECNICA DE CATALUNYA	Monica Aragues	Associate Professor	13.02.2026 13:05:18 CET	<i>Monica Aragues</i>
FUNDACION ESADE	Maria Jose de la Maza	Professor	11.02.2026 20:30:33 CET	<i>Maria Jose de la Maza</i>
NIIT (Ireland) Limited	Nitin Kaushik	Vice President	17.02.2026 10:47:29 CET	<i>Nitin Kaushik</i>
WATT-IS SA	Miguel Carvalho	CEO	25.02.2026 10:36:57 CET	<i>Miguel Carvalho</i>
Kimitisik B.V	Ákos R. Wetters	CEO	18.02.2026 15:07:25 CET	<i>Ákos R. Wetters</i>
TokWise Ltd.	Julien Marcenac	CEO	13.02.2026 07:54:33 CET	<i>Julien Marcenac</i>

GeoBeholder OÜ	Andrii Sevriukov	CEO	13.02.2026	03:03:37 PST <i>Andrii Sevriukov</i>
Ento Labs ApS	Moritz Hartmann	CEO	17.02.2026	10:45:09 CET <i>Moritz Hartmann</i>
Astrokyon Sp. z o.o	Tomasz Brudzinski	CEO	17.02.2026	08:26:18 EST <i>Tomasz Brudzinski</i>
AGENCIA ESTATAL CONSEJO SUPERIOR DE INVESTIGACIONES CIENTIFICAS	Raquel Portela	Tenured Scientist	16.02.2026	19:19:18 CET <i>Raquel Portela</i>