



D1.3 – Project Handbook, Quality Plan and Risk Management

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Description of the related task and the deliverable. Extract from DoA	<p>Task 1.2 / 2.2: Project quality planning and control, Risk Management and Contingency Planning (Lead: TUKE; Contributors: All; M1-M18 / M19-M36).</p> <p>This task will guarantee that the scientific and transferred knowledge of the project has been produced based on high-quality standards. This task will directly involve a management group, chaired by the coordinator and combine the WP leaders, namely the Project Management Team (PMT) and Scientific-Technical Committee (STC). Also, ensure that the final results of the project are implemented to best meet the needs of the market with the newly developed technologies and make sure that will pave the way for a Long-Term Evolution. Monitor the activities of all WPs with regular teleconferences, identify technical risks or deviations and advise and consult the coordinator/responsible partner to take corrective actions. The technical coordination of the project will be performed by the (STC) that is led by the Project Technical Manager (Dr. Sandra Pavón, Dr. Santiago Cuesta-López and MsC. Pertti Rauhala) in collaboration with the Project Coordinator, industrial sector, and technical WP leaders. This progress monitoring reports will be presented to the Consortium by a Project Handbook, Quality Plan & Risk Management (D1.3), including administrative and financial management as defined in Task 1.3.</p>		

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EXECUTIVE SUMMARY

This document outlines the management framework for the WIDEX project, emphasising quality assurance, risk management, project processes, and financial management. Its purpose is to guide all activities and ensure the project's objectives are efficiently met, covering the entire project duration from M1 to M36. The project is structured across various Work Packages (WPs), each with clear objectives and deliverables, ensuring measurable progress. Milestones include critical achievements like the kick-off meeting, launch of the Virtual Centre, and final consortium meeting. The project also establishes robust risk management practices to monitor and mitigate risks associated with strategic, operational, technical, legal, and reputational issues. Key risks identified include delays in deliverables, limited access to technical infrastructure, intellectual property issues, poor communication, and industrial engagement challenges. The project management team will regularly update the Risk Register and ensure that new risks are promptly addressed.

ABBREVIATIONS AND ACRONYMS

Glossary	
Acronym	Meaning
AB	Advisory Board
D&C	Dissemination and Communication
CA	Consortium Agreement
CRM	Critical Raw Material
EC	European Commission
D	Deliverable
GA	Grant Agreement
IPR	Intellectual Property Rights
LCA	Life-cycle assessments
LCC	Life-cycle costing
MS	Milestone
QA	Quality assurance
SOs	Specific objectives
STC	Scientific-Technical Committee
TUKE	Technical University of Kosice
WP	Work Package

1. Introduction

The purpose of this document is to outline the management framework and define the controls for the WIDEX project. It aims to set guidelines for quality assurance (QA), risk management, project processes, and financial management, ensuring that all project activities comply with the established standards and objectives. This document applies to all project partners and covers the entire project duration, from the initiation in month 1 (M1) to the final report in month 36 (M36). It is intended to guide all activities within work packages (WP1–WP9) and help partners maintain high levels of collaboration and consistency. By ensuring thorough monitoring and risk management, this document will support the efficient execution of tasks and help align the project's outcomes with market needs and long-term goals. It also ensures that the financial, administrative, and technical aspects of the project are well-coordinated and managed in accordance with the project's objectives.

1.1 Project Objectives and Deliverables

The overarching goal of the WIDEX project is to establish a centre of excellence at the Technical University of Košice (TUKE), positioning the university as a leading institution for research and innovation in the fields of green technologies and circular economy. This objective will be realised by fostering the transfer of knowledge in a variety of crucial areas, including green technologies, social and sustainability assessments, research management, and the development of strategic clusters. Through these efforts, the project will contribute to advancing the sustainability agenda and position TUKE at the forefront of these innovative fields.

The Specific Objectives (SOs) of the WIDEX project have been carefully crafted to ensure the successful achievement of the overarching goal. These objectives are structured across several work packages (WPs), each focusing on critical areas of research, development, and knowledge dissemination:

- **SO1** focuses on transferring knowledge in the development of green and non-invasive technologies, addressed within WP3. This includes exploring and promoting cutting-edge technologies that contribute to environmental sustainability and align with circular economy principles.
- **SO2** emphasises the provision of methodologies for life-cycle assessments (LCA), life-cycle costing (LCC), and social impact assessments, which are crucial for evaluating the environmental and societal impacts of technologies. This objective is pursued through WP4, where robust frameworks for evaluating the sustainability of various technologies and approaches will be established.
- **SO3** aims to enhance project management skills, intellectual property rights (IPR) management, business development, and the creation of clustering tools. WP5 focuses on building the capacity of project partners in these areas, helping them navigate the complexities of implementing green technologies and fostering innovation.
- **SO4-SO6** focus on ensuring the visibility of the project, establishing industrial clusters, developing a Virtual Centre, and compiling a Whitebook to facilitate the replication of project outcomes. These objectives will help extend the reach and impact of the project, ensuring that its results are accessible to a wide range of stakeholders and can be implemented beyond the project's immediate scope.

The project is organised around several key deliverables that will ensure progress and accountability throughout its lifespan. Notable deliverables include:

- **D1.1:** The Data Management Plan (M6), which will outline strategies for managing, sharing, and safeguarding project data.

- **D1.3:** The Project Handbook, Quality Plan, and Risk Management Plan (M12), which will provide a comprehensive overview of the project's quality assurance procedures, risk management strategies, and overall management framework.
- **D1.4:** The IPR & Innovation Management Report (M12), which will focus on strategies for protecting and leveraging intellectual property generated by the project.
- **D3.1–D9.3:** A series of deliverables for each work package (WP3–WP9) that will track the progress and outputs of each specific area of work, in alignment with the project's objectives and timeline.

In addition to these deliverables, the project will monitor key Milestones to ensure the timely achievement of important stages. They are critical to gauging the progress of the project and ensuring its objectives are met within the specified timeframe. Key Milestones include:

- **MS1:** The kick-off meeting (M1), marking the official start of the project and setting the stage for collaboration and coordination among the partners.
- **MS6:** The launch of the Virtual Centre (M18), a pivotal moment in the project's timeline that will showcase the integration of technologies and resources developed throughout the project.
- **MS15:** The final consortium meeting (M36), providing an opportunity to review the project's outcomes, assess its impact, and outline the steps for sustaining the project's achievements beyond its conclusion.

Through these strategic objectives, deliverables, and milestones, the WIDEX project aims to make significant contributions to the advancement of green technologies, the circular economy, and sustainable practices, ultimately shaping the future of research and innovation in these critical fields.

2. Project Organisation

The WIDEX project, funded by Horizon Europe, focuses on advancing green technologies and circular economy practices within the critical raw materials (CRM) sector. Over its 36-month duration, from M1 to M36, the project aims to position the TUKE as a leading reference centre for green technologies and sustainable mining solutions. A central objective of the project is to facilitate knowledge transfer across European research institutions, enabling them to collaborate on cutting-edge technologies and solutions for CRM recovery and sustainable resource management.

The consortium behind the project brings together a diverse group of partners, each contributing unique expertise to ensure the project's success. These partners include TUKE (as Coordinator), Fraunhofer IKTS, MNLT Innovations, AVENIA, CONSENTIA, ICAMCYL, ISMC, LAPLAND, IDENER, EIT Raw Materials CLC East, and Košice Self-Governing Region. Each organisation will lead or participate

in specific work packages, focusing on areas such as technology development, sustainability assessments, innovation management, and market strategies. This collaboration will help meet the project’s objectives and facilitate the exchange of knowledge and best practices.

2.1 Consortium and Organisational Structure

The WIDEX project will be managed by a structured governance framework designed to ensure effective coordination and execution. The General Assembly (GA) is the decision-making body of the consortium. The GA will include all project partners and act as the decision-making body, overseeing the overall direction of the project.

The Scientific-Technical Committee (STC) is led by the representatives of the ICAMCYL, IKTS and LAPLAND in collaboration with the Project Coordinator (TUKE), industrial sector, and technical WP leaders. STC will provide guidance on scientific and technical matters. The STC will ensure that the project adheres to high standards of research integrity and innovation throughout its lifecycle.

The Work Package (WP) Leaders Group shall consist of the Coordinator and Work Package Leaders. Each work package within the project will be overseen by a designated leader, who will be responsible for achieving the specific objectives defined for their area. For example, WP3, led by IKTS, will focus on the development and transfer of green and non-invasive technologies for CRM recovery. An overview of the Work Packages, their leaders, and their duration in months is provided in Table 1.

Table 1: List of WPs and leaders of WPs

WP No.	WP Title	WP Leaders	M1-M18	M19-36
1/2	Ethics & Project Management I/II	TUKE	1–18	19–36
3	Green & Non-invasive Technology	IKTS	1–18	–
4	Sustainability, Circularity and Social Assessment	MNLT	7–12	–
5	Research management, coordination and administrative skills	AVENIA	13–18	–
6/7	Training & Education I/II	ICAMCYL	1–18	19–36
8/9	Dissemination & Exploitation/ Establishment of an Industrial Cluster	ISMC	1–18	19–36

2.2 Advisory board

The Advisory Board (AB) serves as the consulting body of the consortium for technological and scale-up activities. WIDEX engages internationally reputed experts to form an Advisory Board composed of

members available on demand. They provide strategic and highly relevant advice and contributions, drawing on their high level of expertise. The Advisory Board is gender-balanced and composed of representatives from the different areas of the Quadruple Helix: Industry, Academia, Civil Society, and Government.

2.1.1 Meetings

- **GA Meetings:**
 - Held at least every 6 months (ordinary) and on request (extraordinary).
 - The agenda is sent 14 days before ordinary meetings and 7 days before extraordinary meetings.
 - Can be held by teleconference.
 - Decisions are binding once minutes are accepted.
 - A quorum of 2/3 of members is required, otherwise, another meeting will be convened.
 - Voting by majority, with a veto possible within 15 days.
- **STC Meetings:**
 - Chaired by ICAMCYL, held every 3 months (ordinary) or on proposal (extraordinary).
 - Usually held by teleconference.
 - Minutes prepared and approved similarly to GA meetings.
- **WP Leaders Meetings:**
 - Chaired by the Coordinator, held every 3 months (ordinary) or on proposal (extraordinary).
 - Usually held by teleconference.
 - Minutes prepared and approved like GA and STC meetings.

3. Project communication

Effective communication is key to the successful implementation of the WIDEX project. The project employs a structured internal and external communication strategy to ensure clarity, transparency, and timely information flow among all stakeholders.

3.1 Internal Communication

Internal communication is managed through:

- Email and mailing lists: The main tool for regular updates and bilateral communication between partners.
- SharePoint repository: A secured online platform used for storing and sharing project documents, templates, meeting minutes, and deliverables.
- Regular meetings: the GA meeting every 6 months, the WP leaders' meeting, and the STC meeting every 3 months.
- Templates and guidelines: Standardised templates (e.g., for deliverables, meeting minutes, presentations) support uniformity and clarity in project outputs (see D8.1: D&C Plan).

3.2 External Communication

External communication focuses on outreach, dissemination, and stakeholder engagement, and includes:

- Project website: A publicly accessible website providing information about the project goals, partners, activities, and results.
- Social media presence: Regular updates via LinkedIn to engage with the broader community and increase project visibility.
- Scientific publications and conference presentations: Dissemination of project results in peer-reviewed journals and relevant international events.
- Stakeholder events: Including workshops and webinars to exchange knowledge and gather feedback from industry, academia, and policymakers.

All communication activities follow the visual identity and communication strategy defined in the Communication and Dissemination Plan (deliverable D8.1: D&C Plan in M3), ensuring consistency and alignment with EU visibility guidelines. The next deliverables, D8.4 - D&C Mid-term report and D9.3 - D&C Final Report, will be submitted in M18 and M36, respectively.

4. Quality Plan

To ensure the quality of the project's deliverables, the Quality Plan outlines procedures for regular monitoring, control, and continuous improvement. A key aspect of quality assurance (QA) will be the use of predefined checklists for all deliverables, as well as an internal review process. All project activities and outputs will be reviewed according to established guidelines and metrics to guarantee they meet the standards set by the European Commission (EC) and internal project requirements.

4.1 Quality Policy

Commitment to High-Quality Standards: All outputs and activities within the WIDEX project will comply with EC requirements and the project's internal quality standards. The project will establish continuous monitoring to ensure that these quality objectives are met at all stages of the project.

4.2 Quality Assurance/Quality Control processes

Task 1.2/2.2: Project quality planning, control, and risk management (M1–18, M19–36)

During the first 18 months, a quality framework will be implemented, which will then be followed throughout the project (M19–36). Upon approval of the Project Handbook, Quality Plan, and Risk Management Plan (M12), we will adhere to these documents to ensure both compliance with and maintenance of the established quality standards throughout the project.

4.3 Roles and Responsibilities

Project Coordinator (TUKE) ensures overall project quality, compliance with EC standards, and internal requirements. Work Package Leaders are responsible for implementing quality assurance processes within their specific work packages to maintain high standards.

The Project Coordinator (TUKE) ensures overall project quality, compliance with EC standards, and internal requirements. Work Package Leaders are responsible for implementing quality assurance processes within their specific work packages to maintain high standards.

4.4 Tools and Templates

Templates have been developed to ensure consistency and clarity across all project documents. These include templates for deliverables, presentations, meeting agendas and minutes. All templates have been compiled and submitted in the Dissemination & Communication Plan (D8.3: D&C Plan) at M3 on the European Funding & Tenders Portal and are also available on our SharePoint.

4.5 Quality Methodology

Internal Review Process: All documents will undergo a detailed internal review, including technical and administrative checks, before submission to the EC. This process will involve:

- Pre-submission review: Internal review by WP leaders and designated experts.
- Approval process: Final approval of deliverables by the Project Coordinator before submission to the EC.

Corrective Actions: If a deliverable is rejected or does not meet the required standards, the following steps will be taken:

- Root cause analysis: Identifying the cause of non-compliance or errors.
- Corrective action plan: Implementing corrective measures, such as revisions to the deliverable, improving processes, or additional training for involved personnel.
- Re-Submission and Follow-Up Review: After corrections are made, the deliverable will undergo a second review to ensure it meets the quality standards.

4.6 Deliverables and Documentation

Every deliverable will be documented and tracked according to the reporting requirements set by the EC, ensuring transparency and accountability. Detailed reports will be submitted to the European Commission to maintain compliance. A clear process for reporting quality reviews and corrective actions will be followed to ensure stakeholders are aware of the project's progress and any necessary changes.

4.6.1 Timeline for QA of Deliverables

To ensure the high quality and timely submission of all project deliverables, a structured internal review process has been established and is consistently applied across the consortium. Internal reviewers (opponents) have been pre-assigned for each deliverable and are listed in Table 2, which provides an overview of all project deliverables, including the designation of lead partners, reviewers, and deadlines. Table 2 is also available on our SharePoint. The internal review process follows these key steps:

- The lead beneficiary begins working on the assigned deliverable well in advance to ensure sufficient time for drafting, review, and finalisation before the submission deadline.
- Draft versions are shared with the designated internal reviewers, who provide structured and timely feedback.
- The deliverable team revises the document based on the received comments and consolidates all input.
- A final version is then circulated to the reviewers for last checks and formal approval.
- Upon approval, the deliverable is submitted to the European Commission.

This process ensures early engagement of partners, effective quality control, and coordinated efforts, significantly reducing the risk of delays or the need for post-submission corrections.

Table 2: An overview of all project deliverables, including the designation of lead partners, reviewers, and deadlines

WPs	Deliverable	Deliverable Name	Lead	Due Date	Reviewer (1 entity)	Deadline for the review
WP1	D1.1	Data Management Plan M6	TUKE	30 Nov 2024	ICAMCYL	15.11.2024
WP1	D1.2	Progress report	TUKE	31 Oct 2025	IDENER	12.10.2025
WP1	D1.3	Project Handbook, Quality Plan & Risk Management	TUKE	31 May 2025	IKTS	12.5.2025
WP1	D1.4	Report on IPR and innovation management plan I	TUKE	31 May 2025	MNLT	12.5.2025
WP1	D1.5	Data Management Plan M17	TUKE	31 Oct 2025	ICAMCYL	12.10.2025
WP2	D2.1	Ethic Requirement report	TUKE	30 Nov 2026	ISMC	12.11.2026
WP2	D2.2	Data management Plan M36	TUKE	31 May 2027	ICAMCYL	12.5.2027
WP3	D3.1	Knowledge Transfer for Green and non-invasive tech for CRM exploration, recovery, and mining exploitation monitoring	IKTS	30 Nov 2024	TUKE	15.11.2024
WP4	D4.1	Knowledge Transfer Plan in the Area of Sustainability, Circularity and Social Assessment for CRM	MNLT	31 May 2025	CON	12.5.2025
WP5	D5.1	Knowledge Transfer Plan in the Area of Project Management and Administration skill	AVENIA	30 Nov 2025	ISMC	12.11.2025
WP6	D6.1	Preliminary report on European Virtual Centre in green and non-invasive tech to recover CRM for the EU	TUKE	30 Nov 2025	LAPLAND	30.11.2025
WP7	D7.1	Final Report on the Virtual Centre for Green and Non-Invasive Technologies for CRM Recovery in the EU	TUKE	31 Mar 2027	LAPLAND	12.3.2027
WP7	D7.2	Report on the WIDEX selection procedure	TUKE	31 May 2027	IKTS	12.5.2027
WP7	D7.3	Final report on Project Training	LAPLAND	31 May 2027	ICAMCYL	12.5.2027
WP7	D7.4	Report on the seminars, participation in conferences, training event	ICAMCYL	31 May 2027	AVENIA	12.5.2027
WP8	D8.1	D&C Plan	ISMC	31 Aug 2024	TUKE	28 Aug 2024
WP8	D8.2	Benchmarking and possible industrial clustering activities	ISMC	30 Nov 2025	AVENIA	12.11.2025

WP8	D8.3	Preliminary Business Plan and Exploitation Strategy	MNLT	30 Nov 2024	ISMC	15.11.2024
WP8	D8.4	D&C Mid-term report	ISMC	31 Oct 2025	CON	12.10.2025
WP9	D9.1	Strategy of the Industrial Cluster for the Sustainable Management of CRM	ISMC	30 Nov 2026	AVENIA	12.11.2026
WP9	D9.2	Final Business Plan development and Exploitation Strategy	MNLT	31 Mar 2027	ISMC	12.3.2027
WP9	D9.3	D&C Final Report	ISMC	31 May 2027	ICAMCYL	12.5.2027

5. Risk Management Plan

The Risk Management Plan (RMP) aims to provide a structured approach to identifying, assessing, responding to, and monitoring risks that could affect the successful execution of the WIDEX project. As a Coordination and Support Action (CSA) under Horizon Europe, WIDEX focuses on knowledge transfer, capacity building, and strengthening research and innovation capacity, particularly in sustainable resource management and circular economy.

This plan ensures that all risks, whether strategic, operational, legal, technical, or reputational - are proactively addressed through mitigation measures, contingency plans, and clearly defined roles and responsibilities.

5.1 Risk Identification and Assessment

The following types of risks have been identified as potential threats to the project:

- Strategic Risks: Changes in project scope or objectives, unforeseen regulatory changes, partner disengagement, etc.
- Operational Risks: Delays in deliverables, insufficient coordination among partners, resource constraints, etc.
- Technical Risks: Delays or failures in developing and deploying critical IT platforms—such as the virtual centre, stakeholder platform, or document management systems—and issues with data management or systems integration.
- Legal Risks: Intellectual property issues, non-compliance with Horizon Europe regulations, and contractual disputes between partners.
- Reputational Risks: Poor communication or dissemination leading to reduced stakeholder engagement or project visibility.

The WIDEX consortium uses a two-dimensional risk analysis methodology, scoring each identified risk based on:

- Likelihood (1–5): from very low (1) to very high (5)
- Impact (1–5): from very low (1) to very high (5)

The risk score is calculated as Likelihood × Impact, resulting in a score between 1 and 25, categorised as:

- 1–5: Low risk (monitor)
- 6–12: Medium risk (active mitigation required)
- 15–25: High risk (priority action and contingency planning required)

The classification of each risk is presented in Table 3 – Risk Matrix.

Table 3: Risk matrix

Probability/ Impact	1	2	3	4	5
1 (Very Low)	1	2	3	4	5
2 (Low)	2	4	6	8	10
3 (Medium)	3	6	9	12	15
4 (High)	4	8	12	16	20
5 (Very High)	5	10	15	20	25

5.1.2 Key Risk and Mitigation Strategies

5.1.2.1 Delays in Deliverables

Delays in the submission of project deliverables are a significant risk to the timely completion of the WIDEX project. The likelihood of such delays occurring is high (probability score 4), and the impact on the project would also be high (impact score 4), as it could result in missed deadlines, disrupted project timelines, and potential delays in meeting the overall objectives of the project. This results in an overall risk score of 16, which places it in the High-Risk category according to the WIDEX risk matrix. High-risk items require priority action and contingency planning.

To mitigate this risk, although specific backup plans for critical activities are not yet formalised, a proactive and flexible approach has been adopted. The lead beneficiary begins work on assigned deliverables well in advance to ensure there is ample time for drafting, reviewing, and addressing potential issues. The project team conducts frequent internal meetings to monitor progress, identify potential bottlenecks, and resolve any issues early on. In addition, the project will rely on the early identification of delays through continuous communication and regular project updates. This allows for any risks or delays to be addressed promptly, minimising their impact on the overall timeline.

By implementing this flexible response strategy and closely monitoring project progress, the risk of delays in deliverables can be effectively mitigated, ensuring that the project stays on track to meet its deadlines and objectives.

5.1.2.2 Limited Access to Technical or Information Infrastructure

The risk of limited access to necessary technical or information infrastructure has a medium probability (probability score 3) and a high impact (impact score 4). This results in a risk score of 12, which corresponds to a Medium Risk according to the WIDEX risk matrix. If critical platforms, tools, or data repositories become unavailable or constrained, it could impede the project's progress and delay key activities.

To mitigate this risk, we will proactively identify alternative infrastructures or external services that can be utilised if needed. These may include alternate platforms or third-party providers offering similar capabilities. Regular monitoring will be implemented to ensure the infrastructure is functioning as expected, and if any issues arise, immediate steps will be taken to switch to alternative solutions to avoid disruption to project activities.

5.1.2.3 Intellectual Property Issues

IP protection and management pose a medium risk (probability score 3) with a high impact (impact score 4). This results in a risk score of 12, which corresponds to a Medium Risk according to the WIDEX risk matrix. Uncertainties regarding ownership and use of digital platforms (virtual centre), copyright for educational materials, or cluster branding may lead to legal ambiguities and loss of control over outputs.

To mitigate this risk, all project partners will adhere to the general IPR management rules outlined in D1.4 Report on IPR and Innovation Management Plan M12. This document has been prepared and will be published at the end of May 2025 on the European Funding & Tenders Portal as well as on SharePoint. Compliance with these rules will ensure a consistent approach to IP and minimise the risk of disputes.

5.1.2.4 Poor Dissemination and Communication Efforts

The risk of poor dissemination and communication is assessed with a medium probability (probability score 3) and medium impact (impact score 3). This results in a risk score of 9, which corresponds to a Medium Risk according to the WIDEX risk matrix. If key target groups - such as the professional community, potential cluster members, regional authorities, or other stakeholders - are not informed about the project's outputs in a timely and appropriate way, this could negatively affect interest in the virtual centre and reduce the overall outreach and impact of the project.

To mitigate this risk, the WIDEX team will follow the Dissemination and Communication Plan (D8.3), which defines clear rules, channels, and formats for communication. The plan includes regular production and distribution of various types of content such as newsletters, press releases, videos, flyers, and social media posts (particularly on LinkedIn). Project visibility will also be supported through participation in relevant national and European events, conferences, and trade fairs. All communication materials will be created using standardised templates (available on SharePoint) and will undergo internal approval before publication. This coordinated approach will ensure that the project’s activities are communicated effectively and remain visible to key audiences, thus minimising the risk of limited dissemination impact.

In addition to the risks related to delays in deliverables and the other key risks identified, there are additional risks that could impact the successful execution of the WIDEX project. These risks cover various aspects of the project, including communication challenges, knowledge transfer, stakeholder engagement, and the potential for duplication or misalignment in training content. The full range of identified risks, along with their likelihood, impact, and corresponding mitigation strategies, is summarised in the Table 4 below.

Table 4: The full range of identified risks

Risk	Affected WP(s)	Likelihood/ Impact	Risk Score/ Category	Mitigation Strategy
Delays in deliverables or milestones	All	4/4	16/ High risk	Proactive approach, flexible response strategy, regular progress tracking, early communication and updates.
Limited access to technical or information infrastructure	WP3– WP5	3/4	12 / Medium risk	Proactive identification of alternative infrastructures, external services, regular monitoring, and immediate steps to switch to alternative solutions if issues arise.
IP Issues	WP6– WP9	3/4	12/ Medium risk	Adherence to general IPR management rules outlined in D1.4 Report on IPR and Innovation Management Plan M12
Poor dissemination and communication efforts	WP6– WP9	3/3	9/ Medium risk	Follow D and C Plan (D8.3), regular production of content, participation in relevant events.

Inadequate communication between WP leaders and partners	All	2/3	6/ Medium risk	Regular meetings, clear reporting lines, early warning signals.
Fragmented or insufficient knowledge transfer to TUKE	WP3– WP5	3/3	9/ Medium risk	Mentoring program, regular feedback, involvement of TUKE in co-design of training.
Weak industrial engagement or cluster participation	WP8, WP9	3/3	9/ Medium risk	Early identification of industrial actors, mapping of regional stakeholders.
Risk of duplication or misalignment of training content	WP4, WP5	2/3	6 / Medium risk	Coordination meetings among WP leads, centralised knowledge-sharing platform, peer review of training modules.
Limited impact or visibility of project outputs	WP6– WP9	2/3	6/Medium risk	Strong dissemination plan, social media strategy, multi-actor events, inclusion of policy briefs in D6.4 Whitebook.

5.1.3 Monitoring and Updates

Risk management will be a standing item on the agenda at each WP Leaders Group meeting and periodic consortium meetings. TUKE, as the coordinator, maintains a live Risk Register, which includes:

- Risk description, origin, and owner,
- Risk score and category,
- Status (open, closed, mitigated, escalated).

The Risk Register will be reviewed and updated regularly to ensure that new risks are promptly added and that status updates on mitigation actions are documented. This process will ensure transparency and accountability throughout the project. Formal risk updates will be included in the following deliverables:

- D1.3 – Project Handbook, Quality and Risk Plan (M12),
- Periodic technical and financial reports to the EC.

In cases where risks are considered high priority or require further attention, the Project management team will convene a focused session to address the issue. If necessary, an amendment to the Grant Agreement will be proposed to ensure that appropriate measures are in place.

6. Conclusion

The WIDEX project is structured to achieve significant advancements in green technologies and the circular economy, with a clear governance framework, dedicated resources, and well-defined work packages. By aligning project goals with EU sustainability agendas, the project intends to position TUKE as a leader in these fields. The successful execution of the project will depend on effective communication, thorough risk management, and the achievement of key milestones.

The monitoring of progress through regular updates to the Risk Register and adherence to formal review processes will ensure accountability and transparency throughout the project lifecycle. The strategies outlined for risk mitigation, including proactive engagement and flexibility, will help address potential obstacles and maintain alignment with the project's long-term goals.