



TRansition paths to sUustainable
legume-based systems in Europe

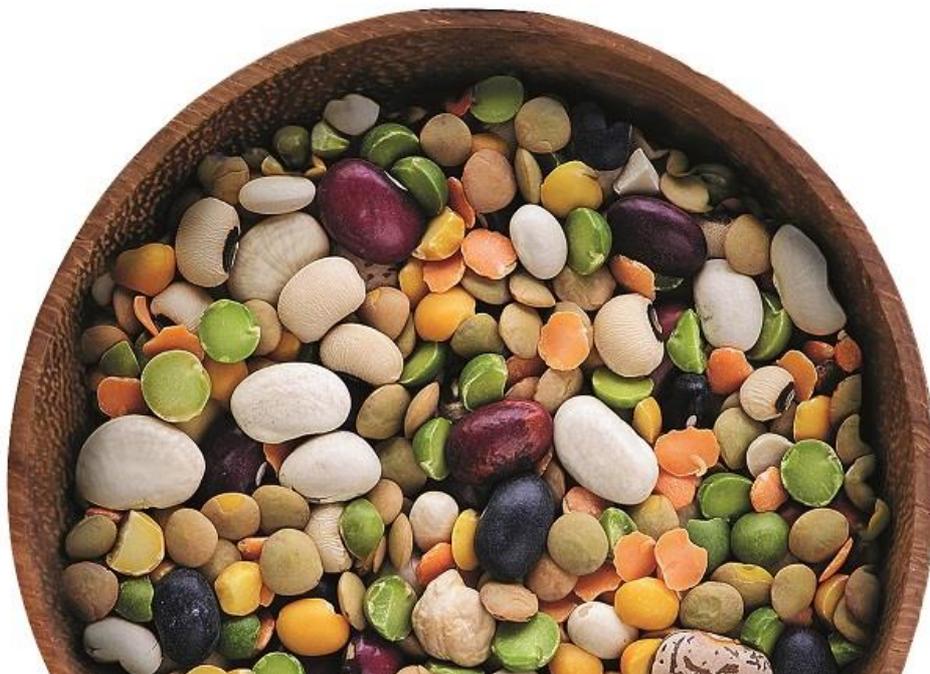
Updated Risk Log and Review Report

Work Package: 9

Deliverable (D): 9.7 (D55)

Lead Authors: Fanny Tran (JHI)
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www.true-project.eu



Deliverable Description & Contributors

- Due date: 30th September 2021
 - Actual submission date: 30th September 2021
 - Project start date: 1st April 2017
 - Duration: 54 months
 - Work package: Coordination (WP9)
 - Work package leader: Pietro P.M. Iannetta (JHI)
 - Deliverable Title: Updated Risk Log and Review Report
 - Nature of deliverable: Report
 - Dissemination level: PU, Public
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- **Deliverable description:** Risk Log and Review Report (RL-RP). The report will present a formal record of monitoring to complement the Data Management Plan and Annual Activity Plans. The content of this RL-RP will be informed by quarterly reviews of the Executive Committee and the Project Risk Officer. Also, reports on the Quality Control (QC) assessment, reviewed at each Annual Meeting (General Assembly). The RL-RP will also be informed by outputs of specific activities (e.g. Pareto Analysis), to formulate the Risk-Register and Risk-Log outputs. This review will extend to critical analysis of relevant emerging technologies and, other factors which may affect the commercial environment - so the work plan to be adapted accordingly.
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1. Introduction

Throughout the lifetime of the TRUE project, risk management has been a continuous process. Risk assessment was updated throughout the project as unexpected sources of risk were identified. Mitigation measures were defined to decrease the probability and impact of risks. This document outlines how risks were managed, identified, analysed, monitored, and controlled during the project using the risk register.

2. Risk Management Process

2.1 Risk Identification and Assessment

Risks that were identified during the project in addition to the risks listed in Annex 1 of the Grant Agreement were logged to the risk register by the Project Manager following the risk management process outlined in Figure 1.



Figure 1. TRUE Risk management process

Once a risk was identified by partners or the management team, it was clearly described in the risk register, and analysed in terms of their probability and likely impact on the project (Figure 2).

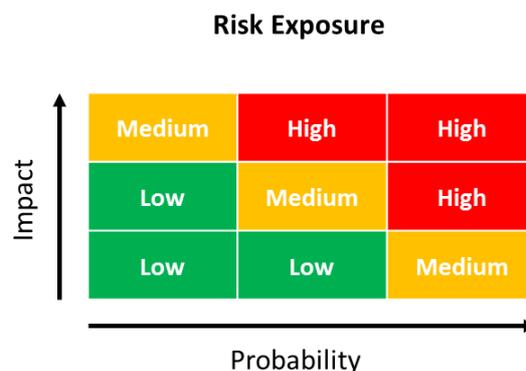


Figure 2. Risk matrix

Mitigating measures were also defined for each risk.

2.2 Risk Mitigating Measures

Each partner was, as necessary, responsible for implementing any risk mitigation measures as they relate to the activities which they lead. If a mitigation action could not be effectively carried out or



did not alleviate the risk, the risk exposure became more important. In this case, mitigation measures were modified.

2.3 Risk Monitoring

It was the responsibility of all TRUE partners to update Work Package Leader(s) and/or Project Manager regarding the status and effectiveness of each risk and mitigation plan implemented so that the risk register could be revised. In addition, risk exposure was continuously re-evaluated for each risk and modified if necessary. An item was considered 'closed' when the risk-mitigation measures were implemented, and which resulted in a low exposure risk.

3. Risk Log and Review

The register identifies potential risks along with mitigation measures. The probability and impact of each risk is also recorded in addition to the person responsible for monitoring and implementing the mitigation measures (Appendix 1: Extract of the TRUE Change-Risk-Issue Log).

3.1 Foreseen Risks

Table 1 lists the risk identified in the Annex 1 of the Grant Agreement, which had been forecasted by the Consortium before the beginning of the project. A classification of their probability and a description of contingency measures envisaged by the consortium are also included.

Table 1. List of risk identified in the Annex 1 of the Grant Agreement

No.	Description of Risk	WP(s)	Probability (L/M/H) Impact (L/M/H)	Risk mitigating measures
1	Commercial risks: Knowledge exchange, technology uptake and innovation will rely on industry and stakeholders to participate, test, and adopt new approaches.	All	H L	Advertising activities (e.g., Regional Cluster meetings), as widely as possible, to highlight potential incentives. This will include exploiting partners' existing client contacts, and stakeholders who are already associated with the specific Case Studies. TRUE partners are interested in creating spin-out companies to maximise opportunities.
2	New consortium: whilst some of the TRUE members have collaborated on past projects and networks, many new partners from across the quality chain are coming together for the first time, which may create a barrier to effective working until strong relationships are established.	All	M M	UHOH will hold a transdisciplinary training workshop in month 1 to support multi-actor working. A 'Buddy System' has been developed to team experienced members with less experienced members. TRUE will hold regular meetings (management, workshops, Regional Clusters, training events), which will encourage face-to-face communication between partners and stakeholders.

No.	Description of Risk	WP(s)	Probability (L/M/H) Impact (L/M/H)	Risk mitigating measures
3	Risk of fragmentation: TRUE relies on a diversity of actors, from a wide range of backgrounds and disciplines, spread across all regions of Europe. There is a risk that individual partners can inadvertently 'go off on tangents' or 'do their own thing', as it may be challenging to understand the activities of other partners / disciplines.	All	M H	The 'Buddy System' has matched partners from different organisations and disciplines to build supportive links across the consortium, and to share different perspectives on working styles and methods. TRUE has a robust internal communication plan, using a range of media (skype, email, telephone) and face-to-face meetings. TRUE is designed with linked and integrated WPs, with partners contributing knowledge, information, and methods to meet common objectives and deliverables.
4	Strong reliance on specific expertise/partners: TRUE relies on the existing knowledge of the partner experts. This reliance may translate into a risk, should one of the experts move positions /employer during the TRUE project	All	H H	We have identified experts from organisations who share areas of knowledge/expertise and have agreed to collaborate on certain work elements to support effective delivery. Many of the WPs have shared leadership; TRUE can rely on more than one organisation for data management (AUA and JHI), data analysis and modelling (JHI, SRUC and JSI), knowledge exchange and policy (UHOH, IFAU, ESSRG).
5	Reliance on sharing data: TRUE will focus on maximum utilisation of existing datasets. If unmanaged, then IP-related issues could pose a risk to successful data collation and harmonisation.	WP2, 3, 4, 5, 6, 8	M M	TRUE includes a full WP dedicated to data collation and harmonisation, led by two institutes (AUA and JHI) that have extensive experience in data warehousing.
6	Management risks: failure to engage stakeholders. Cultural, geographic, and political factors could create barriers to information flow and achievement of objectives.	WP1, 2, 3, 4	L H	TRUE has developed management procedures that monitor and regulate the timing of progress and deliverables; and, by agreement between the partners to ensure the delivery of key information as part of the Consortium Agreement.
7	Political risks: institutional risks associated with change in EU legal status	All	M M	Continued involvement of relevant partner protected by EC grant agreement. TRUE has appointed a Deputy Co-ordinator from Portugal (UCP)

3.2 Unforeseen Risks

Table 2 lists new risks arisen during the project. A classification of their probability and a description of contingency measures envisaged by the consortium are also included.

Table 2. List of new risks identified during the project

No.	Description of Risk	WP(s)	Probability (L/M/H) Impact (L/M/H)	Risk mitigating measures
9	Bad Weather: This could affect field trials, which could lead to poor crops and yields, and unrepresentative sets of data expected for a specific legume and/or location.	WP2, 3, 4, 5, 6, 8	M H	Most field trials have been planned in year 1 and 2 of the project so that they can be repeated the following year should bad weather affect crops. In addition, the trials are conducted for a specific legume in different locations within the consortium.
10	Inability to travel to meetings due to either bad weather or illness.	All	L M	Most beneficiaries benefit from having more than one member of staff involved in the project to allow at least of representative of a particular institution to attend the project meetings. In the unlikely event, that no member of staff can travel due to bad weather, a meeting with the coordinator and project manager (face-to-face or via Skype) will be organised.
11	Outbreak of a Global Pandemic (COVID-19)	All	H M	The current restrictions regarding the movement of people and need for social distancing in place across Europe and internationally due to the pandemic, all face-to-face meetings have been cancelled and in place remote or electronic events will be organised until these measures are relaxed.

3.2 Risk Mitigation

Risk mitigation measures were implemented to ensure the risks identified did not materialise. A final review of these measures was carried out at the end of the project (Table 3).

Table 3. Risk mitigation activities: progress update.

No.	Period	Did you apply risk mitigation measures?	Did your risk materialise?	Comments
1	1	Yes	No	During the 4.5 years of the project, TRUE has built a strong network of stakeholders through the organisation of nine Legume Innovation Network workshops. In addition, in May 2021, the project launched the Legume Innovation Network (formerly known as Pulse Europe) to connect legume-focused businesses and NGOs and facilitate knowledge exchange and sustainable commercial development within Europe.
2	1	Yes	No	A transdisciplinary training workshop was organised at the kick-off meeting in Edinburgh to facilitate initial interaction between the partners. Annual meetings (AM) and Legumes Innovation Networks (LIN) were then organised to provide opportunities for partners within each cluster to meet face-to-face at least twice a year, with specific time allocated to encourage interactions and discussions between the different partners and to ensure the TRUE project fully exploit the broad range of knowledge available with the consortium. These were supplemented by <i>ad-hoc</i> virtual meeting when necessary. Relational diagrams outlining the connectivity between each Case Study (CS) and each Work Package (WP) as well as between CS and WP have also been constructed to further help knowledge exchange and interaction between the partners.
3	1	Yes	No	WP9 has implemented a series of reporting exercise to closely monitor the progress of each partner. In addition, WP9 was designed to involve all partners in the project, which allowed us to identify any potential risk of fragmentation prior to our quarterly Executive Committee meetings. In addition, annual meetings, where results were presented to help the coordination team monitor partners' activities and mitigate any risks.

No.	Period	Did you apply risk mitigation measures?	Did your risk materialise?	Comments
4	1	Yes	No	Each WP have been assigned a deputy leader within the same organisation to help mitigate this risk, which has proven extremely beneficial when staff members were either unable to perform their tasks or left the consortium. Any permanent staff departures were dealt swiftly by the relevant partner organisation to appoint a replacement and avoid any impact on the project.
5	1	Yes	No	Procedures were put in place and implemented, by JHI and AUA, to maximise data sharing throughout the consortium. A library of dataset and accompanying Metadata Entry Forms (MEF), Standard Operating Procedures (SOPs) and historical dataset have been created, which were accessible to all partners during the project. These libraries have been populated by all data shared by the partners and will be deposited to an online open access repository (Zenodo) within one year project end. In addition, when necessary, data shared within the consortium, even before data were formally submitted to the TRUE database.
6	1	Yes	No	From the beginning of the project, WP9 has implemented a series of management procedures, in the form of regular reports, meetings and communication to ensure data flow and stakeholder engagement. These allowed to monitor the progress and risks of the project as well as the submission of all expected deliverables and milestones.
7	1	Yes	Yes	UCP was appointed as deputy coordinator in case the UK leaving the EU without a deal. The end of the transition period ended in December 2020, when the UK officially left the EU. Despite this, the commission and UK government have guaranteed that all that all existing projects will continue to receive an uninterrupted flow of EU funding for the lifetime of the project. Hence, the UK change in EU legal status had no risk on the implementation of the project.
8	1	Yes	Yes	Due to the very unusual winter and summer experienced throughout Europe in 2018, some of the field trials were adversely affected. The early scheduling of these trials allowed us to repeat them in the following years of the project.

No.	Period	Did you apply risk mitigation measures?	Did your risk materialise?	Comments
9	2	Yes	Yes	A representative of each beneficiary was able to attend all annual meetings organised during the project except for KEFRI, who due to unforeseen medical issues were unable to travel to the 2 nd project meeting. Following the meeting, the coordinator had a face-to-face briefing with Dr. David Odee from KEFRI.
10	2	Yes	Yes	<p>The 4th and 5th annual General Assembly meetings were held as two-day electronic GAs, in June 2020 and July 2021 respectively. The help of a facilitator was sought for the 4th annual meeting to ensure the meeting was as fruitful and interactive as possible despite being held virtually. For both meetings, a wide range of V2V presentations and videos were prepared by the WP and CS Leaders. Dedicated interactive sessions were also included in the programme to encourage interactive discussions for co-creation meaningful outcomes. This dialogue used online collaboration tools, including voting systems and white- or stickit-boards (Miro).</p> <p>The last M-LIN, the policy dialogue and launch of the Legume Innovation Network (formerly known as Pulse Europe) were also successfully held online.</p>
11	3	Yes	Yes	The travel restriction element of the COVID-19 global pandemic is addressed in item 10. However, COVID-19 has impacted differentially across the TRUE project partner countries. As such, progress on some project WP Deliverables and activities were slowed, and it was necessary to agree and request a project Grant Agreement Amendment with the EU-REA. This extended the project term by an additional 6 months and is allowing the timely delivery of high-quality Deliverables and related activities and outputs including the project's impact and legacy plan (including development of the legacy LIN network – as explained above).



4. Project Review Report

The delivery of TRUE-project outputs has not been curtailed by any of the risks which materialised. However, it is also correct that TRUE-project activities and Deliverables scheduled for later in the project term were threatened, and the timing of their output slowed. The Grant Amendment extending the project has been important to realise these final outputs and legacy initiatives, the latter relating to launches of the legacy LIN and Pathfinder DSS tool (for example). Also, whether the lack of face-to-face meetings may impact negatively on the involvement or uptake of such platform or tools remains to be seen/tested. Nevertheless, again the mitigation strategies applied in these respects will include new and intensified efforts using online e-tools and initiatives – as detailed in the projects Impact and Legacy Plan (Deliverables D9.9 and D9.10).

Further to these project-delivery specific initiatives, considerable attention has also been paid to other risks which may affect the project aims more broadly, that is those mainly unseen risks which may jeopardise the uptake of legume-based food- and feed-systems more broadly. Perspectives regarding several such risks (among others) have been identified. However, these are currently listed in the currently embargoed D9.9. Embargoed, since these perspectives will be developed into a dedicated series of short reports, collated into a single publication for publication after peer-review, and within 1 year of the projects new end date (*i.e.*, to be published before October 1st 2022). In addition, and as a prelude to this ‘legume perspectives’ articles, these more general perspective-type science-evidenced based manuscripts are already appearing as additional added-value outputs from the TRUE-project. These include for example [Iannetta et al., \(2021\)](#), and [Vasconcelos et al. \(2021\)](#), though other similar papers are expected to appear on the [TRUE-project dedicated Zenodo Community](#). Partners have also produced relevant outputs from other projects, but which also do relate to the aim of TRUE. For example, the impact of C19 appears only to have heightened awareness of the risks posed by food (including protein) import- dependency, adding further impetus to increase levels of protein self-sufficiency in countries throughout Europe (*e.g.*, [Rivington et al., 2021](#)).



Appendix 1: Extract of the TRUE Change-Risk-Issue Log

PROJECT NAME ORGANISATION		TRUE JHI			PROJECT MANAGER DATE CREATED		Fanny Tran 01-May-18		LAST UPDATED VERSION NO.		13/08/2021 3	
Risk ID	Description	Risk Owner	Probability	Impact	Risk Mitigation Measures	Mitigation Measures Applied	Risk Materialised ?	Comments	Response Owner	Last Reviewed		
	Description of the risk	Person who monitors the risk	High, Medium or Low	High, Medium or Low		Yes or No?	Yes or No?	How were the mitigation measures implemented?	Who is responsible for initiating the response	13/08/2021		
1	Commercial risks: Knowledge exchange, technology uptake and innovation will rely on industry and stakeholders to participate, test and adopt new approaches.	Fanny Tran	High	Low	Advertising activities (e.g. Regional Cluster meetings), as widely as possible, to highlight potential incentives. This will include exploiting partners' existing client contacts, and stakeholders who are already associated with the specific Case Studies. TRUE partners are interested in creating spin-out companies to maximise opportunities.	Yes	No	Over this 18 months period, TRUE's network of stakeholders has been further expanded by the organising a further 2 Legume Innovation Network workshops. In addition, in May 2021, the project launched the Legume Innovation Network (formerly known as Pulse Europe) to connect legume-focused businesses and NGOs and facilitate knowledge exchange and sustainable commercial development within Europe.	Fanny Tran & Petelannetta	13/08/2021		
2	New consortium: whilst some of the TRUE members have collaborated on past projects and networks, many new partners from across the quality chain are coming together for the first time, which may create a barrier to effective working until strong relationships are established.	Fanny Tran	Medium	Medium	UHOH will hold a transdisciplinary training workshop in month 1 to support multi-actor working. A 'Buddy System' has been developed to team experienced members with less experienced members. TRUE will hold regular meetings (management, workshops, Regional Clusters, training events), which will encourage face-to-face communication between partners and stakeholders.	Yes	No	During this period, Annual meetings (AM) and Legumes Innovation Networks (LIN) were organised (2 AM & 2 LIN), giving further opportunities for partners within each cluster to meet, with specific time allocated to encourage interactions and discussions between the different partners and to ensure the TRUE project fully exploit the broad range of knowledge available with the consortium. Unfortunately due to COVID-19 some of these meetings were held virtually. Despite this change of plan, the events allowed for meaningful and interactive discussion.	Fanny Tran & Petelannetta	13/08/2021		
3	Risk of fragmentation: TRUE relies on a diversity of actors, from a wide range of backgrounds and disciplines, spread across all regions of Europe. There is a risk that individual partners can inadvertently 'go off on tangents' or 'do their own thing', as it may be challenging to understand the activities of other partners / disciplines.	Fanny Tran	Medium	High	The 'Buddy System' has matched partners from different organisations and disciplines to build supportive links across the consortium, and to share different perspectives on working styles and methods. TRUE has a robust internal communication plan, using a range of media (skype, email, telephone) and face-to-face meetings. TRUE is designed with linked and integrated WPs, with partners contributing knowledge, information and methods to meet common objectives and deliverables.	Yes	No	WP9 has continued to ensure constant reporting is taking place from the partners, through CS- and WP- Update Forms. These, in addition to annual meetings where results are presented have helped the coordination team monitor partners' activities and mitigate any risks during this reporting period.	Fanny Tran & Petelannetta	13/08/2021		
4	Strong reliance on specific expertise/partners: TRUE relies on the existing knowledge of the partner experts. This reliance may translate into a risk, should one of the experts move positions / employer during the TRUE project.	Fanny Tran	High	High	We have identified experts from organisations who share areas of knowledge/expertise and have agreed to collaborate on certain work elements to support effective delivery. Many of the WPs have shared leadership; TRUE can rely on more than one organisation for data management (AUA and JHI), data analysis and modelling (JHI, SRUC and JSI), knowledge exchange and policy (UHOH, IFAU, ESSRG).	Yes	No	During this period, WP1 Leader and deputy left UHOH and were swiftly replaced by existing staff of similar expertise, which avoided any negative impact on the project. WP1 deliverables were submitted on time.	Fanny Tran & Petelannetta	13/08/2021		



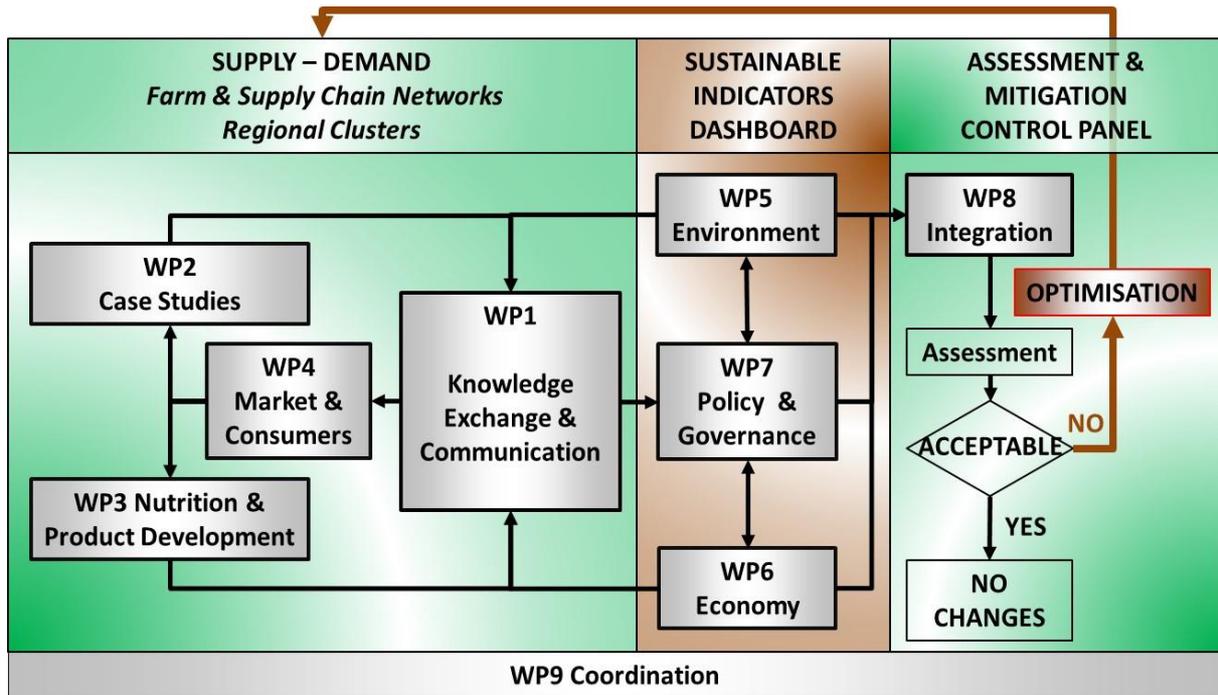
Appendix 2: Background to the TRUE project

Executive Summary

TRUE's perspective is that the scientific knowledge, capacities, and societal desire for legume supported systems exist, but that practical co-innovation to realise transition paths have yet to be achieved. TRUE presents 9 Work Packages (WPs) supported by an *Intercontinental Scientific Advisory Board*. Collectively, these elements present a strategic and gender-balanced work-plan through which the role of legumes in determining 'three pillars of sustainability' – 'environment', 'economics', and 'society' - may be best resolved. TRUE realises a genuine multi-actor approach, the basis for which are three *Regional Clusters* managed by WP1 ('*Knowledge Exchange and Communication*', University of Hohenheim, Germany), that span the main pedo-climatic regions of Europe, designated here as *Continental*, *Mediterranean* and *Atlantic*, and facilitate the alignment of stakeholders' knowledge across a suite of 24 Case Studies. The Case Studies are managed by partners within WPs 2-4 comprising '*Case Studies*' (incorporating the project database and *Data Management Plan*), '*Nutrition and Product Development*', and '*Markets and Consumers*'. These are led by the Agricultural University of Athens (Greece), Universidade Catolica Portuguesa (Portugal) and the Institute for Food Studies & Agro-Industrial Development (Denmark), respectively. This combination of reflective dialogue (WP1), and novel legume-based approaches (WP2-4) will supply hitherto unparalleled datasets for the '*sustainability WPs*', WPs 5-7 for '*Environment*', '*Economics*' and '*Policy and Governance*'. These are led by greenhouse gas specialists at Trinity College Dublin (Ireland; in close partnership with LCA specialists at Bangor University, UK), Scotland's Rural College (in close partnership with University of Hohenheim), and the Environmental and Social Science Research Group (Hungary), in association with Coventry University, UK), respectively. These *Pillar WPs* use progressive statistical, mathematical and policy modelling approaches to characterise current legume supported systems and identify those management strategies which may achieve sustainable states. A *key feature* is that TRUE will identify key *Sustainable Development Indicators* (SDIs) for legume-supported systems, and thresholds (or goals) to which each SDI should aim. Data from the *foundation WPs* (1-4), to and between the *Pillar WPs* (5-7), will be resolved by WP8, '*Transition Design*', using machine-learning approaches (e.g. *Knowledge Discovery in Databases*), allied with *DEX* (*Decision Expert*) methodology to enable the mapping of existing knowledge and experiences. Co-ordination is managed by a team of highly experienced senior staff and project managers based in The Agroecology Group, a Sub-group of Ecological Sciences within The James Hutton Institute.

Work-package structure

The flow of information and knowledge in TRUE, from the definition of the 24 Case Studies (left), quantification of sustainability (centre) and synthesis and decision support (right).



Project partners

No	Participant organisation name (and acronym)	Country	Organisation Type
1 (C*)	The James Hutton Institute (JHI)	UK	RTO
2	Coventry University (CU)	UK	University
3	Stockbridge Technology Centre (STC)	UK	SME
4	Scotland's Rural College (SRUC)	UK	HEI
5	Kenya Forestry Research Institute (KEFRI)	Kenya	RTO
6	Universidade Catolica Portuguesa (UCP)	Portugal	University
7	Universitat Hohenheim (UHOH)	Germany	University
8	Agricultural University of Athens (AUA)	Greece	University
9	IFAU APS (IFAU)	Denmark	SME
11	Bangor University (BU)	UK	University
12	Trinity College Dublin (TCD)	Ireland	University
13	Processors and Growers Research Organisation (PGRO)	UK	SME
14	Institut Jozef Stefan (JSI)	Slovenia	HEI
15	IGV Institut Fur Getreideverarbeitung GmbH (IGV)	Germany	Commercial SME
16	ESSRG Kft (ESSRG)	Hungary	SME
17	Agri Kulti Kft (AK)	Hungary	SME
18	Alfred-Wegener-Institut (AWI)	Germany	RTO
19	Slow Food Deutschland e.V. (SF)	Germany	Social Enterprise
20	Arbikie Distilling Ltd (ADL)	UK	SME
21	Agriculture and Food Development Authority (TEAG)	Ireland	RTO
22	Sociedade Agrícola do Freixo do Meio, Lda (FDM)	Portugal	SME
23	Eurest -Sociedade Europeia De Restaurantes Lda (EUR)	Portugal	Commercial Enterprise
24	Solintagro SL (SOL)	Spain	SME
25	Public Institution Development of the Međimurje County (PIRED)	Croatia	Development Agency

*Coordinating institution



Objectives

Objective 1: Facilitate knowledge exchange (UHOH, WP1)

- *Develop a blueprint for co-production of knowledge*

Objective 2: Identify factors that contribute to successful transitions (AUA, WP2)

- *Relevant and meaningful Sustainable Development Indicators (SDIs)*

Objective 3: Develop novel food and non-food uses (UCP, WP3)

- *Develop appropriate food and feed products for regions/cropping systems*

Objective 4: Investigate international markets and trade (IFAU, WP4)

- *Publish guidelines of legume consumption for employment and economic growth*
- *EU infrastructure-map for processing and trading*

Objective 5: Inventory data on the environmental intensity of production (TCD, WP5)

- *Life Cycle Analyses (LCA) -novel legumes rotations and diet change*

Objective 6: Economic performance - different cropping systems (SRUC & UHOH, WP6)

- *Accounting yield and price risks of legume-based cropping systems*

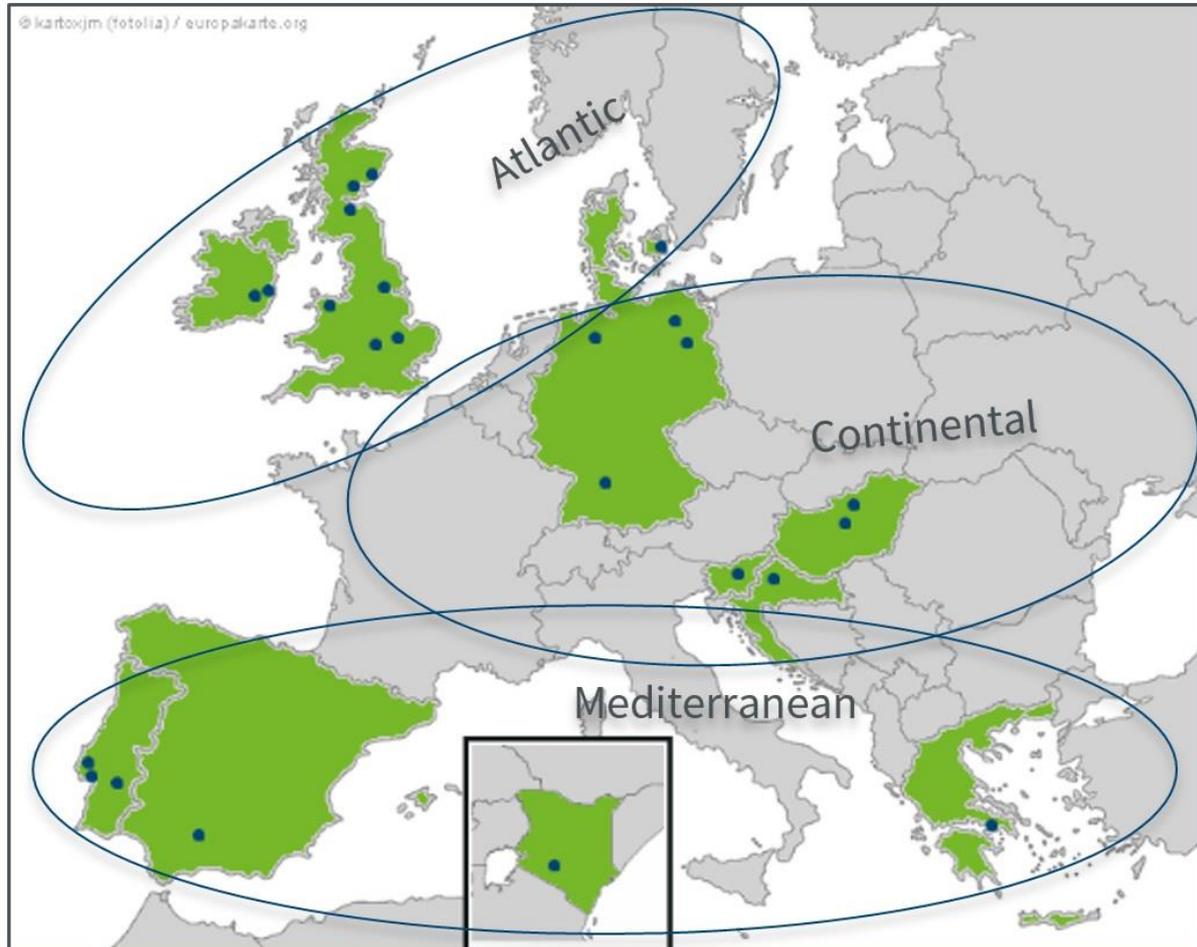
Objective 7: Enable policies, legislation and regulatory systems (ESSRG, WP7)

- *EU-policy linkages (on nutrition) to inform product development/uptake*

Objective 8: Develop decision support tools: growers to policymakers (JSI, WP8)

- *User-friendly decision support tools to harmonise sustainability pillars*

Legume Innovation Networks



Knowledge Exchange and Communication (WP1) events include three TRUE European Legume Innovation Networks (E-LINs), and these engage multi-stakeholders in a series of focused workshops. The E-LINs span three major biogeographical regions of Europe illustrated above within the ellipsoids for Continental, Mediterranean and Atlantic zones.



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Disclaimer

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