

D6.5 Implementation Plan and Risk Contingency Plan - Final version



D6.5 Implementation Plan and Risk Contingency Plan - Final version

Summary

This document is the final version of the Implementation Plan and Risk Contingency Plan. First, it indicates main achievement of the last 18 months. Next, it defines key steps to follow in the last stage of the project. The second part lists a number of risks that could or have affect different aspects of the project outcome. It includes risk mitigation measures and a contingency plan for each case.

Deliverable number	Work package	
D6.5	WP 6	
Deliverable lead beneficiary	Deliverable author(s)	Contributor(s)
Aquatec (AQUA)	Alex de la Cruz (AQUA)	na
Internal reviewer(s)	External reviewer(s)	
Beniamino Russo (UPC)	Angel Villanueva (AQUA)	
Planned delivery date	Actual delivery date	
30/06/2025	03/02/2026	
Dissemination level	<input checked="" type="checkbox"/> PU = Public <input type="checkbox"/> PP = Restricted to other programme participants <input type="checkbox"/> RE = Restricted to a group specified by the consortium. Please specify: _____ <input type="checkbox"/> CO = Confidential, only for members of the consortium	

Document history

Date	Version	Author	Comments
14/01/2026	1.0	Alex de la Cruz (AQUA)	Completed first draft of the document
02/02/2026	2.0	Beniamino Russo (UPC) Angel Villanueva (AQUA)	Internal and external review
03/02/2026	3.0	Alex de la Cruz (AQUA)	Final version

Table of contents

List of Tables	4
List of Acronyms and Abbreviations	5
Executive summary	6
1 Introduction	7
2 Implementation plan	8
2.1 Work developed between M19-M36	8
2.2 Next implementation steps	10
3 Identification of risks, mitigation measures and contingency plan	11
4 Materialized risks	21
5 Conclusions	23
References	26

DRAFT

List of Tables

Table 1. Summary of the work developed between M19 and M36	8
Table 2. Summary of fulfillments between M19 and M36	9
Table 3. Identification of risks related to research activities and proposal of risk-prevention measures and contingency plan.	12
Table 4. Identification of risks related to project management and proposal of risk-prevention measures and contingency plan	16
Table 5. Identification of risks related to dissemination and exploitation activities and proposal of risk-prevention measures and contingency plan	18
Table 6. Risks materialised and mitigation measures taken between M19 and M36 of the project ICARIA	21
Table 7. Project ICARIA Gantt diagram	25

List of Acronyms and Abbreviations

CoPs	Communities of Practitioners
CS	Case Study
CSF	Case Study Facilitators
CT	Coordination Team
GA	Gran Agreement
KPI	Key Performance Indicators
NDA	Non-disclosure agreements
PMT	Project Management Team
SSO	Specific Subobjectives
WP	Work Package

DRAFT

Executive summary

The final version of the Implementation Plan and Risk Contingency Plan has been updated in the 36th month of ICARIA's project lifetime (December 2025). The first section summarises the evolution of the implementation plan with the main goals achieved between M19 and M36. Next, it depicts key steps forward envisaged in the implementation strategy for the last three months of the project (until M39, March 2026).

Furthermore, this document presents an updated identification list of risks, prevention measures and contingency plans considering the new challenges and eventualities that will be faced in the last months of ICARIA.

Finally, another section indicates the list of risks materialised between M19 and M36 and indicates the measures that have been taken to minimise their effect.

DRAFT

1 Introduction

The present document is the final version of the Implementation Plan and Contingency Plan of the ICARIA (Improving Climate Resilience of Critical Assets). This research project is being developed within the European Union Research and Innovation funding program Horizon Europe under the Grant Agreement (GA) number 101093806.

The document corresponds to Deliverable 6.5 of Work Package 6 (WP6) - Project Management. The general objective of WP6 is to ensure an efficient coordination and management of both the technical-scientific and the financial matters of the project to ensure the fulfilment of all objectives and milestones defined in the GA. The specific objectives of this WP are as follows:

- Quality assessment of project progress, results, and impact
- Timely submission of deliverables and reports to the European Commission
- Keep the project within budget and schedule while achieving the objectives
- Risk mitigation and management
- Establish effective communication channels, Consortium –Commission

The main objective of this final version of the Implementation Plan and Contingency Plan, corresponding to deliverable D6.5, is to:

1. Update the implementation strategy according to the current status of the project
2. List risks materialised and indicate contingency measures taken
3. Forecast additional potential risks and challenges that might affect the project outcome in its last stages and define prevention and contingency measures.

The information reported corresponds to the period between M19 and M36 of the project.

2 Implementation plan

2.1 Work developed between M19-M36

The present section presents a summary of the main coordination activities developed in the project ICARIA in the period between M19 and M36. Table 1 summarises the coordination activities undertaken during this period to ensure the adequate functioning of the project consortium and the satisfactory quality of the work delivered.

It should be considered that originally, ICARIA was planned as a 36-month-long project. The deadline for D6.5 was M30 since its objective is to identify critical risks that can affect the project outcomes and organisation during its last stages. However, after the amendment approved in July 2025, a 3-month extension was granted to the consortium, extending ICARIA to a total of 39 months. As a consequence of this and the materialisation of several risks, the submission of this document has been postponed to M37 (January 2026).

Table 1. Summary of the work developed between M19 and M36

Coordination objective	Initiatives taken
Establish effective and frequent communication within the ICARIA PMT	<ul style="list-style-type: none"> ● Organise monthly PMT meetings and produce detailed minutes with specific task assignments and follow-ups ● Hold bilateral WP-WP or WP-Case Study (CS) meetings to discuss relevant matters ● Organise an Annual Technical Meeting in Lisbon in M 23 ● Organise an Annual Plenary Meeting in Rhodes in M 29
Ensure a general status of coordination among all Tasks and WPs in ICARIA	<ul style="list-style-type: none"> ● Organise an Annual Plenary Meeting in Rhodes in M 29 ● Involvement of the Coordination Team (CT) in the supervision of all ongoing Tasks ● Use the PMT meetings to foster communication among WPs and Case Study Facilitators (CSF) ● Establish fluent communication between the CT and the CSF, as responsible for the work developed in each CS ● Celebrate monthly or biweekly WP meetings to coordinate CS activities
Risk management	<ul style="list-style-type: none"> ● When necessary, communicate and celebrate meetings with the PO to inform the Commission about critical risks and define contingency measures ● Define monitoring plans to follow and mitigate occurring risks ● Celebration of an Extraordinary General Assembly in M36 to inform the consortium about ongoing risks and define a common strategy

According to the project Gantt diagram (after its second amendment), the following deliverables and other requirements have been satisfied between M19 and M36:

- Handover of 4 deliverables according to the project DoA (see Table 2)
- Celebration of the ICARIA Trials in the three CS
- Fulfilment of KPIs (see Table 22)
- According to the project Gantt Diagram, no Milestone has been fulfilled. The pending ones are MS3 (M37) and MS4 (M39)

Table 2. Summary of fulfillments between M19 and M36

Fulfillment	Description	WP	Resp. partner	Proof of fulfillment
D2.4	ICARIA multi-hazards modelling tools and application guidelines v2	WP2	UNEXE	Delivery of D2.4
D3.4	Decision Support System v1	WP3	DRAC	Delivery of D3.4
D4.4	Sustainability and exploitation plan v1	WP4	DRAX	Delivery of D4.4
D4.5	Sustainability and exploitation plan v1	WP4	DRAX	Delivery of D4.5
KPI 4.1	Successful implementation and assessment of the ICARIA modelling framework through 3 trials.	WP4	CSF	Celebration of ICARIA Trials
KPI 5.2	Successful implementation and replication of the multi-risk and resilience assessments in the 3 ICARIA sites	WP4	CSF	Contents presented in the celebration of ICARIA Trials
KPI 6.5	Satisfactory implementation of the DSS (75% satisfaction on CoP poll results).	WP4	CSF	Trial poll results
KPI 7.2	Minutes of the CoPs workshops during the project	WP5	CSF	Minutes written for all CoPs celebrated

The main delays that occurred during this period are:

- Delivery of D4.2 (rescheduled for M37)
- Delivery of D4.3 (rescheduled for M38)
- Delivery of D6.5 (rescheduled for M37)

2.2 Next implementation steps

The Implementation Plan of ICARIA for the coming months aims to:

1. Finalise all pending deliverables according to the GA
2. Gather proof of fulfilment of all KPIs and MS
3. Foster communication efforts to disseminate project outcomes
4. Organise the project final event, inviting key stakeholders like CoP participants and follower regions

This plan will be articulated according to the following guidelines that indicate the measures that will be adopted to ensure an adequate organisation of the project:

1. Consortium coordination and partners engagement

- Recurrent PMT meeting
- Weekly meeting for deliverable coordination
- Regular bilateral WP and CSF meetings

2. Technical matters

- Finalisation of all deliverables
- Release of ICARIA tools' final versions
- Evaluation of the satisfactory fulfilment of project KPIs and milestones

3. Results exploitability

- Involvement of local stakeholders of CoP and follower regions in the project final event
- Publication of research papers in a scientific journal, including the ICARIA Special Issue

4. Project outreach and results dissemination

- Present ICARIA outcomes in the final event
- Report ICARIA outcomes in relevant research clusters

5. Financial management and reporting periods

- Elaborate the financial assessment of Reporting Period 2

3 Identification of risks, mitigation measures and contingency plan

In the context of project management, a “risk” is meant as a probable situation that can cause an unwanted change in the project objectives, schedule or planned activities. ICARIA involves a consortium of 16 partners and 3 case studies. Hence, a number of risks can potentially affect the desired outcomes of the project, some of which were even identified during the development of the project proposal. Therefore, it is essential to identify each risk and define appropriate contingency measures.

These risks can be associated with both internal and external factors. Internal risks derive from inadequate management and coordination of the consortium and results dissemination, while external risks are associated with matters beyond the control of the consortium (e.g., data availability, involvement of key external stakeholders, confidentiality issues).

As project coordinators, AQUATEC and UPC have conducted an identification and analysis of the risks that can threaten the adequate execution of project activities, paying special attention to those that directly affect the last stages of the project. These risks were also categorised in the following fields

- Project management
- Research
- Dissemination and exploitation

For each one of the identified risks, mitigation and contingency measures are proposed.

Table 3. Identification of risks related to research activities and proposal of risk-prevention measures and contingency plan.

Description of the risk	WP involved	Proposed risk-prevention measures	Contingency plan	Impact	Probability
Delay of the activity, or failure in achievement of milestones	All WPs	The PMT will seek early detection of any problems in order to ensure the proper coordination of WPs by regularly checking the progress of the action. Additionally, safety schedule buffers have been considered in the duration of ICARIA. Implementation plans for the WP will also be developed by the WP leaders in order to support the proper coordination of WPs by regularly checking the progress of the action.	In case an activity is delayed, the coordinator will notify the EC Project Advisor to jointly try to solve the problem. In case an activity is repeatedly late, or some WPs are always delayed, the Coordinator, with the support of the EC may take action in order to ensure proper completion of the tasks (redistribution of tasks, subcontracting, etc.)	High	Medium
Lack of data availability for modeling and risk assessment	WP 1, 2, 3 and 4	ICARIA will devote many efforts to fill data gaps through the implementation of different novel techniques and a strong background acquired by project partners (AIT specialist in the use of AI to achieve downscaled climate scenarios and hazards, and CERTH specialist in the use of non-conventional methods to validate hazard and impact models).	If a data gap cannot be filled, WP leaders have to notify the coordinator to follow one of the following foreseen strategies: 1. If there are problems collecting data from organizations, administrations and service operators that are ICARIA partners, the Coordinator will formally request them to provide the data. The signature of additional NDAs or the use of partially dummy data (with fake coordinates, for instance) can be explored.	High	Low

Description of the risk	WP involved	Proposed risk-prevention measures	Contingency plan	Impact	Probability
			<p>2. If there are problems collecting data from organizations, administrations or services operators that are not ICARIA partners, the Coordinator, case-study coordinators, or other ICARIA partners will write a letter asking the corresponding authorities to ask for the collaboration of the organizations, administrations or service operators. The signature of NDAs or the use of dummy data (fake coordinates, for instance) can be explored. If this situation persists, the Coordinator will ask the Project Advisor to contact the city authorities with political influence to sign an official letter asking for the collaboration of these external administrations, organizations or service operators in the project.</p> <p>3. In case the previous measures do not work, alternative data sources will be identified.</p> <p>Finally, in case an activity is compromised, the coordinator will notify the EC Project</p>		

Description of the risk	WP involved	Proposed risk-prevention measures	Contingency plan	Impact	Probability
			Advisor in order to adapt the WP implementation plan. The EC may take action to ensure that the adaptation of the WP implementation plan does not compromise the project achievements		
Uncertainty chain affecting the reliability of results (climate projections, hazard and risk results and adaptation benefits)	WP 1, 2, 3 and 4	ICARIA will devote great resources to analysing uncertainty sources and propagation in Task 1.3 and specific uncertainties caused by different environmental drivers and humanitarian activities evaluated using generalized likelihood uncertainty estimation (GLUE) method or the fuzzy set approach (Task 2.2).	If uncertainty causes a major issue in the reliability of results, extraordinary monographic meetings will be organised in order to identify the causes and define corrective actions. These measures could be a redefinition of frameworks, simplifying hypotheses, changing methodologies or exploring different data sources.	High	Low
Uncertainties and low performance of the impact models	WP 3	To increase the certainty and performance of impact models, they must be calibrated using actual damages or impacts data. As this information can be very varied in terms of its nature (e.g., economic damage, affected assets, consequences on people's safety), the collection of such datasets is often complicated. For this reason, each case	If a CSF is unable to obtain data for impact, it can ask the Coordinator to formally request this data from public authorities. If this measure were to fail, alternative data sources could be explored.	High	Low

Description of the risk	WP involved	Proposed risk-prevention measures	Contingency plan	Impact	Probability
		study is expected to involve stakeholders in their CoPs who are able to provide this kind of data.			
Low quality of deliverables	All	The quality of deliverables is ensured by an internal and external peer-reviewed system. It involves two rounds of revision for each deliverable. The first one is done by a member of the consortium who has not been involved in the development of the document. The second one will be done by the project coordinator, who will approve the final version to be delivered.	If a deliverable does not have the expected quality for a European research project, the Coordinator will not submit it and ask the partner to improve its content and/or presentation. In case of delay, the Coordinator will inform the Project Advisor in advance to explain the reasons for the delay.	High	Low
Inconclusive results	All	Partial regular assessment of preliminary results will be carried out in bi-weekly W4 meetings to assess the quality of CS results for single-hazard, multi-hazard and adaptation scenarios. If inconsistencies or inconclusiveness in results are found, ad-hoc meetings will be held to find solutions or better approaches to mitigate this.	If the prevention measures fail and the results are indeed inconclusive. The reasons for this outcome, lessons learned, and better practices to avoid similar situations in the future will be reflected in the corresponding deliverables. In fact, these partial findings can point to new relevant lines of research.	Medium	Low

Table 4. Identification of risks related to project management and proposal of risk-prevention measures and contingency plan

Description of the risk	WP involved	Proposed risk-measures	Contingency plan	Impact	Probability
Lack of coordination among partners / WPs / tasks	All	AQUATEC has extensive experience in the coordination of large research projects similar to ICARIA. Moreover, the governing structure of the project is designed to promote the interaction and participation of all members. Furthermore, a large number of consortium members have worked together previously in other research projects with satisfactory results. In case coordination problems are observed, the monthly PMT will assess and solve them. WP's' implementation plans will be prepared, with detailed interdependencies (inputs/outputs) between tasks in every WP and between WPs, identify which partner is doing what and when, ensure approval of such plan by each partner in the WP and by the coordination. Finally, the PMT and the project coordinator will promote bilateral technical meetings between WPs with close interaction.	Coordination meetings along the project will address all issues that might occur at every given time	High	Low
Low collaboration among partners	All	The Project Management Manual (D6.1) provides tools to foster partners' collaboration. Moreover, the schedule of regular meetings at all levels will promote the necessary collaboration to meet objectives. Finally, the PMT will sit	If the measures defined to promote collaboration are insufficient, extraordinary meetings will be held to address the problem. Depending on	High	Low

Description of the risk	WP involved	Proposed risk-measures	Contingency plan	Impact	Probability
		regularly to ensure the coordination and the flow of communication among WP.	each specific situation, these meetings will involve the whole PST, specific WP/task/deliverable leaders or specific members of the consortium.		
Conflicts within the Consortium	All	Partners are aware that the Coordination Team is available at any time for any complaint or dissatisfaction with the working plan in order to find solutions that can be discussed in extraordinary meetings by using video conference. Partners can also express and discuss their concerns to find appropriate solutions in the plenary meetings.	If no resolution is achieved, the PMT will be involved to mediate and resolve the situation between the conflicting parties. As the last resort and if the conflict provokes negative outcomes or changes in the project execution, the Coordinator will explain the problem and its causes to the Project Advisor, and find a solution according to the European funding principles.	Medium	Low
Financial deviations or laxity of partners	All	During the project proposal, an adequate budget was thoroughly developed between all partners, considering the resources and efforts that will be required in each task. Moreover, partners will send internal technical and financial reports every six months to the Coordination Team so the evolution of expenses with respect to the total budget can be evaluated. This will allow the	If a partner needs to change the allocation of financial resources, the Coordination Team will discuss the situation and request the change to the Project Officer.	High	Low

Description of the risk	WP involved	Proposed risk-measures	Contingency plan	Impact	Probability
		coordinator to detect any deviation in time to take measures if needed.			
Extra costs in the process of purchasing equipment	All	In case extra costs for purchasing equipment are required, a deep analysis of the necessity will be conducted by the affected partner and the Coordination Team to reduce them to the strictly necessary.	In case extra costs for purchasing equipment are required, a deep analysis of the necessity will be conducted by the affected partner and the Coordination Team to reduce them to the strictly necessary.	Medium	Low

Table 5. Identification of risks related to dissemination and exploitation activities and proposal of risk-prevention measures and contingency plan

Description of the risk	WP involved	Proposed risk-prevention measures	Contingency plan	Impact	Probability
D&E activities raise little interest	WP 5	A Dissemination and Communication Plan (D5.1) to define strategies to maximise the impact of ICARIA is in place. Also, ICARIA is present in several clusters of projects related to this topic, where the relevant audience can be reached.	If a low interest in the project is detected, the reasons for this will be analysed by the WP5 leader together with the PMT and an improved version of the Communication and Dissemination Plan will be developed.	High	Low
Difficulties in implementing ICARIA results	WP 4 and 5	ICARIA follower regions will be invited as active participants to the final event to ensure their commitment.	Make use of clusters and other networks to reach as many regions as possible.	High	Medium

Description of the risk	WP involved	Proposed risk-prevention measures	Contingency plan	Impact	Probability
in other regions					
Decreasing website visits	WP 5	The number of visits to the ICARIA website reflects the engagement with the project. In particular, the objective is to convert new visitors into returning ones and in this way to build a strong community interested in climate change and urban resilience topics.	In case of decreasing website visits, specific actions will be carried out to attract visitors to the website. This could include increasing the number of recurrent publications (news and blog entries), the creation of audiovisual and/or interactive media, or exploring new channels to share the link to the website, such as social media, technical or general media and the project partners' websites.	Medium	Low
Low impact of the project on local communities	WP5	ICARIA, being a project built around three research sites, has to be communicated not only globally but also locally. It means that the authorities in the AMB, SBG and SAR CA have to be informed about the project their region is part of, as well as about its potential benefits.	In case of a lack of local-level communication activities, WP5 will seek support from the City Councils in risk-owner partners to implement the most appropriate communication activities for each region.	Medium	Low
IPR issues	All WP	Task 4.4 has capitalised all work regarding results exploitation and IPR management. This included the assessment of the “Horizon Booster” program, in which an IPR expert appointed by the EC helped to identify	D4.5 clearly defines the IPR organisation in the consortium.	Medium	Low

Description of the risk	WP involved	Proposed risk-prevention measures	Contingency plan	Impact	Probability
		potential conflicts in this aspect and to define a consistent plan reflected in D4.5.			
The consortium does not guarantee the project results will be effectively exploited beyond its duration	All WP	D4.5 elaboration identified all key exploitable results (KER) of ICARIA. Thanks to the “Horizon Booster,” adapted exploitation plans for each KER are in place. These plans consider the nature, ownership and replicability of all these KERs to ensure their maximum exploitation.	Implementation of the plan in D4.5	Medium	Low
Difficulties in transferring the ICARIA results to other regions	All WP	Replicability is one of the main objectives of ICARIA. Tasks 4.3 and 4.4 are specially dedicated to this. Task 4.3 tests the replicability of risk assessment and DSS functionality among the CS of the project. This exercise within the project will ensure that the tools and methods proposed can be applied in other regions with less data availability. Task 4.4 defines exploitation plans for all the tools developed in the project. Importantly, these tools are integrated into the web-based DSS tool of ICARIA, which will be maintained beyond the end of the project.	If the outcomes of Task 4.3 or the plans of Task 4.4 are ineffective, PMT and the tools’ owners will meet to identify the reasons and define corrective measures.	Medium	Low

4 Materialized risks

The following table summarises the risks that have materialised between M19 and M36 of the project ICARIA and the mitigation measures adopted to minimise their effects.

Table 6. Risks materialised and mitigation measures taken between M19 and M36 of the project ICARIA

Risk materialized	Contingency measures
Inconclusive results in Deliverable 2.4	The results of the multi-hazard joint occurrence probability assessment based on the copula model for the AMB CS were not conclusive. Due to limited historical records, it was not possible to quantify the dependency. Alternatives were used as reflected in D2.4 to provide valid data to carry out the multi-hazard risk assessment for the AMB CS Trial. However, this caused several weeks of delay in D2.4.
Delay in Deliverable 2.4	The submission of D2.4 was delayed as explained above.
Delay in Deliverable 4.2	Delays in the following activities have caused important delays in the elaboration of D4.2: hazard model development, multi-hazard joint provability assessment, and Trial event organisation. As a result, the delivery of D4.2 has been postponed by 2 months to ensure satisfactory and meaningful results despite the deviation in the submission plan.
Delay in Task 4.3	For similar circumstances as D4.2, D4.3 has been postponed by 1 month.
Delay in Trial and CoP meetings	The celebration of the Trial event required two main results: a working version of the DSS and risk assessment data for all CS. In line with D4.2, the latter was delayed. In order to celebrate effective Trials with all the required data available, their celebration was also postponed by 2 months.
Lack of coordination in WP4	WP4 is the most complex one in ICARIA. Feisty, it combined the outcomes of WPs 1, 2 and 3. Secondly, over ten partners had to collaborate to generate the core results of the project. During its first steps, alignment in CS and coordination among all partners was complex. Importantly, this work had to be consistent with the framework defined in WP1. To ensure coordination, bi-weekly WP4 meetings were celebrated to ensure coordination among CSF, WP leaders and technical expert partners within the ICARIA framework of risk assessment.
Minor financial deviations	As some small deviations were detected in M18, to keep them under control, AQUATEC performed an intermediate 6-month

Risk materialized	Contingency measures
	internal financial assessment for all members of the consortium.
Conflicts within the consortium	<p>During Reporting Period 2, important discrepancies regarding commitment to the project occurred between the coordinator and a particular partner. The Project Officer was informed about the situation and defined a series of actions to manage it. These involved an initial request for preliminary results and financial efforts done and foreseen. After not receiving a satisfactory answer, an extraordinary general assembly was celebrated at the beginning of M36 to present the case to the whole consortium and define a common strategy. It was voted to carry out a continuous assessment on this partner's performance until the end of the project to document their activity and support decisions to be eventually taken at the end of Reporting Period 2.</p>

DRAFT

5 Conclusions

The first section of this document presents a summary of the achievements reached in project ICARIA between M19 and M36 according to the Implementation Plan. These can be summarised as follows:

- Handover of 4 deliverables according to the project DoA (D2.4, D3.4, D4.4. and D4.5).
- Celebration of the ICARIA Trials in the three CS.
- Fulfilment of KPIs 4.1, 5.2, 6.5 and 7.2.

Furthermore, the general guidelines that will be followed in the implementation of the project until M39 are indicated. These aim to ensure a satisfactory finalisation of ICARIA.

- Project final event.
- Weekly meetings for Deliverables finalization.
- Results exploitability.
- Project outreach and results dissemination.
- Financial management and reporting periods.

As the core of the Risk Contingency Plan, the 3rd section of the document describes the risks associated with the three main dimensions of ICARIA activities: research activities, project management and dissemination and exploitation of results.

The main identified risks can be synthesised into the following list:

- Discrepancies within the consortium regarding technical matters.
- Lack of coordination and/or cooperation between parties.
- Inconclusive results.
- Lack of involvement of partners.
- Alignment between the work in the CS and the ICARIA Framework.
- Low impact of dissemination initiatives.
- Financial definition or partner laxity.

Corresponding risk-prevention measures and contingency plans have been elaborated for all the risks identified and are presented in detail in this document.

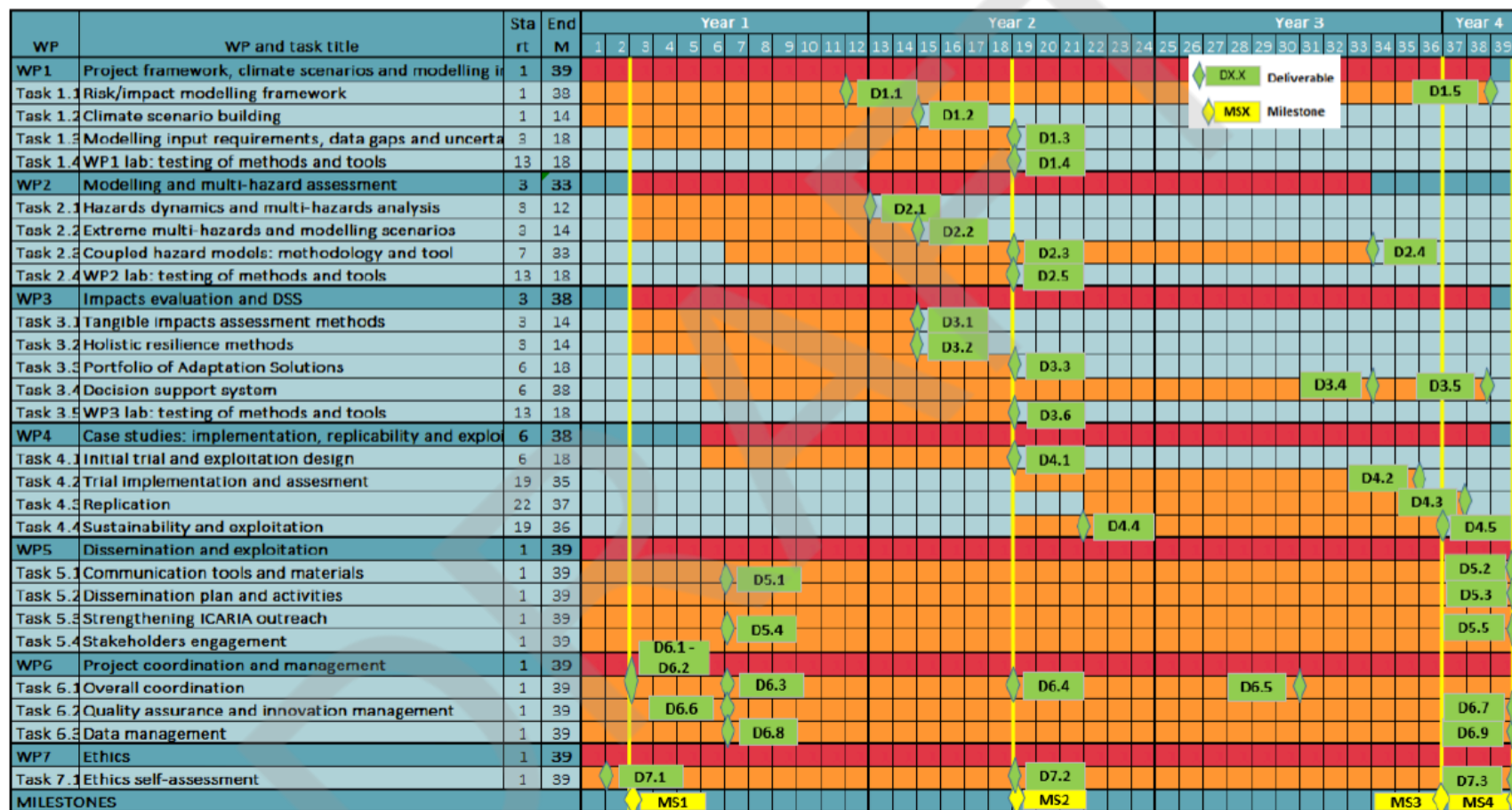
The last section summarises the main risks and difficulties that have occurred between M19 and M36 and explains the measures that were taken in each case to minimise the impact on the consortium. The main issues faced are as follows:

- Inconclusive results in D2.4.
- Delays in Deliverables D2.4, D4.2 and D4.3.
- Delays in CoP meeting celebration.
- Conflicts within the consortium.

Annex I: Project ICARIA Gantt Diagram

DRAFT

Table 7. Project ICARIA Gantt diagram



References

European Commission, Directorate-General for Climate Action, (2023). *EU-level technical guidance on adapting buildings to climate change –* , Publications Office of the European Union. <https://data.europa.eu/doi/10.2834/558395>

DRAFT

More info: www.icaria-project.eu

CETAQUA
WATER TECHNOLOGY CENTRE

 **AQUATEC**

 **Aigües de Barcelona**

AIT
AUSTRIAN INSTITUTE
OF TECHNOLOGY

 **AMB** Àrea Metropolitana
de Barcelona

 **iti** CENTRE FOR RESEARCH & TECHNOLOGY - HELIAS
Information Technologies Institute

 **DEMOKRITOS**

 **DRAXIS**
ENVIRONMENTAL TECHNOLOGIES

 **fic**
CENTRO FEDERAL DE INVESTIGACIONES CIENTÍFICAS

IREC⁴
Shaping Energy for a Sustainable Future

 **INEC** LABORATÓRIO NACIONAL
DE ENGENHARIA CIVIL

 **ocean islands**
Region of South Aegean

 **University
of Exeter**

 **CENTRO STUDI
PLINIUS**

Verbund



This project has received funding from the European Union's Horizon Europe research and innovation programme under grant agreement No. 101093806. The publication reflects only the authors' views and the European Union is not liable for any use that may be made of the information contained therein.