



This Risk Table lists relevant risks which the Awarding Party wishes to bring to the attention of the Contractor so that the Contractor can draw up and implement targeted measures aimed at those risks, in the approach. The Contractor will include those measures in its approach in managing the risks and in quality management.

Category	Risk	Opportunity	Impact	Control measures
Procurement	The Awarding Party reaches the conclusion that a Contractor has been selected who is not sufficiently suitable.	Medium	Large	The Awarding Party places the correct eligibility requirements in the tender guidelines and includes the required qualifications in respect of the Contractor's personnel in the draft contract or Appendix K Requirement specifications.
Procurement	Rijkswaterstaat has inadequately ensured a level playing field because the party who has executed the contract in previous years has more knowledge of the works to be implemented.	Medium	Medium	The scenario descriptions, input data, scenarios, instructions, manuals, tools, templates or any other resources available and developed and used in the past will be made available in TenderNed to all parties wishing to tender, if relevant for estimating the scope of the contract. Parties previously involved in the preparation of this contract, if given a role in this contract, will under all circumstances be excluded from access to the contract.
External orientation	The Awarding Party or the Contractor pays insufficient attention to making the research reports public	Medium	Medium	The Awarding Party and Contractor must demonstrate a proactive attitude to making the research reports public.
Legal	Results/products are made known unsolicited (due to carelessness of the Contractor)	Small	Large	Reach clear agreements at the start of works on the people to be deployed and confidentiality
Legal	The Contractor is sloppy in handling personal details	Medium	Large	As above, the Contractor must comply with statutory rules such as GDPR
Legal	The Contractor disputes the intellectual property of data or of the results	Small	Large	The Contractor must comply with the general conditions applicable to the contract, in which the rights to IP are reserved for the Awarding Party, unless those rights are already demonstrably held by others
Project management	Works are added which are currently not included in the planning timetable.	Medium	Medium	Discussions will be held with the Awarding Party about the potential risks arising from this situation and possible control measures. Consideration of value and necessity versus potential risk lies



				with the Awarding Party. The underlying principle is that 'wishes will be shifted, unless'. Works of a substantial nature which could not be provided by the Contractor will under no circumstances be for the account of the Contractor. If the works are restricted and non-substantial, or if the risks can be excluded or are manageable, these will be included by the Contractor in the planning timetable and the budget.
Project management	Changes must be made to the Personnel of the Contractor made available, or one or more of the employees of the Contractor are long-term sick.	Small	Large	Complying with the (annual or otherwise) planning is an essential requirement. The agreement states that for every employee to be actually deployed, a replacement with equivalent expertise must be available throughout the term of the agreement. The Contractor also always guarantees sufficient reserve capacity in the team of observers and/or crew, so that all proposed observations can be carried out.
Project management	The work approach pays insufficient attention to harmonisation with Rijkswaterstaat units and sensitivities at locations which may or may not be critical	Medium	Large	Implementation proposals and planning by the Contractor must be harmonised in advance with the Awarding Party and with other Rijkswaterstaat units. As far as possible, the Contractor will itself check critical locations and moments in the process.
Project management	The Contractor regularly reports non-conformities which could have been foreseen	Large	Large	The Awarding Party will assess with the Contractor to what extent the implementation proposals are harmonised with the Awarding Party and possibly other Rijkswaterstaat units. The Contractor will proactively issue proposals to which the Contractor commits.
Project management	Contract not completed on time, for example because work is more extensive than expected, or handover is delayed for some other reason.	Medium	Large	The Contractor is required to call in additional capacity with the appropriate experience and competences, on time. In the tender, the Contractor must demonstrate what capacity is available and must provide an estimate of the capacity spread during implementation. Substantial circumstances not foreseen by the Contractor during implementation



				are not for the account of the Contractor.
Project management	A crucial aspect is how the Contractor deals with limited processor capacity of ship simulators	Medium	Medium	For that reason this is also recognised as an implementation risk.
Project management	Changes are made to the order of the works at the request of the Awarding Party (for example due to political decisions), because for example a particular task is suddenly brought forward or set back.	Large	Small	The Awarding Party and Contractor will take account of the fact in their schedule that shifts may take place in the order of the works. The planning timetable will be adjusted in consultation, without further setoff or additional payment, since no further change will be made to the number of products to be delivered. It is not the intention that changes be made continuously. The Awarding Party will ensure that all changes are sufficiently motivated (for example due to delayed provision of data).
Project management	Cooperation from the simulator centre is insufficient in terms of capacity such that planned simulations and related observations cannot be carried out.	Medium	Large	At least in advance of the implementation of the simulations, the Contractor must reach firm agreements with the participating party(ies) about the deployment (personnel capacity) and must record agreements in the calendar (simulation date). The Contractor must ensure fallback options, which are also agreed with the participating party(ies). At the same time, the planning consequences if the agreements with the simulator party in question result in delays in the simulation, will not be for the account of the Contractor if the Contractor can be shown to be not culpable. Nevertheless, the Contractor will anticipate stagnation or restricted access to the DNV Class A simulator development software (and further requirements on the simulator station) by allocating a specific simulator programming station for this project, and ensuring a backup measure on the part of the simulator provider.
Project management	Simulator expertise is lost (at the simulator centre) so that planned simulations and the	Medium	Large	2x backup is available in the team for the loss of simulator expertise



	accompanying observations cannot be carried out			
Project management	The Contractor has taken insufficient care of the crew (participation/travel/accommodation)	Small	Large	The Contractor will ensure that the crew is sufficiently compensated for participation, travel expenses and is given sufficient journey time in order to reach the location of the observations / return home, or will organise overnight accommodation (hotel/guesthouse) at an acceptable rate.
Technical aspects	Descriptions/implementation unsuitable for all DNV Class A simulator, and/or implementation is too complex for (generic) DNV class A simulator provider	Small	Large	Knowledge of the simulator centre must be of an appropriate level to ensure a match between the complexity of the scenarios and the wishes of the Awarding Party. In advance, the Contractor indicates which measures are taken to satisfy the complexity requirements. Also indicate attention for measures if insufficient measurable elements are included in the scenarios.
Technical aspects	Choice of crew	Small	Small	To be considered at the start of works; possibly weekly consultation with Awarding Party during which alternatives can be discussed.
Technical aspects	Analysis of HF observations	Small	Small	From the start, pay sufficient attention to HF expertise (own contribution or via co-production with others)
Technical aspects	Simulator downtime	Medium	Large	Output-based request with tight timetabling, in which the risk for downtime lies with the Contractor.
Technical aspects	Computing capacity of simulators	Small	Small	Output-based request, in which the risk of high demand for computing time with regard to the size of the area the simulator must be able to manage, lies with the Contractor.
Technical aspects	The methods, data formats, databases and reporting requirements are translated or described by the Contractor in insufficient detail and/or insufficient consideration is given to the gathered or acquired data.	Medium	Medium	The Contractor will ensure a sound approach to avoid problems.
Technical aspects	Quality of the gathered or acquired data or information is poor.	Small	Large	Carefully formulate the requirement specifications on the basis of previous contracts and past experience. However, the Contractor can be expected to take measures in this situation of poor quality data or information, or



				extremely bad quality data or information (or even the absence of data or information). The Contractor is also expected to offer recommendations for improved monitoring/registration of the data or information in the future.
Technical aspects	A request is made to process / analyse data or information that is not supplied on time by the Awarding Party.	Medium	Large	The Contractor will receive data or information if available. In addition, the Contractor is expected to describe a (proactive) approach in its implementation proposals. If despite agreements reached the Awarding Party fails to supply the data or information on time as promised, the Contractor will not be responsible. However, the Contractor will do everything in its power to (proactively) take receipt of the data or information. The Contractor will plan the work in such a way that the fewest possible works appear on the critical pathway and will inform the Awarding Party as quickly as possible if a dependency on (Rijkswaterstaat) input threatens to become critical, so that both Rijkswaterstaat-WVL and the Contractor can apply pressure.
Technical aspects	The Contractor is insufficiently active in gathering the available data or information for which it is responsible.	Small	Large	The method must be recorded by the Contractor in implementation proposals. The Contractor will work according to its own measures, and the measures to which the Awarding Party has committed itself. The Awarding Party is responsible for the timely delivery of the necessary data.
Technical aspects	Insufficient quality of the data supplied.	Medium	Large	The Contractor is proactive in gathering the required data. The relevant work must be specified to the letter. As necessary, in addition to the Action Plan, further agreements must be reached between the Awarding Party and the Contractor. The Awarding Party will pay additional attention to instructions when awarding the contract to the Contractor. Immediately upon delivery of files of information, the Contractor will carry out an intake inspection. On that basis, possible emissions will



				be identified at the earliest stage. The Contractor will also estimate whether the shortcomings within the timetable can be corrected. If 'yes', the necessary actions will be included by the Contractor in the timetabling and implementation. If 'no', the Contractor will conduct an impact analysis and together with the Awarding Party will organise actions within Rijkswaterstaat in such a way that the data or information are in good order within a foreseeable timeframe.
Technical aspects	Work method changes due to new insights or other better quality files.	Medium	Large	When the contract is awarded, a request is made for a vision on the contract and scope changes, in addition to which, the works will be evaluated and where necessary adjusted yearly, or otherwise. The changes indicated by the Awarding Party that were not foreseen by the Contractor (that have a substantial cost effect) shall however not be for the account of the Contractor. Non-substantial changes with limited cost effect will be implemented by the Contractor within the timetable and budget.
Technical aspects	The different Rijkswaterstaat members in the supervising group or the individual consultants turn out to have different ambitions.	Medium	Small	Attention must be paid to ensuring that the different ambitions of Rijkswaterstaat members in the supervising group or individual consultants are well managed.
Organisational	Despite promises made, the Contractor deploys fewer or less suitable personnel	Small	Large	The Contractor must stick to the Agreement reached in which at least undertakings are made regarding the eligibility requirements and replacement.
Organisational	The Contractor must handle deviations in a responsible manner.	Small	Medium	The Contractor must stick to the agreement reached (and the ARVODI 2018) which specifies that any change to the work must be discussed in advance and contracted in advance.
Time	Through its own action, the Contractor overruns the timetable.	Small	Large	The Contractor must stick to its own implementation proposals. Strict planning, whether or not on a weekly basis with the Contractor, so that indications of potential overrun can be picked up quickly.
Time	Late delivery of final report	Small	Large	Results are of vital importance for drawing up the policy recommendations in 2025.



Financial	The Awarding Party regularly pays late.	Small	Medium	If the Contractor has delivered as contractually agreed, the Awarding Party is required to pay for the performance provided within the <u>agreed term</u> .
IT	The Contractor fails to deal with data, files or information, including personal data, with due care.	Small	Medium	The protection of personal data is of vital importance. In its approach, the Contractor will take measures to safeguard the security of data and the processing of personal data (for example relating to hired crew members).
IT	The Contractor uses a market party or its subcontractors (whether or not directed by a foreign government), gains access to physically sensitive locations or makes use of equipment which could cause harm to national security.	Small	Large	The Contractor and Awarding Party will discuss this subject as necessary, and will take adequate measures to avoid negative consequences.