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LESS4MORE



Less4more

Risk Evaluation and Mitigation plan

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1. Scope

The purpose of creating a Risk Management framework for the Less4more project is summarized as follows:

- Identify risks within the project.
- Categorize and prioritize each risk.
- Determine the likelihood of the risks occurring.
- Identify the impact on the project if risk does occur.
- Identify preventative actions to prevent the risk from occurring.
- Develop list contingent actions to reduce the impact.
- Schedule these actions within an acceptable timeframe.
- Monitor the status of each risk throughout the project.

Eurosucces Consulting (EUROSC) as responsible leader, along with the support of the rest of the partners, is responsible for identifying the risks, the dependencies of the risks within the project and the context and consequence of the risks. EUROSC is also responsible for determining the impact, timing, and priority of the risks, as well as formulating the risks statements. These issues can be included in the List of risks (see below).

The responsible partner determines if the risk is unique, identifies risk interdependencies across projects, verifies if the risk is internal or external to the project and assigns risk classification. During the life of the project, the project is continually monitored for potential risks.

The responsible partner determines which risks require mitigation and contingency plans, generates the risk mitigation and contingency strategies and performs a cost-benefit analysis of the proposed strategies. According to this, their responsibility is to monitor, control and update the status of the risk throughout the project lifecycle.

The Risk Management Coordinator is responsible to monitor the risks as the project is implementing, resolve any possible conflict it may occur, report to the coordinator if there is any active risk, establish an effective communication among the partnership and resolve any other relevant issues.

2. Risk Identification

Risk identification will involve the project team, appropriate stakeholders, and will include an evaluation of environmental factors, organizational culture and the project management plan including the project scope, schedule, cost, or quality. Attention will be given to the project deliverables, assumptions, constraints, cost/effort estimates, resource plan, and other key project documents.



3. Methods of risk identification

The following methods will be used to assist in the identification of risks associated with the project:

- Brainstorming
- Interviewing
- SWOT (Strengths, Weaknesses, Opportunities and Threats)
- Analysis of the project schedule, etc.

4. Risk analysis

All risks identified will be assessed to identify the range of possible project outcomes. Risks will be prioritized by their level of importance.

The probability and impact of occurrence for each identified risk will be assessed by the project manager, with input from the project team using the following approach:

Level of probability

- Low: the probability of occurrence is below 30%
- Medium: the probability of occurrence ranges between 30% and 70%
- High: the probability of occurrence is above 70%

Level of impact

- Low: such risks will cause relatively little impact on the overall project management and progress
- Medium: such risks will cause moderate impact upon the overall project management and progress
- High: such risks will have a greater impact on the overall project management and progress, and will require immediate implementation of elimination or impact reduction measurements

5. Risk response planning

Each major risk will be the subject of the monitoring and controlling purposes to ensure that the risk will not “fall through the cracks”.

For each major risk, one of the following approaches will be selected to address it:

- ➔ **Avoid** – Eliminate the threat or condition or to protect the project objectives from its impact by eliminating the cause



- ➔ Mitigate – Identify ways to reduce the probability or the impact of the risk
- ➔ Accept – Nothing will be done
- ➔ Contingency – Define actions to be taken in response to risks

For each risk that will be mitigated, the project team will suggest ways to prevent the risk from occurring or reduce its impact or probability of occurring. This may include adding tasks to the project schedule, adding resources, etc. Any secondary risks that result from risk mitigation response will be documented and follow the risk management protocol as the primary risks.

For each major risk that is to be mitigated or that is accepted, a course of action will be outlined if that the risk does materialize to minimize its impact.

6. Risk monitoring, controlling and reporting process

The level of risk on a project will be tracked, monitored, controlled and reported throughout the project lifecycle. As Risk Events occur, the list of risks will be re-prioritized during quarterly reviews and the risk management plan will reflect any and all changes to the risk list and its impact on the project.

In order for the risks to be tracked, monitored, controlled and reported EUROSC has created a **Risk Management Logbook** to be used by the consortium so that there is a more effective and successful response to any risk and to better identify new potential ones. The document is located in the [project's shared drive](#) and is accessible for all partners. With Risk Management Logbook, partners will be able to monitor the already documented risks that may pose threats during the project's lifecycle and additionally they have the opportunity to add any other potential risks they might stumble upon.

EUROSC is responsible to track and monitor the Risk Management Logbook in 6-month intervals and to remind partners about the potential risks they might face. Additionally, as soon as a new risk is identified and/or dealt with, EUROSC is responsible to inform the consortium and to brief the project leader. All of the partners are to help with the response tracking and monitoring method by noting any potential risks they find and by helping the Project Coordinator to develop a risk response. Moreover, the consortium should be participating in standardised reviews, re-evaluations and modifications to the probability and impact for each risk item in the Risk Management Logbook, during the regular online and/or face-to-face meetings.

For this reason, the risk evaluation and mitigation plan will:

- Help develop the risk response and risk trigger and carry out the execution of the risk response, if a risk event occurs.
- Showcase the probability and impact for each risk item on standardised document.



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- Identify any risks that occur and allow the project coordinator to act in the most suitable way to close a risk.

Closing a Risk

A risk will be considered closed when it meets the following criteria:

- The risk is no longer valid to the project
- The risk event has occurred and dealt with accordingly
- The risk is no longer considered a threat; the potential of occurring has been eliminated

7. Risks and Mitigation Measures

Risk Analysis	Impact	Probability	Approach	WPs included	Mitigation measures
ORGANISATIONAL					
Inefficient project management.	Weak	Low	Avoid	ALL	<ul style="list-style-type: none"> Involving people with proper skills and experience in implementing financial projects financed from external resources
Lack or bad communication within the project partners or external stakeholders.	Weak	Low	Avoid	WP4, WP5	<ul style="list-style-type: none"> Adoption of a logical communication procedure to avoid misunderstandings between partners and coordinator. Adoption of clear reporting templates, skilled communicators for collaborating with third parties. Common meetings (online, face-to-face) for continuous communication.
Disagreement among partners	Medium	Low	Avoid	ALL	<ul style="list-style-type: none"> Lead Partner for each WP, should establish clear communication channels for bilateral meetings. Conflicts and disagreements should be resolved from each Lead Partner.
Delay in achieving milestones/ need for assignments of unanticipated tasks	High	Low	Avoid	ALL	<ul style="list-style-type: none"> Flexible planning of interim milestones and constant review of progress based on internal draft deliverable release. PR's Leading Organization will be supported by other partners with resources to produce the deliverables on time
Evaluation feedback during interim/final reports concerning the quality of the of the project's PRs.	High	Low	Avoid	ALL	<ul style="list-style-type: none"> PR's leading partner shall develop a timeframe of tasks and activities needed towards satisfying the evaluation input and will be actively supported by all partners where needed Constant feedback on the deliverables through peer evaluations between the partners.
Delay in submission of deliverables	High	Low	Avoid/Contingency	ALL	<ul style="list-style-type: none"> Each partner should make sure to understand their role in the deliverables they are responsible. Lead Partner should send regular reminders and a set reminder 30 days before the deadline. Constant communication between the Lead Partner and the rest of the consortium to monitor the progress.
INSTITUTIONAL					
No support and institutional stability during deployment stage	Weak	Low	Avoid	WP2, WP3	<ul style="list-style-type: none"> Coordinator is state institution financed from the state budget. Legal forms guarantee institutional and financial sustainability of the participants Agreements signed between coordinator and participant will insure coherent participation of all partners

Insufficient interest/involvement of the target groups during the participation in the project's activities.	Medium	Medium	Contingency	WP2, WP3, WP4, WP5	<ul style="list-style-type: none"> • More intense promotion of the project activities and the project results. • Promotion of the benefits of the project and its results, gained through their participation into the piloting process
Linguistic/Translation issues	Low	Medium	Contingency	ALL	<ul style="list-style-type: none"> • Usage of a common language in both communications between partners and outside communication. • Usage of common language in promotion and dissemination materials, so that the translations will be made from the common language.
FINANCIAL					
Precarious financial sustainability of the project	Weak	Low	Avoid	WP5	<ul style="list-style-type: none"> • 70% of the total grant of the commission is to be used from the beginning. • Strong link with the financing body and proper reporting will secure deployment
Inability of Partners to be able to travel to TPMs	Weak	Low	Contingency	ALL	<ul style="list-style-type: none"> • Regular online meetings • Face-to-face meetings should be recorded to allow non-present partners to participate.
LEGAL					
Changes in the legal regulations tied to sport and/or education	Weak	Low	Contingency	WP1, WP3, WP5	<ul style="list-style-type: none"> • Legal stability is expected in all partners' countries. • changes should conform EU rules, legislation and good practices.
GDPR issues	Weak	Low	Avoid	ALL	<ul style="list-style-type: none"> • Partners should take steps in minimising the possibility of GDPR breaches. • Participants should be made to understand that they give full consent and are allowed to withdraw at any given point.
HEALTH AND OTHER PROHIBITING EXTERNAL FACTORS					
Pandemic situation: threats of a new pandemic wave that cannot be controlled	Medium	Low	Contingency	WP2, WP3	<ul style="list-style-type: none"> • Depending on the real situation in each partner country, measures will be taken to switch to online training and meetings. A prolongation of the project will be asked for if sport events cannot be held.
A Partner's inability to perform an assigned task due to external factors	High	Low	Contingency	ALL	<ul style="list-style-type: none"> • Inform the project coordinator and the leading partner of the activity. They will decide whether to distribute the task among the partners or to assign a new responsible partner for this task. This depends on the level of experience of the partners to carry out a task.
Injury to a participant during a training/sporting event	Low	Medium	Contingency	ALL	<ul style="list-style-type: none"> • Partners should make sure the circumstances under which each activity/training takes place, are safe and do not violate any safety regulations. • First-aid kits should always be present near the events. • Always keep in touch with a doctor/first-aid respondents to be on stand-by. • Partners should make sure to not over-push the participants and to regularly check up with their physical condition.
POLITICAL					

Reluctance of the governments / public bodies	Weak	Low	Contingency	WP5	<ul style="list-style-type: none"> • Applying a proper strategy and its consequent implementation. • Promoting positive effects noticed in countries that adopted EU guidelines
TECHNICAL					
Improper functioning of project portal and/or e-communication	Weak	Low	Avoid	WP4, WP5	<ul style="list-style-type: none"> • Proper preparation of project site and tools • Use of IT specialists, qualified web designers with experience in platforms.
Improper understanding of the rules of the games could lead to disinterest and/or improper implementation of the games	Weak	Low	Avoid	WP3	<ul style="list-style-type: none"> • Partners to make sure they can identify the right trainers and/or coaches. • Partners should follow the deliverables setting the rules,