kforce.uns.ac.rs

Knowledge FOr Resilient soCiEty

K - FORCE

573942-EPP-1-2016-1-RS-EPPKA2-CBHE-JP
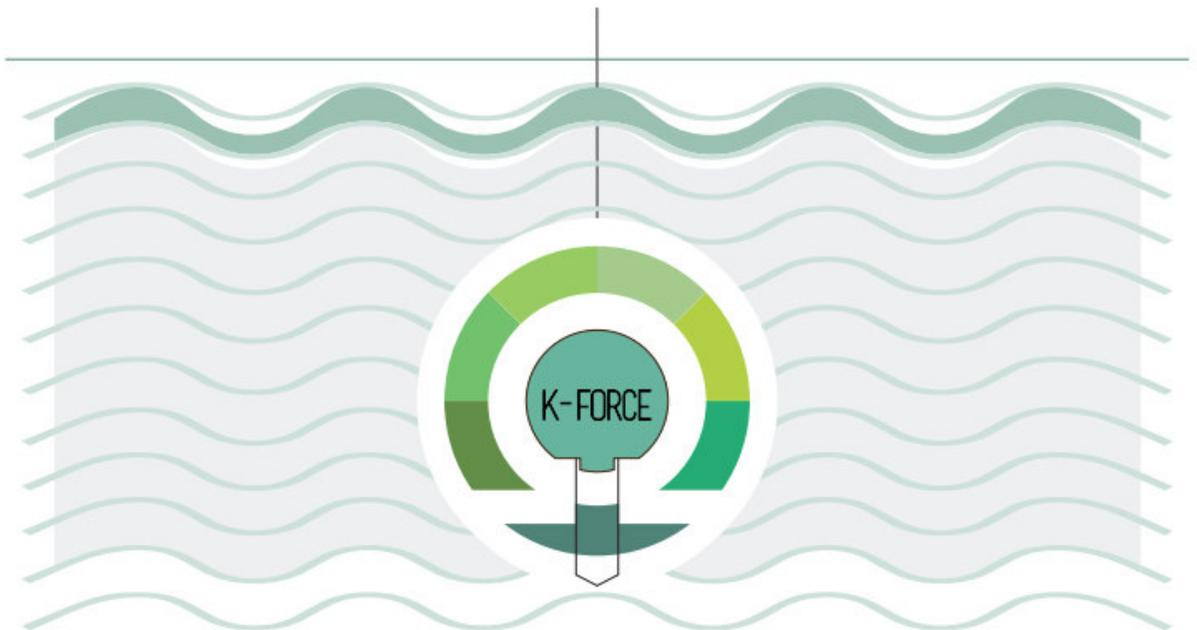
K-FORCE

RISK PLAN

PROJECT INFO

Project Acronym:	**K-FORCE**
Project full title:	Knowledge FOr Resilient soCiEty
Project No:	573942-EPP-1-2016-1-RS-EPPKA2-CBHE-JP
Funding Scheme:	ERASMUS+
Coordinator:	University of Novi Sad
Project start date:	October 15, 2016
Project duration:	36 months

DOCUMENT CONTROL SHEET

Ref. No and Title of Activity	**9.2 Prepare and adopt the Project management plan, procedures and the Risk Plan**
Title of Deliverable:	**Risk Plan**
Institution:	Higher Education Technical School of Professional Studies in Novi Sad University of Novi Sad
Author/s of the deliverable	Anita PetrovicGegic BrankoSavic
Status of the document:	Draft
Pages:	
Dissemination Level	Internal

VERSIONING AND CONTRIBUTION HISTORY

Version	Date	Revision Description	Partner responsible
v.01	18.02.2017	First draft version	VTSNS(Anita PetrovicGegic)
v.02	10.04.2017	Second draft version	UNS (DanijelaĆirić)

TABLE OF CONTENT

INTRODUCTION

As it is well known, the risk is defined as the possibility of the occurrence of an event associated with a damaging impact on the project. The risk can be measured by the probability of the event to occur and the intensity of the damage to the project in case the event actuallyoccurs.

The process of risk management starts at the begging, i.e. in planning stage. Than process follows the project throughout its lifecycle.

Generally, when we talk about the planning process, we analyses the following three activities:

1. identification,
2. assessmentand
3. response.

Risk control is a process that follows the project until its completion. The project manager is responsible to monitor and perform the risk management activities.
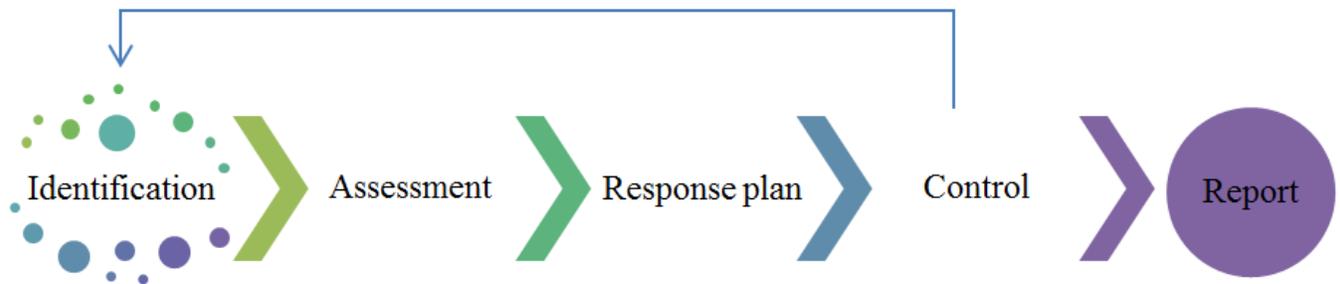

Figure1. Risk control process

RISK MANAGEMENT METHODOLOGY

The methodology of the risk management consists the following four phases:

Identification – detect the events that may impair the success of the project. The occurrence of these events might be estimated and identified by brainstorming, questionnaires, professional checklists, analysis of related literature and articles or by drawing on the experience of the project manager and other team members.

Assessment – evaluation should be performed using quantitative procedures and qualitative methods in order to define a scale for the magnitude of the risk. Every risk event is assessed by two parameters: its probability to happen and the impact onto the project. The risk scale is based on a weighted processing of these two parameters.

Response Plan – the risk management team, in cooperation with the relevant parties, initiates a program for response that includes responsibility assignment, strategy of response and the time for implementation.

Control – during the lifecycle of the project, a predefined monitoring system must be implemented, in order to maintain full control over the development of the risk events. Since there might be risk events that were not identified during the planning process, the procedures of identification and assessment should be re-initiated.

The risk management methodology recommends ongoing continuous control and reports to monitor new risks and to update the partners regarding the status of identified risks.

RISK IDENTIFICATION BY K-FORCE

The K-FORCE consortium decided to collect and compile all assumed/supposed risks and to make an action plan for their eventual appearance. Also, some risks appeared during the later analysis of the project plan.

The following tables displays the K-FORCE project risk events, derived from the analysis of the project plan.

Table 1: Potential risks with mitigation strategies

ID	RISK	DESCRIPTION
1	**Legal requirements**	At the moment, the legal framework for the accreditationofprofessional (vocational) master studies in Serbia is incomplete, asthere is certain accompanying legislation still missing. Similar problems may exist in other partner countries. Through HE associations such as the Serbian KASSS and its bodies, partner 2 (VTSNS) is trying to influence on the development of the required legislation, and the same approach is strongly recommended to other project partners in similar situations.

K-FORCE

Co-funded by the
Erasmus+ Programme
of the European Union

2	Accreditation procedure requirements	Different countries have different procedures of accrediting new study programmes with regard to time and principles. All partners intending to develop new study programmes are expected to be fully informed on the accrediting procedures and requirements so that they can submit their programmes properly and in due time. Even if a programme is initially rejected, it can be improved according to the suggestions and guidelines of the accrediting body and submitted again for accreditation.
3	Bureaucratic inertia	The final goal of the project, the establishment of new study programmes in several educational institutions in the region, directly depends on state bodies that are known, at least in this part of the world, to be slow and procedure focused. For instance, the inertia of the Commission for Accreditation and Quality Assurance (CAQA), slow changes of Serbian HE laws and restricted deadlines for submitting accreditation material (just twice per year), as seen in the past, can cause delays in the enrolment of the first generation of students on the newly developed curricula. The best way to beat bureaucratic inertia is institutional lobbying in the Ministry of Education and Ministry of Justice, since they have influence over the state bodies that might prolong the accreditation process or adoption of necessary laws.
4	Number of participants	The more participants, the greater organizational challenges and problems. The large number of participants (16) on the project enlarges the possibility of misunderstandings and difficulties of various kinds to harmonize activities of the partners, as well as the number of problems that may occur in the countries they come from. Provided all partners do their part of the project as planned, and the management team finds that necessary balance between strictness and flexibility, this risk can be significantly diminished.
5	Passive participants	Passive attitude of one partner at the highest level inevitably affects the project development. A lack of available workforce (employees, students, etc.) ready to perform activities may be equally harmful. People tend to accept additional obligations and later give up due to inability to fulfil them (incompetence, lack of time or motivation) or simply leave the partner-institution. Since no one is irreplaceable, this risk, although having a high risk index, should not be difficult to cope with.

K-FORCE

Co-funded by the
Erasmus+ Programme
of the European Union

6	Time/schedule constraints	Multiple time limitations lead to a compressed schedule, which is usually due to an inadequate number of activities, activities developed only to the conceptual level, predecessor and successor actions not clearly identified and understood, resources uncommitted or not identified. Planning a project is one thing, but its realisation is something else. Therefore, a continuous modification at all levels of project activities is expected and acceptable as long as they remain within the given framework.
7	Language barriers	Difficulties we face when communicating with others while speaking multiple languages are common in international settings.Language barriers cause misunderstandings and misinterpretations. English may seem as a lingua franca, but still most people do not speak it or, even if they do, it is their second or third language. Not everyone speaks slowly, clearly, and with carefully chosen words.The issue of language barriers is particularly important during student mobility. Intensive courses of English can help bridge the gap in communication.
8	Different viewpoints	Possibly, different views over the project issues might exist between project partners, particularly academic and non-academic partners, resulting in poor cooperation of the two sectors. Intensified meetings and discussions will clear possible misunderstandings and diminish differences.
9	Poor cooperation with EU professionals	The interaction between EU professionals and academic and administrative staff from partner institutions is of the utmost importance. Differences in cultural backgrounds, priorities, and points of view might cause difficulties in the implementation of advised policies. Putting the right person in the right position is the answer to this potential risk. Those directly contacting with EU representatives should be qualified for that.
10	Organizational changes in partner institutions	Organizational changes in the involvedinstitutions might change the willingness to take part in the project andthe staffparticipatinginit. In case it happens, the project management should intensify contacts with the legal representative of the partner institution in question to rectify the situation.
11	Conflict between WPmanagers	Managers of different work packages having various tasks, interests and points of view might be reluctant to exchange relevant information, thus damaging the overallprogress. Legal representatives of partner institutions involved in the conflict should solve the problem since they are responsible for the project.

12	**Purchasing policy and procedures**	The problem of public procurement procedures and time limits in equipment acquisition might also appear, as this issue is differently treated in each country.
		Right and timely information and prompt decisions on the issue should eliminate the risk.
13	**Funding**	This is a three-year project. Such longer duration projects are more susceptible to potential financial difficulties as a result of present monetary, economic and/or political factors at the local level or beyond.
		Monetary, economic and/or political factors on the local or wider scene that may influence project funding are beyond control of the partners. However, all institutions are financially stable and capable of completing the project even if the funding is delayed.

RISKASSESSMENT

TOOLS TO ASSESS RISKS

Risk assessment is normally performed using tools such as: team brainstorming, distribution of questionnaires, analysis of historical data and professional consulting services. In the current project we used for the preliminary assessment phase several tools:

Brainstorming – Members of the project management team and an expert from the project management field attended a brainstorming session, in which everyone provided his/her estimation for the project risk events.

Historical data – The project management team at P1 evaluated the experience of the previous project in which P1 and P2 particpated and historical data information gathered from other Tempus projects that took place in Serbia.

Qualitative risk method is applied in order to present the Risk Index (RI) values that can be calculated and arranged in a prioritized list.

The value of the risk index is calculated by multiplying the probability (P) value by the Impact

(I) value:

Risk Index= Probabillity*imact

The possibility of an event occurrence is defined by an ordinal scale method, ranging from low (1) to high (3).

Table 2. Estimate of Risk Event Probability

VALUE	PROBABILITY	DETAILS
1.	**Low** (Normal or Unlikely)	The event actually occurred in the past, but it never happened in this type of projects
2.	**Medium** (Likely)	The event seldom occurs in this type of project
3.	**High** (Very likely)	Very common event that actually happened in most projects

The impact value is based on three parameters: performance cost and time. It is defined by an ordinal scale method, ranging from low (1) to high (3).

Table 3. Estimate of Risk Event Impact

VALUE	IMPACT	DETAILS
1.	**Low** (Light)	The event might cause minor changes in the project plan
2.	**Medium** (Moderate)	The event will probably cause changes in the project plan that will require some changes in the project schedule and budget plans
3.	**High** (Extreme)	The event will cause fatal damage to the project and might cause its termination ahead of time

Performance is of extreme importance in the K-FORCE, since it indicates the level of compatibility between the project goals and specific objectives as defined in the formal application and the actual deliverables.

Cost is important in this project because the budget allocated for the project represents a meaningful investment of the EU aimed to promote higher education in Serbia. In the current project there is no option for budget overruns, thus the tasks must be performed in budget.

Time is defined as a solid framework, which requires that all the project activities will be executed during the 36 months between October 2015 and October 2018.

RISK ASSESSMENT EVALUATION

The presented risk assessment evaluation, analyzes the identified risk events discussed in table 1.

The method of evaluation is based on three steps: an evaluation of the probability of the event to occur, an

assessment of the impact, and a calculation of the risk index values, (Table 4.).

Table 4. Risk Matrix

IMPACT		PROBABILITY		
		Low	*Medium*	*High*
		1	2	3
Low	1	Insignificant risk 1	Low risk 2	Medium risk 3
Medium	2	Low risk 2	Medium risk 4	High risk 6
High	3	Medium risk 3	High risk 6	Extreme risk 9

The following table presents the assessment values for the risk events:

Table 5. Risk Events Matrix.

ID	RISKS	Probability	Impact	Risk Index
1	Legal requirements	1	3	3
2	Accreditation procedure requirements	2	2	4
3	Bureaucratic inertia	1	1	1
4	Number of participants	2	3	6
5	Passive participants	3	2	6
6	Time/schedule constraints	3	2	6
7	Language barriers	1	2	2
8	Different viewpoints	2	1	2
9	Poor cooperation with EU professionals	2	3	6
10	Organizational changes in partner institutions	1	2	2

11	Conflict between WP managers	2	2	4
12	Purchasing policy and procedures	2	2	4
13	Funding	2	2	4

RESPONSE PRIORITY PLAN

The response priority plan is divided into three level indicators that are defined by the risk index of the event.

High-Risk Index – High-risk index is a combination of extreme impact and high or very high probability. An occurrence with a high-risk index requires immediate response, since it might endanger the success of the entire project.

Medium-Risk Index – Medium-risk index is a combination of one parameter with a high value and the other with a low value. Although these are not events with fatal implication on the project, they must be closely monitored and adjusted throughout the project.

Low-Risk Index – Low-risk index is a combination of two low value parameters. Events of this nature create only a local impact on the project and can be corrected by the working teams, close to the occurrence.

The risk management team prepares a plan to avoid significant project performance deficiencies due to risk occurrences. The team monitors each of the high-risk index events and the medium-risk index events.

Mitigation plan is discussed on a bi-weekly basis and in every case that partners' involvement is required, the project management team contacts the parties and updates them about required actions.