Contemporary Literacy
In Contemporary Kids

Risk Management Plan by Eda Aksoy Tosun
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1. What is 'Risk Management'?

Risk management is a systematic process of identifying and assessing risks and taking actions to protect a partnership against them. Some risk managers define risk as the possibility that a future occurrence may cause harm or losses, while noting that risk also may provide possible opportunities.

The purpose of Project Risk Management is to identify project risks and develop strategies to prevent them from occurring or minimize their impact to the project if they do occur.

Project risks exist because of uncertainty. There is always the possibility that something known or unknown could impact the achievement of project's goals. Risk management is about being prepared to handle these risks.

1.1. Basics of Risk Management

There are four basics of risk management that you can use to manage project's risks...

- Identify Risks
- Risk Assessment
- Risk Response Development
- Monitor and Control Risks

1.1.1. Identify Risks

The first step of risk management is to identify any risks that may impact the project. One should essentially answer the question, "What could go wrong?". It's important to encourage critical thinking when trying to identify risks.

There are several techniques that one can use to help identify risks...

- Brainstorming
- Interviewing
- Risk Profiles
- Historical Data
- Assumptions Analysis
- Work Breakdown Structure Analysis

It should be kept in mind that this is not a one-time activity. As the project progresses, new risks may evolve or become known while others may no longer be relevant.

1.1.2. Risk Assessment

When one has a list of potential project risks, he need to *determine which risks need to be managed*. Generally, those risks that would have the greatest impact to the project as well as those that are more likely to occur are the ones that should be focused on.

A basic risk assessment will analyze each risk event for the likelihood that the risk will occur and for the impact it will have if it occurs. This type of qualitative risk analysis information can be plotted on a *Risk Assessment Matrix* which incorporates the risk rating rules as defined in **Project Risk Management Plan**.
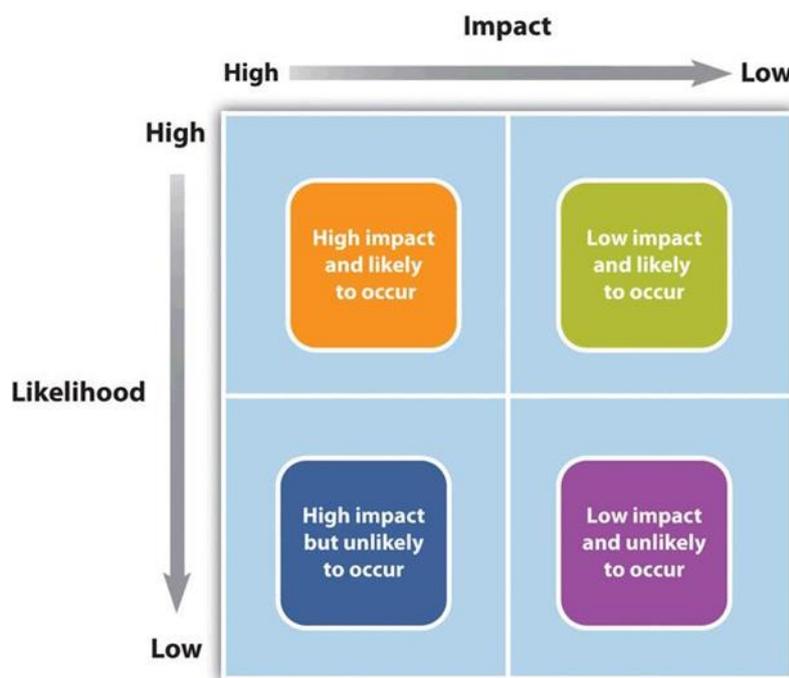
Risk Assessment Matrix

1.1.3. Risk Response Development

For each risk, there are four response strategies that one can choose from...

- Avoid
- Transfer
- Mitigate
- Accept

1.1.3.1. Avoid

In some cases, **risk avoidance** is possible by making a change to the project management plan. Some examples include extending or shortening the schedule, changing the project strategy, or reducing scope.

1.1.3.2. Transfer

Risk transfer involves passing the risk to a third party. This doesn't change or eliminate the risk, it simply gives another party the responsibility to manage the risk. Examples of risk transfer include insurance and guarantees.

1.1.3.3. Mitigate

Risk mitigation means to reduce the probability and/or impact of a risk event. Examples of risk mitigation include safety training and simplifying processes.

1.1.3.4. Accept

Risk acceptance is when the project team decides not to change the project management plan to deal with the risk or is unable to identify any other risk response strategies for a risk event. This strategy can be passive where the project team decides to just deal with the risk if it occurs. Or it can be active where the project team has a contingency reserve allocated and plan in place in case the risk occurs.

1.1.4. Monitor and Control Risks

Monitoring and controlling project risks involves implementing risk response strategies, tracking identified risks, monitoring triggering events, and identifying new risks. This should be done throughout the project.

2. Identifying Risks in Our Project 'CLICK'

Our project is a strategic partnership project in Erasmus+ program. Partner schools are Tartu Tammie Gymnasium from Estonia (the coordinator school), 10i Campus

from Denmark, CFPIMM - Centro de Formaçao Profissional das Industrias da Madeira e Mobiliario from Portugal, Colegiul Tehnic Mihai Bacescu from Romania, Centro de Ensenanza Rivas Luna from Spain, Tevfik Seno Arda Anadolu Lisesi from Turkey.

The partner schools have known each other since a previous partnership project in Lifelong Learning Programme. This means partners know weak and strong points of the schools that are involved as well as being familiar with possible risk in such partnership projects.

The first risk management strategy of this project was created during application process. On the application form, the risks were classified into three different groups according to their significance: high, medium, low and 'Tevfik Seno Arda Anadolu Lisesi' was attained as the responsible school to prepare a detailed 'risk management plan'.

Partners are from different countries. Besides, one of them is not a member of European Union. Although the age group of students is similar, types of school and laws that they follow are different. It makes impossible to use a ready-made template for risk management process. With the aim of preparing a tailor made risk management plan which meets the needs of the partnership, our school 'Tevfik Seno Arda Anadolu Lisesi' started planning process with a storming session.

 As a result of this brainstorming session, the dimensions of the plan were specified.

- Significance
- Likelihood
- Individulas (students & teachers & authorities)
- National Agencies
- Budget
- Travel and Accommodation
- Safety

By taking these dimensions into consideration, we used Delphi technique to find out possible risks and precautions. On the table, there are two parts in order to work on the significance and likelihood of each risk. This process will grade the urgency of each item.

The symbols (H) for high, (L) for low should be used.

	Significance	Likelihood
All of the partner schools is responsible to take the coordinator's position if the coordinator quits. If there is no volunteer, the responsibility should be shared one by one.		

The coordinator should keep the record of documents created after activities, meetings, etc. in order to protect the flow of knowledge.		
The coordinator should monitor the project plan in order to prevent any delay in activities and responsibilities.		
The coordinator should inform the partners about its National Agency's notice or advice in order to keep up with new regulations on time.		
The coordinator should make and monitor the distribution of tasks between partners.		
The contact person of each partner should keep in contact with its NA and partners, and check official mail account regularly in order to get information on time and prevent delays.		
The contact person of each partner should keep the record of LTT and dissemination activities in order to create a data bank for later use.		
The contact person should inform the new person on duty about the project and share the project files if s/he has to quit the project. (The Turkish contact person had to quit the project for a while. She informed the new contact person, introduced the team and shared all necessary information with her.)		
The contact person should coordinate and monitor the activities organised at her/his own school in order to provide the achievement of goals.		
The hosting partner should clearly inform the partners about the destination, safety and emergency rules, travel, food and accommodation before the transnational meeting in order to prevent any problem before and during the meeting.		
The hosting partner should inform the partners about the activities that are going to be done during the meeting at least a month ago in order to let them get ready.		
The hosting partner should inform the partners about special rules or regulations of the hosting country in order to prevent official problems and delays.		
The hosting partner should help the partners find the most suitable accommodation and transportation in order to save money and provide their security.		
The hosting partner should help the participants with special needs or situations. (The Turkish		

contact person has to travel with her son and the hosting partner should help the mother to take care of her child easily.)		
The contact person of the hosting partner should share the programme of the meeting as early as possible in order to help partners find cheaper plane tickets and plan their visit. The plan should be precise. (The Romanian partner had to buy plane tickets twice and had to pay with their own personal money because of a misunderstanding about meeting dates.)		
The contact person of the hosting partner should get the necessary documents ready before the meeting in order to save time and hold a successful meeting.		
The partners should join the meeting adequately prepared in order to achieve the goals.		
The partners should facilitate the communication in foreign language by preparing balanced groups (the ones who can speak well and the other ones who need some help).		
The partners should consult their own participant students before international meetings to prevent prejudices against fording cultures, food, etc.		
The partners should share participant information forms before LTT activities to create an interactive environment beforehand.		
The partners should discuss the rights, responsibilities, safety rules, nature of multiculturalism with participants to prevent misbehaviour and negative attitudes.		
The partners should hold a meeting with parents before LTT activities and get their official permission for travel.		
The participants should buy travel insurance before international meetings.		
The partners should apply for official permission (e.g. visa, travel permission from the ministry, special passport permission) on time.		
The partners should learn beforehand if the participants need a special medication or conditions to prevent any inconvenience or emergency.		
The number of the participants joined in local project activities should be increased and all possible ways of communication and tools for experience exchange should be used more in order to compensate the decrease in the number of participants after budget amendment.		

The National Agencies of Turkish and Portuguese partners haven't approved the budget amendment yet. These partners should continue negotiating with their NA and provide supporting details for amendment. On the other hand, they should save money as much as possible by buying tickets in advance, prefering cheaper accommodation, taking more students to the countries which are cheaper.		
Documents such as bills, tickets and invoices should be filed for later use and reporting.		
The attendance certificate of participants should be kept in project file to prove the mobilities to the NA and get the final fund.		
Meeting date should be postphone or exchanged with another partner if there is a significant security problem (e.g. Partners tried to exchange the dates of Turkish and Spanish meetings because of security concerns in Turkey and the war in Syria but it was not agreed on.).		
The hosting partner should clearly inform the partners about security problems and provide enough information about precautions such as contact details, what to do list in case of an emergency, safe travel and accommodation facilities.		

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