



COMPASS

ORIENTEERING PLATFORM

COMPASS project Administrative Project Management Handbook

Project management

Project management is concerned with the planning, executing and monitoring of project results. It uses a set of skills, tools, techniques and knowledge to achieve the project objectives and meet the expectations of the stakeholders, while balancing the time, cost and quality requirements.

Project milestones

Side by side with the Methodology (in figure) and with the Description of the Activities (see section F.1), the COMPASS project is based on the following milestones, ordered along a progressive timeline of realization, from the first to the last:

1. **COMPASS Integrated Survey Report (WP2):** the knowledgebase for the first version of the COMPASS program.
2. **Multiplier sports events – workshops in each project participating country held and list of 120 volunteers from 30 orienteering clubs plus two coaches from each country to be trained in the COMPASS program.**
3. **Using of IFD in orienteering and smart orienteering games** - use of the Mobile Motion Advisor (MMA), (WP3) – **education module** for athletes, coaches, students and PE teachers;
4. **Orienteering with smart support, (WP3)** – education module (course) for orienteering athletes and coaches; a game based on the orienteering concepts will be created.
5. **Digital meets the nature, Bionavigator mobile App (WP3)** for coaches and athletes;
6. **Outdoor education activity management basics (WP3)** – for elite orienteering athletes;
7. **International “training the trainers” workshop** in Vienna delivered by Centre for sport sciences @ University of Vienna and supported by the Eesti Terviserajad, Estonia (WP 4.1.);
8. Implementing of **teaching of the COMPASS program** to athletes and coaches online (WP 4.2.);
9. **Evaluation reports of COMPASS program** including four educational courses, made by the participants and project team (WP 4.3) : crucial to customize the COMPASS program;



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10. **600 volunteers for the experiment recruited** from 10 schools in the partner countries (WP 4.3);
11. **Elaborated 4 months experiment program with guidelines** for (WP4.3): the CORE OUTPUT of the project.
12. **Pilot of COMPASS in 10 European upper secondary schools** for four months, (WP 4.3);
13. **Final COMPASS program evaluation** at the meeting in Romania (WP4.4);
14. **Final Evaluation report** (WP4.4): about quality and impacts, crucial for ensuring project replication, sustainability and follow up;

[Project management online tool – Team Gantt platform](#)

All project coordinators should use the online project management tool for following the project Calendar of activities and milestones dates. All project documents as minutes of meetings, participant lists, reports, etc. should be uploaded on the platform on time. All financial documents related to COMPASS, such as timesheets, lists of invoices, etc. also should be uploaded in monitoring and finance module of the platform. In the discussion platform place all COMPASS country coordinators can exchange opinion and experiences and suggestions for the proper project implementation.

Focus on Monitoring and Evaluation

Monitoring & Evaluation

The monitoring activities will be based on a set of indicators of outputs and results that have been identified and described in the COMPASS Application Form. The monitoring tools, simple backlog / feedback forms, will be compiled every six months by partners and used to feed the periodic narrative reports. The monitoring system will be implemented in different ways:

- online monitoring system of activity's progress according to the proposed GANTT scheme, such monitoring will be done every six months. It contains the target indicators described in the outputs and events' descriptions and additional indicators identified in the operational plan agreed during the transnational meetings.
- output feedback form (online to evaluate each intellectual output - compulsory for all partners)
- participants' and/or event's satisfaction questionnaire (online or paper) for external stakeholders and beneficiaries for any event involving external stakeholder/target;
- for training and learning activities both ex ante ex post questionnaires will be prepared, attendance' sheets and participants' feedback forms;
- evaluation and Quality Assurance Rubrics of the test phase of the COMPASS program will be developed as integral part of the program , with both ex ante and ex post surveys, aiming at collecting qualitative and quantitative information;

Management of the project: evaluate the way the project is/was managed, in terms of monitoring and control of activities. Assess if	Internal Evaluation only (from project partners)
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<p>there are/were clear coordination and management procedures. Evaluate the process of leadership.</p> <p>Consistency between work plan and activities undertaken during the life of the project: to assess whether the activities are/were carried out in accordance with the proposed work plan.</p>	
Evaluate the adequacy of the approach, methodology and work plan.	Internal Evaluation (from project partners)
Allocation of resources: assess whether the allocation of resources for the project are/were in line with the activities of the project, and, in particular, if it corresponds to an effective implementation of the budget.	Internal Evaluation only (from project partners)
Partnership: assess whether there is/was clear evidence of a genuine partnership, with collaboration, correct task and resource distribution.	Internal Evaluation only (from project partners)
Goals, results and products: assess whether the project results and products are/were in accordance with the aims and objectives stated in the original proposal.	Internal Evaluation (from project partners)
Assess whether the project had the expected impact on target groups and beneficiaries.	External Evaluation (from the 3 experts)
Quality of the project core outputs	External Evaluation (from the 3 experts)
Dissemination and exploitation: assess the scope and effectiveness of the valorisation plan and its activities.	Internal Evaluation (from project partners) & External Evaluation (from the 3 experts)
Assess the sustainability that the project may have after completion of the financing.	External Evaluation (from the 3 experts)



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Monitoring and Evaluation Indicators

Project Management Performance indicators

- Transnational meetings developed
- People involved in WPs activities
- People involved in any internal on-line activities
- Delivering of project outputs and sub-outputs as foreseen in the COMPASS (time and quantity)
- Existence and frequency of changes to the work programme

Results indicators

- Number of questionnaires and interviews collected
- Delivery of the final Integrated Survey Report
- Delivery of Web site created
- Delivery of four education modules with participants' teaching materials in COMPASS program (draft and final) including a game based on the orienteering concepts.
- Delivery of a mobile App **Bio navigator** (draft and final)
- Number of people involved in COMPASS program trainings
- Number of stakeholders invited in the raising awareness events
- Number of Protocols Signed by participants in COMPASS trainings
- Number Social networks developed
- Number Conferences developed
- Number of Dissemination events
- Number of Testimonials involved

Impact indicators



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- Participants in Multiplier sports events
- Visitants of web site Number
- School and sports club with improved policies in COMPASS objectives by project results (national – regional) Number
- Participants in conferences Number
- Followers in social networks Number

In more details all indicators result / implementation and outcome / and impact indicators with numbers are given below in the COMPASS submitted project description as follows:

QUANTITATIVE INDICATORS			
IMPLEMENTATION INDICATORS		OUTCOME INDICATORS	
Indicator	Measurement (number)	Indicator	Measurement (number)
Number of educational modules for training of orienteering athletes and coaches as IOs	4	Established tools for partnering amongst different EU countries on Dual Career for athletes issues	2
Number of studies for best practices on Dual Careers and effective systems for athletes as intellectual output ready to be used	2		
Number of athletes and coaches, participating at the COMPASS Program	120 (30 clubs x 4 athletes and coaches)	Number of skilled athletes with increased education background and technological skills	120
Number of athletes, coaches and sport professionals in all partner countries to benefit from the COMPASS program	700	Number of European platforms presenting initiatives, assistance programs and counselling on DC for athletes and coaches in the partner countries	1
Number of multiplier events/ attendants	10/625 (5x25 per country and appr 100 at the OPEN-DOOR DAYS in each country) participants at the meetings and press conferences	Informed media and sport stakeholders about the project results and opportunities of the COMPASS dual career program	400
Number of Volunteers participating in the project	600	European network of COMPASS ambassadors	1
number of information materials and press releases	48		



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INTANGIBLE RESULTS			
Increased project management skills for large international projects			
Increased knowledge about Dual careers policies for athletes			
Acquired knowledge and understanding of the life integration problems faced by athletes after the sporting career			
Raising awareness of Stakeholders – Sport organizations, Clubs, Universities, Ministries, Agencies, local authorities about need of Dual Careers for athletes			
Pan-European partnership in the field of education in sport.			
Enhanced cooperation between state institutions and organizations working in the field of sport and Dual Careers for athletes			
Increased knowledge of stakeholders about life and technological skills of athletes			
Changed attitude towards skills and labor market aptness of athletes			
Increased digital, pedagogical, communication skills of participants, sport educators and project management team			

All the previously mentioned **impacts will be measured by following indicators:**

During project timeline:

- **Establishment of one Compass e-Platform on club based dual careers of athletes and promotion of sports in schools.**

As a direct result of the project there will be a platform for information sharing, experience exchanges and development of new projects ideas devoted to support athletes' dual careers through educational and training courses thus contributing directly to their training and employability. It will be open to the integration of new sport clubs and educational organizations.

We predict that at least 15 EU new organizations will be interested to join the platform through the current project, requesting Letters of Intent as a commitment proof.

- 120 European athletes successfully complete the COMPASS program on dual careers (training – in outdoor education programs management with orienteering in schools)
- 30 sport clubs connected through a network of European coaches in orienteering to further exchange practices and methods related to sports training but also from human resources management and cultural diversity perspective, to better coach athletes in their dual career pathways.
- COMPASS educational material
COMPASS innovative program including 4 modules has been developed and is ready to be transferred and disseminated to other European stakeholders interested in adopting a similar approach (for instance to those interested in joining the e-Platform on dual careers).
- 2 surveys
Conclusions extracted from the surveys will facilitate the sport clubs, stakeholders in sport and education in Europe, in their communication of creating better links clubs/schools as well more effective dual career of athletes programs.
- **One tested and evaluated outdoor education program for orienteering in schools to be validated and ready to be implemented**

The project includes COMPASS Experiment during which athletes and coaches will test their knowledge and acquired skills in IFD AND ORIENTEERING. Thus an innovative outdoor school education program will be piloted and further on evaluated. COMPASS outdoor education program for schools in orienteering will include delivering of knowledge about new technology in sports. The



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program will be validated by the experts provided by the partnership, and will have a clear impact in terms of potential employability among athletes in the mid and long-term.

After the project timeline:

1. **2000 European athletes trained on COMPASS innovative educational and training program** athletes from the partner countries sport clubs will be trained in the COMPASS program on dual careers including the Experimental part, e.g. training – in outdoor education programs management with orienteering in schools in the next 5 years;

2. Enlarged dual career in orienteering clubs' platform – COMPASS e platform will be enlarged further on with new EU orienteering clubs, as well as coaches and athletes participation to work together on the DC domain and support EU DC of athletes Guidelines;

MONITORING & EVALUATION PLAN

WP1 | PROJECT MANAGEMENT AND COORDINATION - -

Activities here include:

- 1.1 Elaboration of a coordination and review procedures. Establishing a STEERING COUNCIL with 1 member from each partner.
- 1.2 On - going risk monitoring
- 1.3 Budget monitoring and control in order to ensure cost efficiency and proper budget allocation
- 1.4 Elaboration of subcontracting procedures and their management – terms of reference, draft contracts for subcontracting
- 1.5 Proper technical and financial filing of the project

WP4 | DELIVERY OF THE PROGRAM TO THE TARGET GROUP. EXPERIMENT WITH ADOLESCENT VOLUNTEERS

4.3.

- Before starting the experiment, the orienteering coaches, club athletes and the teachers will exchange know-how, knowledge and ideas about evaluation and improvement of the program courses taken. After evaluation revisions will be done to the program if needed.
- Gathering lessons learned and evaluation of the experiment results are next steps. The partners will analyse the pilot delivery of the program based on satisfaction questionnaires and local evaluation reports. The evaluation will take one month.

4.4. Project meeting in Romania to exchange experience and know - how in delivery and experimenting with the program. Evaluation will be discussed.

- Developing final guidelines for further implementation of the COMPASS program, containing results from the evaluation of the students, resources needed to deliver it further to athletes and coaches, advices for future multipliers of the COMPASS program.

Quality and Impacts Monitoring & Evaluation

Indicators that will help to evaluate project outputs qualitatively :



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WP1

- Efficacy of the coordination & management activity
- Efficacy of internal communication among partners
- Efficacy of the financial management of the project

WP2

- Adequacy of the Research Methods (questionnaires, target, etc...)
- Innovativeness of the Research Results
- Effectiveness of the dissemination of research results

WP3

- Quality of the process of Compass program Definition
- Quality, innovativeness and efficacy of the training plan
- Adequacy of the capacity building actions (timing, target, length, etc...)
- Adaptability of the training scheme in each country
- Sustainability of the training scheme after the end of the project;

WP4

- Quality and efficacy of the testing plan;
- Effectiveness of the testing implementation in each countries;
- Adaptability of the tested actions in each country
- Sustainability of the tested actions after the end of the project;
- Efficacy of the evaluation plan of the experimentation;

WP5

- Quality of the methodology used for raising awareness (in terms of targets, methods, timing, length, active involvement of participants, etc...)
- Quality of the contribution of each participants;
- Impacts of the raising awareness actions on Model sustainability and



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replicability;

- Efficacy of the “commitment” action towards decision makers and stakeholders

(protocol’s signature proposal);

- Capacity of the project to go beyond the signed protocols foreseen;

Monitoring Tools

After the input of the LP and following a joint decision, a set of “monitoring tools” will be created and approved by the partnership. These tools, developed first in a Word format (editable) by BFO, will be then transferred in a specific GOOGLE FORM online page, where all partners will be invited to contribute.

No	Issue	Tool	When
1	General Project management & partner’s commitment in project activities; including general coordination, financial administration, internal communication, respect of scheduling. Specific WP management & coordination: efficacy of activity coordination, especially regarding WP leaders;	Electronic Google Form	Every six months
2	Events monitoring (internal, for partners);	Electronic (Google Form)	Not more than 15 days after the Event
3	Events evaluation (external, for participants, including partners)	Paper , online forms	During or after each event
4	Dissemination monitoring and evaluation: analysis	Electronic (Google Form)	Every Six Months



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	of the WP5 activities		
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Methodology of Submission

With regard to the electronic form, each partner will receive a specific invitation to fill in the form from the LP, while for the paper form (for event's evaluation), the hosting partner (the organizer of the event) is asked to print the evaluation form and to put it in the folder of any participants.

Restitution methods

The LP, during each Transnational Event, shows a specific presentation of the monitoring results, by reporting data, feedbacks and organized analysis of them. The aim is to “activate adjustments” on time in order to improve the daily management of the project activities as well as the quality of the project implementation process. Moreover, specific Monitoring Reports will be produced every six months.



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COMPASS Risk Management Plan

GENERAL DATA

Acronym: COMPASS

Project title: Creative Orienteering model for Physical Activity and Science in Schools

Contract N°: Compass _Agreement Nr. 613120-EPP-1-2019010BG-SPO-SCP

Start Date: 01.01.2020

Duration: 24 months



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1. Introduction

This risk management plan intends to maximise the probability of success of the COMPASS project by identifying difficulties that the project could face and anticipating actions to prevent their occurrence or reduce their negative impact.

The COMPASS project brings together 5 beneficiaries from 5 different countries. In order to decrease the risks inherent from the complexity of such a consortium, a management structure and related procedures were defined to cover key aspects of the project operation and coordination.

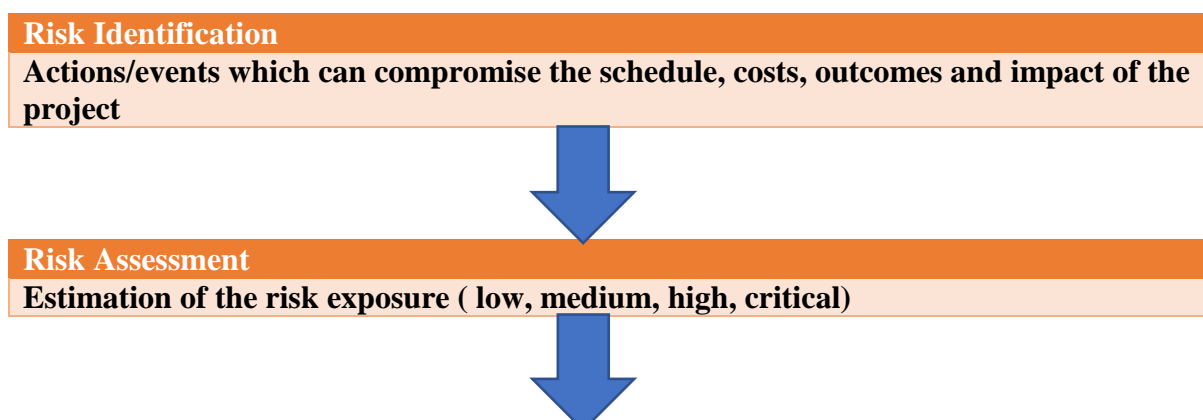
In addition, intermediary reporting periods with 6-months intervals were also added to help detecting any deviation from what is planned. This facilitates anticipating and fixing problems before the crucial stage of reporting to the European Commission.

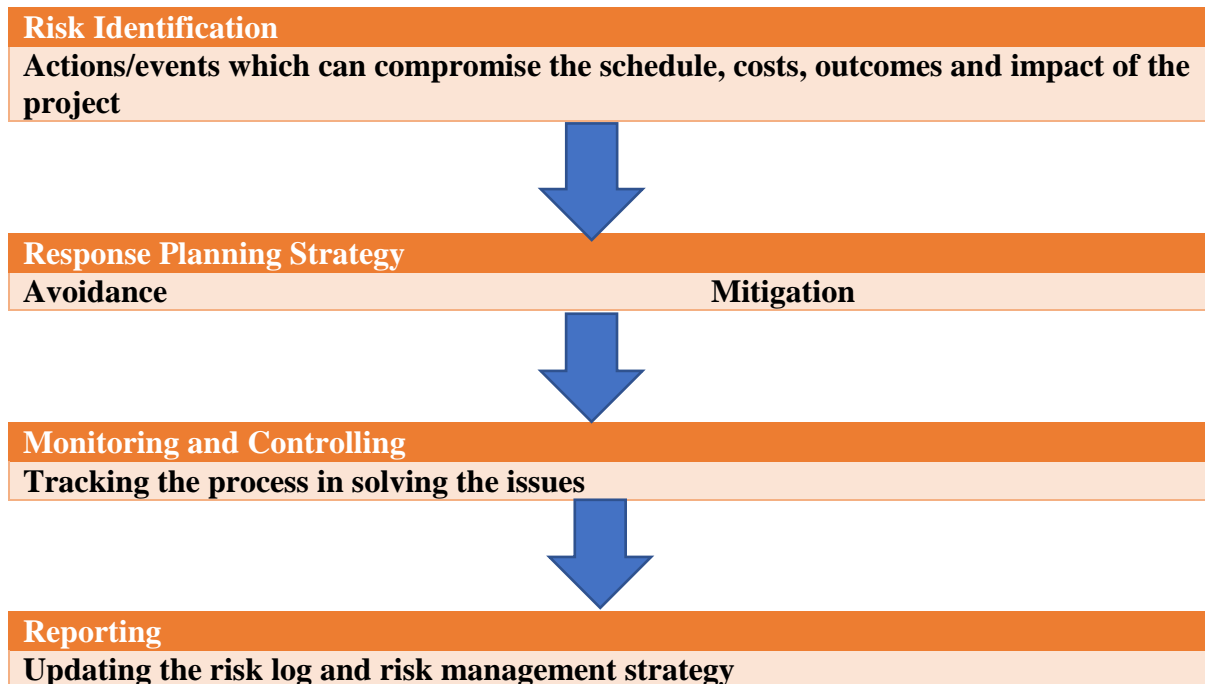
Risk management is an on-going process to be carried out throughout the project life for identifying, quantifying managing and monitoring threats. Here, it is divided up in five steps: Identification, Assessment, Response, Monitoring and Reporting.

This document is an instrument for the whole consortium. It provides a framework to help tackling potential issues arising during the project in a preventive, appropriate and effective manner by outlining how risk management activities will be performed. It reminds the organisation and the principles in place in the consortium, and lays out the responsibilities, strategy and procedures regarding the risk management in the COMPASS project. It helps avoiding threats in a timely manner and, as necessary, taking action by applying corrective measures to lessen negative impacts on the project. It also raises awareness about risk management to all participants involved in the project, and provides them with a risk mitigation plan to help addressing problems.

2. Risk Management process

The risk management process presented below is applicable for management, research activities or transnational access taking place within the COMPASS project. It describes how negative situations will be dealt with both at the project level and work package (WP) level.





2.1. Risk identification

During the project building phase, a number of possible threats and their mitigation measures were identified. Those were listed in the Risk Management Register to be available in the internal platform of ASSEMBLE Plus and to be updated by all partners at least at the end of each reporting period. The following issues shall be considered as tools and techniques for risk identification:

- Analysis of deliverable status
- Analysis of WP schedules and scopes

Regular communications between the WP leaders and the Management Team will ensure anticipating the risks throughout the project life. Besides, *it is the responsibility of each participant to inform the WP leader(s) and the Management Team about new potential risks.*

Actions/events which can compromise the schedule, costs, outcomes of the project

2.2 Risk assessment

For each identified risk, the Project Manager, in collaboration with the PMT, will estimate the probability for them to occur and the impact of these problems on the project (Probable, possible and improbable). The risk exposure matrix below will serve to estimate the risk level.



			Impact			
			0	1	2	3
			Acceptable	Tolerable	Unacceptable	Intolerable
			Little or No Effect	Effects are Felt but Not Critical	Serious Impact to Course of Action and Outcome	Could Result in Disasters
Likelihood	Improbable	Risk Unlikely to Occur				
	Possible	Risk Will Likely Occur				
	Probable	Risk Will Occur				

Risk Exposure

2.3 Response planning

The risk response process presents the strategy to tackle the threats. It is a contingency plan that assigns the roles and responsibilities, and provides a response framework for risk owners. The adequate mitigation measures, for each foreseen risk, are displayed in the Risk Management Register available in Table 1.

2.3.1 Risk ownership

The collaborative nature of this project requires well-defined responsibilities regarding the risks. Although the COMPASS Risk Management Plan is the responsibility of the Management Team (MT), all the partners are to run the project activities in a sensible manner.

Project Management Team PMT

The PMT is responsible for meeting the obligations and responsibilities towards the European Commission and for handling the organizational, legal and financial management of the project. The MT will endorse the risks management and is responsible of the risks management process, assuring the monitoring and control of risks throughout the project.

The MT is composed of the project coordinator, the project manager, the country project coordinators.

Work package leaders

The WP Leaders are accountable of the implementation of the work within their own WP, so they have the risks ownership for the deliverables and milestones within the WP they are leading. They assure the identification and management of the risks and they should inform



the Management Team. If new risks are identified, they should be reported to the MT who will update the risk Management Register.

For actions in which several work packages are involved (such as workshops), the work package leaders will be co-responsible of the risks. .

Academic Steering Committee

The Academic Steering Committee (ASC), a supportive structure, provides advices on the orientation and implementation of the project. The ASC members should follow the assessment of risks by the Consortium and the resolution actions.

2.3.2 Response strategy

Following the evaluation of the risk exposure, the risk owner(s) will first seek to prevent actions and events that may harm the project from happening.

Avoidance

For management, networking, research or transnational access activities creating a threat to the project, the risk owner(s) will, when possible, try to eliminate the factors that cause the risk.

Mitigation plan

For threats that cannot be prevented, the risk owner(s) will establish a response strategy that minimises the damage to the project. The risks already identified are listed in the Risk Management Register. The corresponding mitigation measures are also displayed in the register (Table 1). Each partner is responsible for implementing the risk mitigation measures which relate to the WP they lead.

2.4 Monitoring and controlling

It is the responsibility of all ASSEMBLE Plus partners to communicate to the Project Manager the status and effectiveness of each risk and mitigation plan in order to update the risk management register and assess the relevance of the tools. The risk owner will confirm the correct implementation of the risk responses and will check the effectiveness of the response. The risk owner will keep track of the situation and inform the Project Manager. The risk exposure will be continuously reevaluated and modified accordingly.

The new risks are identified by a partner will be analyzed as those on the original risk list and added in the register.

2.5 Reporting

Risk Log

The Risk Log to be updated by the project manager will be reviewed during Project Management Team (PMT) meetings as a standing agenda item. The Risk Log will contain the list of issues which occurred during the course of the project, as well as the preventive measures and/or mitigation actions that were carried out.



Note. Risk status: a risk will be considered closed after the adverse situation occurred and it can no longer be considered as a threat to the project.

3. Risk Management Register

This Risk Management Register will be accessible to all members through Basecamp. It contains the Risk Number, the Description, the WP involved and the Proposed risk-mitigation measures for risks foreseen before the start of the project and risks unforeseen at the start of the project.

Table 1

Risk Register			
Risk No	Description of risk	WPs Involved	Proposed risk-mitigation measures
R1	Lack of overall coordination. <i>Likelihood improbable; Impact intolerable</i>	WP1	Effective coordination is ensured by the managerial structure and through the project work plan. The coordinator has not experience in coordinating large EU projects but is experienced in national projects and is supported by an experienced PMT and ASC. In case of unforeseen events, experienced persons can take over coordination tasks.
R2	Ineffective overall management. <i>Likelihood improbable; Impact tolerable</i>	WP1 and all WPs	Effective management is ensured through timely recruitment of capable, expert and socially adept Project manager with proven skills at managing large, complex projects. The PM staff in all project partners' countries will be



			given the resources and support needed to perform tasks effectively. Tasks of the PM staff and the coordinator will be delineated to ensure harmonious collaboration.
R3	<p>Consortium disruption.</p> <p><i>Likelihood improbable; Impact unacceptable</i></p>	WP1 and all partners	All partners have experience with international collaborative projects. All are motivated to reach project objectives, which have been defined in the common interest of all partners. Any partner not adhering to this common interest for other reason than <i>force majeure</i> will be excluded from the project.
R4	<p>Delays in deliverables.</p> <p><i>Likelihood possible; Impact unacceptable</i></p>	WP1 and all other WPs	The PMT will install the tools necessary for effective monitoring of project progress. A system will be implemented to spot delays of critical deliverables (those that link to milestones) early; mitigating actions will be discussed with relevant WP-leaders and officers involved to keep the project on time. Partners in WPs will appoint project personnel on time.



			.
R5	<p>Risks related to the target groups and stakeholders of the project</p> <p>a/Athletes and coaches are not interested in participating at the project - providing a relevant number of participants and the finalization of their study. This participation is the core of the project. Athletes and coaches interests are the most crucial element of the project.</p> <p>b/The innovative sports technologies, smart games and mobile application included in the COMPASS Program require too high level of technological skills</p> <p>c/ Stakeholders not interested in disseminating and implementing the COMPASS program</p> <p>d/ Safety risks – injuries, accidents</p> <p>e/ risk connected to presence of</p>	WP 2 AND WP 4,5	<p>Orienteering federations and clubs are included as project partners. Their big task will be to attract and recruit athletes and coaches among their members, ready to participate at the project activities online courses, international seminars.</p> <p>A very comprehensive content will be elaborated by the Austrian and Estonian partner, which have the educational and practical knowledge on the methodology with the concordance of the sporting organizations, participating at the project – they have the practical liaison with the athletes and coaches.</p> <p>Active work with the orienteering clubs and federations and the IOF participating at the project – as a renowned institutions with good liaisons to clubs</p> <p>Assistance in terms of security and safety in sport will be granted during implementation. First aid will be provided.</p> <p>There will be special tutors during the</p>



	<p>minors (16 - 18 years old)</p> <p><i>Likelihood probable; Impact unacceptable</i></p>		<p>implementation phase who will be responsible for minors. The tutors will be carefully selected.</p>
R6	<p>COVID 19 lockdown and ban on live sports events and school activities</p> <p><i>Likelihood probable; Impact Intolerable</i></p>	WP2, WP 4,5 and 6	<p>PMT will strictly follow the PPC epidemiological situation and will re-schedule the time of sports events accordingly. All project transnational meetings will be held online at the times of severe risk of COVID 19 spread.</p> <p>In case of impossibility to implement the project activities requiring live attendance like training of trainers in COMPASS program and the pilots in schools, an extension will be required from EACEA with the relevant terms of times to implement successfully the above mentioned activities.</p>
R7	<p>Technical risks, Subcontractor delays</p> <p><i>Likelihood possible; Impact tolerable</i></p>	WP6	<p>Support to the subcontractors if needed, application of quality and deadlines guarantees; excellent preparation of terms of reference for executing all subcontracting activities.</p>



5. CONCLUSION

The risk management plan presented in this REPORT defines the responsibilities towards the risks within the consortium. In addition, this document presents the anticipated risks that the project could be confronted to and proposes the corresponding mitigation measures. The risk exposure level was determined for each identified risk, and the only critical risk found was the COVID 19 lockdown in project participating countries and consequences. The project team has decided to strictly monitor the Pandemic situation and take decisions accordingly how to implement the live sports events and necessary trainings. In case it is forbidden by EU Governments a decision was taken to ask for project extension needed.

Appendix: Risk log template

#	Risk	Date raised	Risk Owner	Probability	Severity	Impact	Counter-measure	Comments	Status