The risk register and measures for mitigation

«Future Oriented Vocational Training for the Construction Sector in UA in a Partnership for Excellence»

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CONTENT

1. THE PURPOSE OF THE RISK REGISTER DURING THE IMPLEMENTATION OF THE VETpartEx PROJECT

Effective risk management is a cornerstone of successful international project implementation, particularly in environments characterized by high levels of uncertainty and volatility. In the context of the VETpartEx project - "Future Oriented Vocational Training for the Construction Sector in UA in a Partnership for Excellence" - implemented in Ukraine through a consortium of educational institutions, the development and use of a comprehensive risk register is essential to ensure project resilience, coherence, and the achievement of its strategic goals.

1. Operating in a High-Risk Environment

Ukraine is currently facing a complex socio-political and economic landscape, influenced by Russian aggression, infrastructure damages, and broader geopolitical instability. These external factors significantly increase the likelihood of disruptions in project activities, especially when international collaboration is involved.

A centralized and well-maintained risk register allows the VETpartEx consortium to systematically identify, assess, and monitor risks throughout the project lifecycle. This proactive approach facilitates timely decision-making, contingency planning, and mitigation strategies, thus reducing the probability and impact of adverse events on project implementation.

2. Complexity of Consortium Structure

The VETpartEx project involves a multi-stakeholder partnership comprising vocational education and training (VET) providers, VET schools, higher education institutions, and international organizations. Each partner brings its own organizational structure, risk culture, and operating context, which can create challenges in coordination and consistency.

A unified risk register serves as a common framework for consolidating risk-related information across the consortium. It ensures transparency, enables shared understanding of responsibilities, and promotes collaborative risk mitigation strategies. This is particularly important in a project focused on excellence in VET, where consistency and reliability of deliverables are critical.

3. Compliance with Donor Requirements

The existence of a risk register is often a prerequisite for successful grant acquisition, reporting, and external audits.

By establishing a robust risk register, the VETpartEx project demonstrates its commitment to professional project management standards. It reassures donors and stakeholders that the

consortium is capable of identifying vulnerabilities and implementing mechanisms to safeguard the project's progress and outcomes.

4. Prevention of Delays and Budget Overruns

Failure to detect and address risks early is one of the most common causes of project delays, scope creep, and cost escalation. Given the logistical and operational challenges of working in Ukraine, from energy shortages and travel restrictions to sudden regulatory changes, the project must be equipped with agile and anticipatory risk management tools.

A dynamic risk register allows the consortium to adapt quickly to changing conditions. It supports timely resource reallocation, revision of activity schedules, and alignment of expectations among partners. This ensures that project objectives remain achievable even under adverse circumstances.

5. Capacity Building and Institutional Development

Implementing a risk register is not only a protective measure — it is also a developmental tool. For many Ukrainian educational institutions, participation in VETpartEx provides valuable exposure to international best practices in project and risk management. The use of a structured risk register helps develop institutional capacities, professionalize project teams, and foster a culture of strategic foresight.

This contributes to the long-term sustainability of the project's impact, as local institutions strengthen their internal systems and become more competitive in future international partnerships.

2. THE TABLE OF RISKS AND PROPOSED RISK-MITIGATION MEASURES

Risk number	Description	Work Package	Proposed Mitigation Measures
1	Worsening the situation in Ukraine due to the escalation of the military activities because of war.	WP5, WP2, WP1, WP3, WP6, WP4	High materialization: Suspension of the off-line activities and using of the online tools and means to fulfil the Project results.
2	Deterioration of the political context with reference to the current period of uncertainties and tensions.	WP5, WP2, WP1, WP3, WP6, WP4	Medium materialization: The off-line meetings and activities will be shifted to the on-line platform. As an alternative, meetings will be hosted at a partner having a less serious political or health emergency.
3	Lack of overall coordination	WP1	Low materialization: Effective coordination is ensured by the managerial structure and through the project work plan. The coordinator has extensive experience in coordinating large EU and national projects. In case of unforeseen events, other experienced persons at the coordinating institute or at other partners can take over coordination tasks.
4	Conflicts in the Consortium	WP1	Low materialization: A comprehensive Consortium Agreement will be formulated by all partners. The PM will follow strict administrative guidelines and implement actions against partners failing to comply with procedures agreed upon in the CA. The PM will maintain an easily searchable record of all relevant correspondence among partners to aid the coordinator in resolving conflicts. The coordinator has experience in conflict management in European Projects. All partners have a track record of solving emergent problems in a collegial spirit.

5	Delays in deliverables	WP5, WP2, WP1, WP3, WP6, WP4	Low materialization: The PM will install the tools necessary for effective monitoring of project progress. A procedure will be implemented to spot delays of critical deliverables (those that link to milestones) early; mitigating actions will be discussed with WP-partners involved to keep the project on time. Partners in WPs will appoint project personnel in time. When they possess spare capacity, failure of one will be mitigated quickly at others. Moreover, the whole framework of the project with WPs 1-2 collaborating with WPs 3-6 is focused on solving emergent problems collectively and harmoniously.
6	Coordination problems within individual WPs	WP5, WP2, WP1, WP3, WP6, WP4	Low materialization: Most WPs involve multiple partners, which collaborate to achieve their tasks in a timely manner. To achieve this, the work has been partitioned into internally coherent tasks with internal and EU-deliverables (only the latter are indicated, the internal ones serve to track progress). Task-leaders and WP-coordinators will monitor progress and flag problems in a timely manner to enable harmonious mitigation.
7	Ineffective collaboration among WPs	WP5, WP2, WP1, WP3, WP6, WP4	Low materialization: The essence of this project is that WPs collaborate. WPs 2-3 will provide the designs for interconnecting different sections of the workflows and for servicing the smooth operation of these workflows. The required collaboration will be ensured through a strong internal communication structure fostered and aided by WP1, ensuring effective information flow.

8	Difficulties related to the involvement of the Labor Market representatives and the business community may arise	WP5, WP2, WP6, WP4	Low materialization: Support from the participating stakeholder institutions (the Institute of Professional Qualifications, PSACEA and STUBA).
9	Energy outages or unstable electricity supply in Ukraine affecting project implementation (e.g., during online trainings or meetings).	WP2, WP3, WP5, WP6	Encourage hybrid formats; prepare downloadable offline materials; ensure backup communication channels; provide partners with power banks or support for generator access if possible.
10	Cybersecurity threats or data breaches affecting online collaboration tools, shared documents, or participant data.	WP1, WP2, WP5	Use secured, GDPR-compliant platforms; provide cybersecurity training; designate data protection officer; establish protocols for reporting and responding to incidents.
11	Insufficient digital competence among VET educators or learners in Ukraine to use project tools effectively.	WP3, WP4, WP5	Include digital skills assessment and training as part of WP3 and WP4; create easy-to-follow tutorials; provide continuous digital support.
12	Inflation or currency fluctuations in Ukraine impacting budgeting, cost planning, and local partner capacity.	WP1	Regular budget monitoring; introduce contingency buffers; allow flexibility in reallocating budget lines across WPs with coordination approval.
13	Changes in Ukrainian legislation or education policy disrupting planned project activities or deliverables	WP2, WP5, WP6	Maintain active liaison with relevant national authorities; monitor regulatory changes; revise timelines and deliverables where needed; maintain legal consultation access.
14	Burnout or loss of key personnel due to the extended stress of crisis conditions.	WP1, WP2, WP3	Implement workload balance monitoring; rotate responsibilities; provide emotional support access; include backup personnel in project structure.
15	Accessibility barriers for participants with disabilities in online/offline events or materials.	WP3, WP4, WP5	Adopt universal design principles; apply accessibility standards to all materials; ensure sign language, subtitles, and alternative formats where necessary.

3. RISK ASSESSMENT PROCEDURE IN THE VETpartEx PROJECT

An effective risk assessment in the international project **VETpartEx** — *"Future Oriented Vocational Training for the Construction Sector in UA in a Partnership for Excellence"* - is a systematic and cyclical process integrated into both the overall quality assurance (QA) system and project management mechanisms. It aims to ensure project resilience, timely response to challenges, and achievement of declared objectives amid an unstable external environment, especially in the context of Ukraine.

1. Institutional Structure of Risk Management

Risk assessment is carried out in close coordination among the following project structures:

- The **VETpartEx Board**, consisting of representatives from all full partners, provides strategic oversight and makes decisions on high-level risks;
- The **Project Coordinator from FHMS** is responsible for risk management at the consortium level, including quarterly reporting on risks;
- The **QA Team**, in cooperation with USUST, develops the Risk Management Plan and regularly updates the **Risk Register** as part of the general **Quality Register (QR)**;
- **Work Package Leaders (WP Leaders)** are obliged to identify and report risks within their areas of responsibility every three months.

Thus, the risk assessment structure is embedded into the regular management and reporting cycles of the project.

2. Stages of the Risk Assessment Procedure

The risk assessment process in VETpartEx includes the following stages:

1) Risk Identification

Each partner and WP leader must regularly screen for potential risks, including:

- External risks (political instability, force majeure, regulatory changes);
- Internal risks (skills gaps, personnel changes, poor communication);
- Technological and financial risks.

Identified risks are entered into the **Risk Register**, including newly emerging or revised risks.

2) Evaluation of Probability and Impact

Each risk is assessed using two key indicators:

- **Probability** of occurrence (from 1 — low to 5 — very high);
- **Impact** on the project (from 1 — minor to 5 — critical).

The **risk level** is calculated using the formula:

Risk = Probability × Impact.

Risks are classified as low, moderate, or high.

3) Development of Response Measures

Each significant risk is assigned responsible persons and a strategy such as:

- Avoidance,
- Mitigation,
- Acceptance,
- Transfer.

The Risk Register includes specific **mitigation measures**, deadlines, and designated responsible individuals.

4) Monitoring and Review

The Risk Register is **updated monthly** by the QA team in cooperation with the project coordinator.

- **Every three months**, FHMS provides the Board with an updated risk status report.
- **WP QA teams** reassess risks when conditions change or after risk-related incidents occur.
- New risks identified during trainings, meetings, or stakeholder activities are logged using QA assessment tools.

5) Escalation and Decision-Making

High-level risks are escalated to the VETpartEx Board, which:

- Makes management decisions (resource reallocation, timeline adjustments, change of strategy);
- Ensures coordinated responses among partners;
- Documents decisions and ensures their implementation in respective WPs.

3. Tools and Documentation

The core tools used in the risk assessment process include:

- **Risk Register** — a structured table with descriptions, classifications, and mitigation measures;
- **Quality Register (QR)** — includes a section dedicated to tracking risk dynamics;
- **QA Instruments** — evaluation forms for trainings, meetings, and events, which may reveal latent risks;

- **Quality and Risk Management Plan**, developed and approved at the start of the project.

6. Integration with Quality Assurance

Risk assessment is viewed as an integral part of the project's **quality assurance system**. It helps not only to prevent negative outcomes but also to identify opportunities for improvement. The procedure is embedded in the project's feedback, reporting, and learning mechanisms, reinforcing the long-term resilience of VETpartEx as an alliance — even beyond the project's official duration.

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ANNEX 1
Quarterly Risk Report Template

Project: VETpartEx – Future Oriented Vocational Training for the Construction Sector in UA in a Partnership for Excellence

Partner Institution: _____

Work Package (WP): _____

Reporting Period: Q__ (e.g., Q1 2025)

Date of Submission: _____

Section 1: Summary Overview

General risk situation	☐ Stable ☐ Some concerns ☐ Significant issues
Changes in risk level since last report	☐ No change ☐ Increased ☐ Decreased
Total number of active risks	
New risks identified this quarter	
Risks resolved/closed	

Section 2: Updated Risk Register

Please list all active and newly identified risks. Use one row per risk.

Risk ID	Description of Risk	Affected WP(s)	Likelihood (1–5)	Impact (1–5)	Risk Level (L×I)	Mitigation Measures	Responsible Person	Status Update

Section 3: Risks Requiring Escalation

List any high-priority risks that require attention or intervention from the VETpartEx Board of Directors.

Risk ID	Description	Reason for Escalation	Suggested Actions	Deadline

Section 4: Lessons Learned / Recommendations

- _____

- _____

- _____

Submitted by:

Name: _____

Position/Role in Project: _____

Email: _____

Signature: _____

Date: _____