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Art4Wellbeing

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RISK MANAGEMENT PLAN

developed by ESIGED



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1. Introduction

Effective risk management is an essential component of successful project implementation. It contributes to the achievement of project objectives, supports informed decision-making, strengthens organisational capacity, and ensures the efficient use of project resources.

The **ART4WELL-BEING** project promotes the use of art-based approaches to enhance wellbeing, creativity, inclusion, and professional competences among youth workers and young people. The project combines research activities, online capacity-building actions, development of educational resources, pilot implementation, dissemination activities, and cross-sectoral cooperation among partner organisations.

As a small-scale partnership involving organisations with diverse levels of experience in Erasmus+ projects, the consortium recognises the importance of a structured and proactive approach to risk management. Potential risks may arise during project implementation due to organisational, technical, financial, communication, participation, or quality-related factors. If not properly addressed, such risks may affect the timely delivery of activities, the quality of project results, or the sustainability of project outcomes.

This Risk Management Guide establishes a common framework to identify, assess, monitor, and address risks throughout the project lifecycle. The guide supports all partners in implementing preventive measures, responding effectively to emerging challenges, and maintaining the quality standards expected within the Erasmus+ Programme.

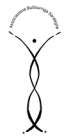
2. Purpose of the Guide

The purpose of this Risk Management Guide is to provide a structured framework for identifying, assessing, mitigating, and monitoring risks throughout the implementation of the ART4WELL-BEING project.

The Guide aims to:

- Support the effective and timely implementation of project activities;
- Promote quality assurance throughout the project lifecycle;





- Facilitate informed decision-making by project partners;
- Minimise potential negative impacts on project objectives and deliverables;
- Strengthen coordination and communication among partner organisations;
- Ensure compliance with Erasmus+ Programme requirements;
- Contribute to the sustainability and long-term impact of project results.

Risk management is considered a continuous process and will be integrated into all phases of project implementation.

3. Scope and Applicability

This Guide applies to all project partners, staff members, trainers, facilitators, experts, and external contributors involved in the implementation of ART4WELL-BEING.

The Guide covers all project activities, including:

- Project management and coordination;
- Research and needs analysis activities;
- Online training activities for youth workers;
- Development of the Handbook and Digital Toolkit;
- Pilot workshops and validation activities;
- Dissemination and communication actions;
- Sustainability and exploitation activities.

The principles and procedures described in this Guide shall be applied throughout the entire duration of the project and reviewed whenever significant changes occur.





4. Project Context and Risk Environment

ART4WELL-BEING seeks to strengthen the capacity of youth workers to use art-based approaches as tools for promoting wellbeing, social inclusion, personal development, and active participation among young people.

The project includes several interconnected activities:

- Research and needs analysis;
- Development of educational resources;
- Online training for youth workers;
- Pilot implementation of art-based methods;
- Validation and refinement of project outputs;
- Dissemination and visibility activities;
- Sustainability planning and exploitation of results.

The implementation environment presents both opportunities and challenges. Potential risks may arise from:

- Differences in organisational capacity among partners;
- Delays in the production of project outputs;
- Limited participation in online learning activities;
- Technical and digital accessibility challenges;
- Uneven partner engagement;
- Insufficient dissemination reach;
- Administrative or reporting challenges.

The consortium acknowledges these potential risks and commits to addressing them through systematic monitoring and preventive action.





5. Risk Management Framework

The project applies a four-step process: Risk management within ART4WELL-BEING is embedded within the overall project governance structure.

The consortium adopts a shared responsibility model, whereby all partners contribute to the identification and management of risks relevant to their activities and responsibilities.

The Risk Governance Framework is based on the following principles:

- Prevention rather than reaction;
- Shared responsibility among partners;
- Continuous monitoring and review;
- Evidence-based decision-making;
- Transparency and accountability;
- Commitment to quality and sustainability.

Risk management will be discussed regularly during project meetings and incorporated into project monitoring procedures. The consortium follows a four-stage risk management cycle:

5.1 Risk Identification

Potential risks are identified through:

- Partner meetings;
- Progress reports;
- Internal evaluations;
- Participant feedback;
- Quality assurance reviews;
- Monitoring of project indicators.





5.2 Risk Assessment

Each identified risk is assessed according to:

- Probability of occurrence;
- Potential impact on project implementation, outputs, or objectives.

Risks are categorised as Low, Medium, or High.

5.3 Risk Mitigation

For each identified risk, appropriate mitigation measures are defined.

Mitigation measures may include:

- Preventive actions;
- Corrective actions;
- Capacity-building measures;
- Reallocation of resources;
- Enhanced monitoring procedures.

5.4 Risk Monitoring

Risks are monitored throughout the project lifecycle.

Monitoring includes:

- Regular partner reviews;
- Progress reporting;
- Quality assurance checks;





- Follow-up actions where required.

The Risk Register is reviewed and updated periodically.

6. Roles and Responsibilities

Project Coordinator (Netherlands)

- Oversees the overall risk management framework
- Ensures that mitigation measures are implemented
- Initiates escalation procedures when necessary

Partners (Türkiye and Italy)

- Monitor national implementation risks
- Ensure safeguarding compliance
- Report emerging risks to the coordinator

Youth Workers / Facilitators

- Identify emotional, behavioural or participation-related risks
- Apply safeguarding principles
- Document incidents

Financial Responsible

- Monitors implementation consistency under the lump-sum model
- Ensures that deliverables correspond to planned activities





7. Risk Assessment Criteria

Probability

- Low: Unlikely to occur
- Medium: Possible occurrence
- High: Likely to occur

Impact

- Low: Limited effect on project activities
- Medium: Noticeable effect requiring corrective action
- High: Significant effect on project objectives, outputs, or timelines

The combination of probability and impact determines the priority level assigned to each risk.

8. Quality Assurance and Risk Prevention

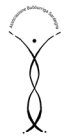
Quality assurance is an integral component of project implementation and serves as a preventive mechanism for reducing operational and implementation-related risks.

The consortium will apply a continuous quality assurance approach throughout the project lifecycle to ensure that project activities, outputs, and deliverables meet the expected standards of relevance, effectiveness, and usability.

Quality assurance measures include:

- Regular coordination meetings among partners;
- Internal review of deliverables before approval;





- Collection of participant feedback after activities;
- Monitoring of project indicators and milestones;
- Peer review of educational materials and project outputs;
- Validation of tools and methodologies through pilot implementation;
- Corrective actions when quality concerns are identified.

The quality assurance process supports early detection of implementation challenges and contributes to the timely achievement of project objectives.

9. Online Training Risk Management

Online training activities represent a key component of the ART4WELL-BEING project and require specific risk management measures to ensure accessibility, participation, and learning effectiveness.

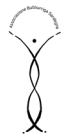
Potential challenges associated with online learning environments include:

- Technical difficulties;
- Limited digital competences among participants;
- Reduced engagement and interaction;
- Attendance fluctuations;
- Scheduling conflicts.

To address these challenges, the consortium will implement the following measures:

- Distribution of training information well in advance;
- Use of reliable and user-friendly online platforms;
- Provision of technical guidance before training sessions;





- Interactive training methodologies;
- Use of collaborative digital tools;
- Regular communication with participants;
- Collection of participant feedback after each training module.

Training attendance and participation levels will be monitored throughout the implementation period to identify potential risks at an early stage.

10. Handbook and Digital Toolkit Development Risks

The development of the Handbook and Digital Toolkit represents one of the main intellectual outputs of the project and therefore requires continuous monitoring.

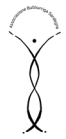
Potential risks include:

- Delays in content development;
- Uneven contribution from partners;
- Inconsistency in the quality of materials;
- Limited practical applicability of developed resources;
- Insufficient testing and validation.

To minimise these risks, the consortium will:

- Establish clear responsibilities and deadlines;
- Apply internal peer-review procedures;
- Conduct periodic progress reviews;
- Pilot test developed resources before finalisation;
- Collect feedback from youth workers and stakeholders;





- Revise outputs based on validation results.

The quality and usability of the developed resources will be reviewed before publication and dissemination.

11. Pilot Workshop and Participant Engagement Risks

Pilot workshops play a central role in testing and validating project methodologies and educational resources.

Potential risks include:

- Low participation rates;
- Participant drop-out;
- Reduced engagement during activities;
- Difficulties in applying art-based methods;
- Limited diversity among participants;
- Logistical challenges during implementation.

The consortium will address these risks through:

- Early recruitment and promotion activities;
- Collaboration with local stakeholders and youth organisations;
- Clear communication with participants;
- Adaptation of activities to participant needs and interests;
- Creation of inclusive and supportive learning environments;
- Continuous monitoring of participation and engagement.

Participant feedback collected during pilot activities will be used to improve project outputs and implementation approaches.





12. Financial and Administrative Risks

As a Small-Scale Partnership funded under the Erasmus+ lump-sum model, effective administrative and financial management is essential for successful project implementation.

Potential risks include:

- Delays in administrative procedures;
- Missing supporting documentation;
- Insufficient evidence of implementation;
- Delayed submission of partner reports;
- Under-implementation of planned activities.

Mitigation measures include:

- Clear internal reporting procedures;
- Regular monitoring of project progress;
- Timely collection of supporting documentation;
- Internal verification of deliverables;
- Periodic financial and administrative reviews.

The consortium will maintain appropriate records and evidence to demonstrate implementation of project activities and achievement of project results.





13. Risk Register (Operational Table)

The following Risk Register reflects the main operational, safeguarding, performance and compliance risks identified for the implementation of Art4Wellbeing. All identified risks are documented using the following structure:

Risk	Probability	Impact	Mitigation Measures	Responsible	Monitoring
Delays in project implementation due to administrative or organisational issues	Medium	High	Develop a detailed implementation calendar; establish clear responsibilities and deadlines; monitor milestones regularly	Project Manager (NL)	Monthly coordination meetings, progress reports
Communication difficulties between partners (language, time zone, channels)	Medium	Medium	Use simplified English; scheduled Zoom meetings; WhatsApp group for quick updates; shared online repository	Communication Coordinator (NL)+All partners	Quarterly partner satisfaction check; communication log
Delayed submission of partner contributions	Medium	High	Establish internal deadlines prior to official deadlines; provide regular reminders and follow-up	Coordinator (NL)+All partners	Deliverable tracking sheet
Limited participation in the Needs Analysis phase	Medium	Medium	Promote surveys through partner networks; engage relevant stakeholders and youth workers early	Research Lead IT+All Partners	Report on registrations/attendance, Participation records





Low response rate to questionnaires and surveys	Medium	Medium	Disseminate through multiple channels; send reminders; involve local stakeholders	Research Lead IT+All Partners	Survey completion statistics
Inadequate quality of research findings	Low	High	Peer review of research outputs; validation of collected data; cross-check findings among partners	Research Team	Internal quality review
Low attendance during online training sessions	Medium	High	Send reminders; provide clear schedules; issue participation certificates; use engaging training methodologies	Training Coordinator IT+All Partners	Attendance records
Technical difficulties affecting online training delivery	Medium	Medium	Conduct technical testing before sessions; provide technical support; prepare backup solutions	Training Coordinator IT+All Partners	Session reports
Limited digital competences of participants	Medium	Medium	Provide introductory guidance on digital tools; offer technical assistance throughout training	Trainers IT+All Partners	Participant feedback
Reduced engagement during online training activities	Medium	High	Use interactive methodologies, breakout rooms, collaborative exercises and reflection activities	Trainers IT+All Partners	Session evaluation forms





Delays in development of the Handbook	Medium	High	Establish content development timeline; assign responsibilities clearly; conduct periodic reviews	Handbook Lead TR+All Partners	Deliverable monitoring
Uneven contribution from partners during Handbook preparation	Medium	Medium	Define content responsibilities from the outset; monitor contributions regularly	Project Coordinator All Partners	Draft review meetings
Insufficient quality of Handbook content	Low	High	Apply peer review procedures; validate content with youth workers and experts	Handbook Lead TR+All Partners	Quality review reports
Delays in development of the Digital Toolkit	Medium	High	Establish milestones and internal deadlines; monitor progress during coordination meetings	Project Coordinator All Partners	Progress reports
Limited usability of toolkit resources	Medium	Medium	Pilot test materials with target groups; collect user feedback and revise accordingly	Project Coordinator All Partners	Validation reports
Difficulties applying art-based methodologies during pilot workshops	Medium	Medium	Provide methodological guidance; adapt activities to local contexts and participant needs	Trained Youth Workers +Facilitators	Workshop reports





Low participation in pilot workshops	Medium	High	Collaborate with local stakeholders; promote activities early; ensure accessibility and relevance	Project Coordinator All Partners National Coordinators	Participation records
Participant drop-out during pilot workshops	Medium	High	Create a supportive learning environment; maintain communication with participants; adapt activities where necessary	Trained Youth Workers +Facilitators	Attendance lists
Limited engagement of participants during pilot activities	Medium	Medium	Use participatory and experiential methods; encourage active involvement and reflection	Trained Youth Workers +Facilitators	Evaluation forms
GDPR and consent-related issues during dissemination activities	Low	High	Obtain written consent; follow GDPR procedures; review materials before publication	Communication Officers+All partners	Dissemination checklist
Weak dissemination reach and stakeholder engagement	Medium	Medium	Implement dissemination plan; diversify communication channels; engage local stakeholders	Communication Officers+All partners	Dissemination indicators





Delays in dissemination activities	Medium	Medium	Integrate dissemination milestones into project calendar; monitor implementation regularly	Communication Officers+All partners	Progress review
Under-implementation of activities under the lump-sum model	Medium	High	Monitor activity completion against work plan; maintain implementation evidence and documentation	Project Coordinator & Financial Responsible+ All Partners	Quarterly internal review
Insufficient documentation of project activities	Medium	High	Maintain digital archive of attendance lists, reports, materials, photos and dissemination evidence	Project Coordinator + All Partners	Documentation review
Delays in partner reporting	Medium	Medium	Establish reporting deadlines; provide templates and reminders	Project Coordinator + All Partners	Reporting tracker Google Drive
Limited sustainability of project results after project completion	Medium	Medium	Integrate outputs into partner organisations; identify follow-up opportunities and networks	Project Coordinator + All Partners	Sustainability review
Low uptake of the Handbook and Toolkit by youth workers	Medium	Medium	Promote outputs through networks and multiplier events; provide open access to resources	Dissemination Lead Project Coordinator + All Partners	Project Website Tracker, Download and usage statistics





Reduced cooperation among partners after project closure	Low	Medium	Discuss future collaboration opportunities; develop sustainability and follow-up plans	Project Coordinator + All Partners	Final evaluation meeting
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