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PLACE **University of Belgrade | Belgrade  
| SERBIA**



**FINAC**

FINancial management,  
Accounting & Controlling  
in public administration

## **Financial Management, Accounting & Controlling curricula development for capacity building of public administration**

### **Project Management and Risk Plan**

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## Summary

The purpose of this document is to provide a management framework to ensure that levels of risk and uncertainty are properly managed for the remainder of the Project FINAC. As risk management is an ongoing process over the life of a project, the Risk Register must be considered a 'snap shot' of relevant risks at one point in time.

This document will achieve this by defining the following:

- the process that will be/has been adopted by the Project to identify, analyse and evaluate risks during the remainder of the project;
- how risk mitigation strategies will be developed and deployed to reduce the likelihood and/or impact of risks;
- how often risks will be reviewed, the process for review and who will be involved;
- roles and responsibilities for risk management;
- how reporting on risk status, and changes to risk status, will be undertaken within the Project and to the Steering Committee;
- a complete Risk Register containing all risks identified for the Project, their current gradings and the identified risk mitigation strategies to reduce the likelihood and seriousness of each risk.

## Introduction

### Aims of the FINAC project

The central aim of “Financial management, accounting and controlling for capacity building of public administration” (FINAC) project application, is to contribute to the higher quality of budgeting, money management, finance management, accounting and control, in the Albanian and Serbian public administration. This aim will be achieved through meeting specific objectives:

- a) Designing and developing three new master degree programmes in Serbia and two new master degree programmes in Albania in the field of financial management, accounting and controlling for capacity building of public administration in Albania and Serbia,
- b) Provision of trainings at university centers/institutes for public administration employees in Serbia,
- c) Modernization of one master degree programme in the field of public financial management in Serbia.

All master degree programmes will be developed on the basis of programme level learning outcomes, flexibility of learning paths in terms of choice of elective subjects and consequent specialisation, adequate choice of teaching methods and assessment methods to ensure fulfilment of the learning outcomes, taking into account workload and continuously evaluating the system.

### Project activities and Methodology

As it is defined by SIGMA (Support for Improvement in Governance and Management) principles, it is crucial to strengthen the foundations for improved public governance, and support socio-economic development through building the capacities of the public sector in order of joining the EU. Therefore, it is crucial to work on strengthening the public governance systems and public administration capacities.

This project aims to contribute to higher quality of budgeting, money management, finance management, accounting and controlling, in Albanian and Serbian public administration. This aim will be achieved through meeting specific objectives:

- Designing and developing three new master degree programmes in Serbia and two new master degree programmes in Albania in the field of financial management, accounting and controlling for capacity building of public administration in Albania and Serbia,
- Provision of trainings at university centers/institutes for public administration employees in Serbia,
- Modernization of one master degree programme in the field of public financial management in Serbia.

The project starts with mapping of current level of knowledge and capacity of employees in public administration in the field of financial management, accounting and financial control. That will include four activities: a) mapping of current level of employees knowledge in public administration in the field of financial management, accounting and control, b) mapping of current qualification structure of public administration employees in financial management, accounting and control activities, c) defining of teaching outcomes and harmonizing them with national strategies and EU directives for financial management, accounting and controlling in public administration, and finally d) mapping of knowledge and expertise of trainers at the universities involved in the regional project. Indicators of progress will be measured by reports for both regional countries.

Certain risk during the phase of project realization should be stressed out. Employees in public administration may not be interested to support the activities of data collection on their educational expertise and knowledge because of highly politicized management positions in the sector of public administration in both countries. It can affect the quality and reliability of evidence.

The reports on employees in public administration with quantitative and qualitative data will provide an overview of knowledge of public administration employees engaged in the activities of financial management, accounting and controlling. The reports regarding knowledge and competences will be prepared also for university teachers involved in regional project. Accordingly, they will receive teacher-to-teacher trainings by EU partner universities. This will be supported with the purchase of professional literature and technical equipment for lecturing, with the final goal to meet specific needs and develop master degree programmes for managers in public administration. Progress indicators will be a number of university and Ministry participants that will participating in trainings organized by EU partner institution, and number of professional books, manuals and literature, and purchased computers, external memories, etc.

Previous activities will open the space for the implementation of further activities that is designing of five new master degree programmes in Albania and Serbia and modernisation of one curriculum in Serbia for public administration employees. That will include a set of activities, such as organising coordinative meetings and harmonization of plans for the purpose of designing and developing master degree programmes. This will assure the lack of possible content overlap. Previous activities will be followed by the design of new master degree programmes, their accreditation, modernisation of one master degree programme and development of study guides and materials for all programmes.

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These activities may face some risks, such as different kind of obstacles regarding the design and accreditation of master degree programmes at all partner universities.

At the same time, accredited programmes are indicators of project progress and project's major milestones, and activities related to the implementation of master degree programmes at the universities in Albania and Serbia.

Implementation of work package 4 comes after designing and accreditation. It is a heart of the project application. All other work packages are in the function of successful implementation of this work package. Implementation will be reached out through activities of enrolment of students, implementation of study degree programmes, analysis of students' feedback and finally producing Master theses.

In implementation work package 5, project foresees development and implementation of short term trainings at the university centre/institute in the field of financial management, accounting and controlling for employees in public administration in Serbia. That will be followed by set activities: a) designing of short term trainings at the university centres/institutes b) enrolment of candidates and c) implementation of trainings and short educational courses.

Quality control and monitoring is envisaged as a combination of internal and external project evaluation. On the external side, an independent expert will be invited to evaluate the effectiveness of the project, i.e. the extent to which it contributes to the stipulated goals, whereas on the internal part, the quality will be evaluated by the Steering Committee and will focus both on the technical and content aspects of

the project. The consortium also expects feedback on the implementation from the National Erasmus Office in the regional countries, and from the EACEA.

As for the involvement of academics, students and stakeholders at large, apart from the public consultations foreseen in WP.2, WP.3, WP.4 and WP.5, the consortium will engage a wide range of stakeholders. Finally, the consortium will not only aim to disseminate project results, but also to trigger interest and provoke reaction from various stakeholders, such as employers, HEI's outside of the consortium, civil sector, international audience, etc.

### Purpose of the Project Management and Risk Plan

The purpose of risk management is to ensure levels of risk and uncertainty are identified and then properly managed in a structured way, so any potential threat to the delivery of outputs (level of resourcing, time, cost and quality) and the realisation of outcomes/benefits by the Steering Committee is appropriately managed to ensure the project is completed successfully.

The objectives of the risk management approach in the FINAC Project are to identify, assess and mitigate risks where possible and to continually monitor risks throughout the remainder of the project as other risks or threats emerge or a risk's impact or likelihood changes.

As risk management is an ongoing process over the life of a Project, this Risk Management Plan and Risk Register must be considered a 'snap shot' of relevant risks at one point in time.

Where required, the process of risk identification, assessment and the development of countermeasures will involve consultation with the Steering Committee members, other relevant stakeholders and Project team members.

## Identified Assumptions & Risk

For specific project objectives Assumptions & Risk are:

Assumption:

- Political stability at both the state and institutional level,
- The challenges related to the functioning of public administration (highly politicized public administration in both regional countries - Albania and Serbia)
- Staff sustainability and mobility in public administration functions related to nepotism etc.

Risk:

- Different legislation in place regarding licensing and accreditation of master degree programmes,
- Support to adopting of new master degree programmes by university/faculty members,
- New law on higher education in Albania makes a very dynamic and transformative landscape till 2017.

For project outputs and outcomes Assumptions & Risk are:

Assumptions:

- Interest of public administration managers for the results of conducted research,
- Cooperation of stakeholders outside the consortium for data collection process,
- Support for the adopting of a new master degree programmes by university/faculty members,
- Interest of public administration managers and all other potential candidates for accredited programmes,
- Interest of potential candidates for implementation of acquired knowledge in working routine,
- Interest of employees in public administration working in financial management, accounting and controlling for short term trainings,
- Adequate promotion of trainings as they will be professional and more financially favourable than trainings offered by consulting agencies.
- Development of capacities for spreading project activities to university partner institutions,
- Dedication of all interested parties for project implementation, defined procedures and work plan.

Risks:

- Quality and reliability of evidence,
- Recognised lack of knowledge of employees in public administration in the field of financial management, accounting and controlling,
- Procedure of equipment and literature purchase may take longer than predicted,
- Different public procurement procedures may delay purchasing activity in Albania and Serbia,
- Different legislation procedures regarding licensing and accreditation of master degree programmes,
- Delays of obtaining accreditation licences,
- New law on higher education in Albania makes a very dynamic and transformative landscape till 2017,
- Time needed for finishing Master theses can vary due to different private circumstances with which students are facing if they have full time job, or family issues,
- Insufficient level of project quality culture in Albania & Serbia.

For successful implementation of the project activities PRE-CONDITIONS are:

- Commitment of all partner universities to improvement and development of master degree programmes in the field of financial management, accounting and control for a developing public administration employees skills and knowledge.



## Project management

Project management will be facilitated through the Steering Committee composed of project coordinator and nominated persons from each of the consortium partner institutions and will have regular meetings. The Steering Committee will meet six times in total on the margins of the main project events. The key management event will be the Kick off project meeting in Belgrade, by the University of Belgrade with the aim to gather all partners and to clarify roles, precisely define responsibilities and plan activities. The final conference is, also, planned to be held in Belgrade.

Also, at each of the participating Higher Education institutions (HEIs) in the partner countries, a Local Committee (LC) is to be established. The Local Committee is to ensure the successful implementation of the project activities at the local level. The LC shall be composed of:

- Institutional Coordinator and Deputy Institutional Coordinator,
- Administrative staff at University/Faculty,
- Delegated teaching staff.

The Institutional Coordinator (IC) is responsible for the institutional coordination of the project activities and will be in regular communication with the Project Coordinator. Institutional Coordinator - with support of a Deputy Institutional Coordinator (DIC) - is going to be experienced in the project management and accreditation of Master degree curricula and is going to be well-connected to the university's top management. LC's will also include staff experienced in accreditation issues as well as staff experienced in evaluation methods and empirical research. At institutional level, the Institutional Coordinator is responsible for monitoring of the administrative staff and for ensuring the efficient project implementation.

Furthermore, the Institutional Coordinator is responsible for delivering all necessary information and documentation to the Project Coordinator. Being involved in both coordination and content production, the (Deputy) Institutional Coordinator will participate in seminars, workshops and Steering Committee meetings. The expertise of the present consortium will be complemented by the direct involvement of external expert involved mainly for the quality control purposes, in order to ensure impartiality and prevent conflicts of interests.

## WP.8 Project management

<b>Work package type and ref.nr</b>	<b>MANAGEMENT</b>		<b>8</b>
<b>Title</b>	<b><i>WP.8. Project management</i></b>		
<b>Related assumptions and risks</b>	<p><b>Assumption:</b></p> <ul style="list-style-type: none"> <li>➤ Dedication of all project partners to project implementation, defining procedures and work plan.</li> </ul>		
<b>Description</b>	<p>Overall coordination and project management is responsibility of coordinating institution, that is University of Belgrade.</p> <p><b>The WP 8 sets as a goal</b> coordination of all project work packages, and University of Belgrade is overtaking responsibility for project management.</p> <p><b>Implementation</b> will be provided through financial management, organising 6 Steering Committee meetings, local coordination meetings, equipment and literature purchasing, reporting and dissemination parallel with other project activities. Those activities should help in providing the best support to the project core activities and reaching wider objective, which is higher quality of budgeting, money management, finance management, accounting and controlling of public administration in Albania and Serbia.</p> <p><b>Progress indicators</b> will be:</p> <ul style="list-style-type: none"> <li>➤ Project management structure and procedures defined till the 4<sup>th</sup> month of project,</li> <li>➤ Kick off meeting organised till end of the 2<sup>nd</sup> month of project,</li> <li>➤ 6 Steering Committee meetings organised during the project,</li> <li>➤ Reports about activities, coordinative meetings, findings and results during the 36<sup>th</sup> month of the project.</li> </ul>		
<b>Tasks</b>	<ul style="list-style-type: none"> <li>➤ 8.1. Setting up project management structure &amp; procedures,</li> <li>➤ 8.2. Kick off meeting,</li> <li>➤ 8.3. Organizing of Steering Committee,</li> <li>➤ 8.4. Reporting on project's activities &amp; progress.</li> </ul>		
<b>Estimated Start Date (dd-mm-yyyy)</b>	<b>15-10-2016</b>	<b>Estimated End Date (dd-mm-yyyy)</b>	<b>14-10-2019</b>
<b>Lead Organisation</b>	<b>UB</b>		
<b>Participating Organisation</b>	UB, UNIKG, SUNP, SUB, MPALSG, CEP, UNISHK, UET, UNIST, USGM, MU, MBU		

## Deliverables/results/outcomes of WP.8

<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr	<b>8.1.</b>	
	Title	<b><i>Report with management structure</i></b>	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	<p>The aim of the activity 8.1 is to set project management structure, that is Steering Committee. Project management will be facilitated through the Steering Committee composed of project coordinator and nominated persons from each of the consortium partner institution and its regular meetings. The Steering Committee will meet six times in total during project realisation. The key management event will be the Kick off project workshop in Belgrade, organised by the University of Belgrade, with the aim to gather all partners and to clarify roles, divide precisely responsibilities and plan activities. The final conference is, also, planned to be held in Belgrade.</p>	
	Due date	<b>15-02-2017</b>	
	Languages	<b>English</b>	
<b>Target groups</b>	<input checked="" type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input type="checkbox"/> Other		
	<i>If you selected 'Other', please identify these target groups.          (Max. 250 characters)</i>		
<b>Dissemination level</b>	<input type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input type="checkbox"/> Local <input type="checkbox"/> Regional	<input type="checkbox"/> National <input checked="" type="checkbox"/> International

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<b>Expected Deliverable/Results/ Outcomes</b>	Work Package and Outcome ref.nr	<b>8.2.</b>	
	Title	<b><i>Minutes from Kick off</i></b>	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	Minutes from Kick off meeting should precisely define time framework, responsibilities that partner institutions are overtaking with signing of grant agreement, how will be organised coordinative meetings and communication channels among project partner institutions. Additionally, minutes from Kick off meeting will define and other bodies that will coordinate realisation of project activities in order to achieve project deliverables.	
	Due date	<b>15 -11-2016</b>	
	Languages	<b>English</b>	
<b>Target groups</b>	<input checked="" type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input type="checkbox"/> Other		
	<i>If you selected 'Other', please identify these target groups.            (Max. 250 characters)</i>		
<b>Dissemination level</b>	<input type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input type="checkbox"/> Local <input type="checkbox"/> Regional	<input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> International

<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr	<b>8.3.</b>	
	Title	<b><i>Minutes from Steering Committee</i></b>	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	Project realisation will be supported through organisation of 6 Steering Committee meetings, at which representatives of partner institutions will jointly deliberate about project issues and make decisions in order of project realisation. Those decisions will be prepared in a form of reports and minutes, what is basically content of WP. 8.3.	
	Due date	<b>14-10-2019</b>	
	Languages	<b>English</b>	
<b>Target groups</b>	<input checked="" type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other		
	<b><i>All interested parties for topics</i></b>		
<b>Dissemination level</b>	<input type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input type="checkbox"/> Local <input type="checkbox"/> Regional	<input type="checkbox"/> National <input checked="" type="checkbox"/> International

<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr	<b>8.4.</b>	
	Title	<b><i>Report about project activities &amp; progress</i></b>	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	University of Belgrade will produce the reports about project activities & progress through 8.4 activity for EACEA and final project report. Consortium partners will provide detailed records of their internal funding distribution, accompanied by Individual Mobility Reports for travel costs, Conventions for Staff Costs, photocopies of all receipts, boarding passes, and other documents asked by UB. UB will arrange financial audit by an external auditor.	
	Due date	<b>14-10-2019</b>	
	Languages	<b>English</b>	
<b>Target groups</b>	<input checked="" type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other		
	<b><i>All interested parties for topics</i></b>		
<b>Dissemination level</b>	<input type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input type="checkbox"/> Local <input type="checkbox"/> Regional	<input type="checkbox"/> National <input checked="" type="checkbox"/> International

## Work plan for WP.8 Project management

Activities Ref.nr	Title	Months 1st Year											
		M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
8.1.	Setting up project management structure and procedures	4X	4X	4X	4X								
8.2.	Kick off meeting (time framework adjustment, grant agreement assigning, coordination meetings and communication)	4X											
8.3.	Organising of Steering Committee									4X 1=			
8.4.	Reporting on project activities & progress						4X						4X 4=

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Activities Ref.nr	Title	Months 2nd Year											
		M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24
8.3.	Organising of Steering Committee						4X 1=						
8.4.	Reporting on project activities & progress						4X						4X 4=

Activities Ref.nr	Title	Months 3rd Years											
		M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36
8.3.	Organising of Steering Committee			4X 1=									4X 1=
8.4.	Reporting on project activities & progress						4X						4X 4=

## Risk Management Procedure

### Risk Identification

Risk identification involves determining which risks or threats are likely to affect the Project. It involves the identification of risks or threats that may lead to project outputs being delayed or reduced, outlays being advanced or increased and/or output quality (fitness for purpose) being reduced or compromised.

A number of high level risks have been identified during the project initiation stage (presented in section “Identified Assumptions & Risk”) – these should be used as the basis for a more thorough analysis of the risks facing the project.

One of the most difficult things is ensuring that all major risks are identified. A useful way of identifying relevant risks is defining causal categories under which risks might be identified.

Use the Risk Register (see Appendix I) to document the results of the identifying project risks.

### Risk Analysis and Evaluation

Once risks have been identified they must be analysed by determining how they might affect the success of the project. Generally the impact of a risk will realise one or any combination of the following consequences:

- Project outcomes (benefits) are delayed or reduced;
- Project output quality is reduced;
- Timeframes are extended;
- Costs are increased.

The probability and impact of occurrence for each identified risk will be assessed by the project coordinator, with input from the project team using the following approach:

#### Probability

- High – Greater than <70%> probability of occurrence
- Medium – Between <30%> and <70%> probability of occurrence
- Low – Below <30%> probability of occurrence

#### Impact:

- High – Risk that has the potential to greatly impact project cost, project schedule or performance
- Medium – Risk that has the potential to slightly impact project cost, project schedule or performance
- Low – Risk that has relatively little impact on cost, schedule or performance

Impact	H	Yellow	Red	Red
	M	Green	Yellow	Red
	L	Green	Green	Yellow
		L	M	H
	Probability			

Risks that fall within the RED and YELLOW zones will have risk response planning which may include both a risk mitigation and a risk contingency plan.



Analysis of risk events that have been prioritized using the qualitative risk analysis process and their effect on project activities will be estimated, a numerical rating applied to each risk based on this analysis, and then documented in this section of the risk management plan

### Risk Response Planning

Each major risk (those falling in the Red & Yellow zones) will be assigned to a project team member for monitoring purposes to ensure that the risk will not “fall through the cracks”.

For each major risk, one of the following approaches will be selected to address it:

- Avoid – eliminate the threat by eliminating the cause
- Mitigate – Identify ways to reduce the probability or the impact of the risk
- Accept – Nothing will be done
- Transfer – Make another party responsible for the risk

For each risk that will be mitigated, the project team will identify ways to prevent the risk from occurring or reduce its impact or probability of occurring. This may include prototyping, adding tasks to the project schedule, adding resources, etc.

For each major risk that is to be mitigated or that is accepted, a course of action will be outlined for the event that the risk does materialize in order to minimize its impact.

### Risk Monitoring, Controlling and Reporting

The level of risk on the Project will be tracked, monitored and reported throughout the Project lifecycle.

Risk Register (see Appendix I) will be used to document by the project team and identified risk will be reported as a component of the project status reporting process for this project.

All project change requests will be analyzed for their possible impact to the project risks.

### The languages that will be used

All procedures in line with the Project Management and Risk Plan of the FIANC project will be provided officially in the English language.

## Roles and Responsibilities

### Steering Committee

Ultimate responsibility for ensuring appropriate risk management processes are applied rests with the Project Steering Committee, and SC should be involved in the initial risk identification and analysis process. The Project Management and Risk Plan and the Risk Register should provide the Project Steering Committee with clear statements of the project risks and the proposed risk management strategies to enable ongoing management and regular review.

The Steering Committee will review the analysis of risks and provide advice and direction to the Project Coordinator. The Steering Committee will also be provided with an updated Risk Register for consideration, as required, when additional threats emerge or the likelihood or potential impact of a previously identified risk changes.

### Project Coordinator

The Project Coordinator will be responsible for:

- Development and implementation of the Project Management and Risk Plan;
- Organisation of regular risk management sessions so that risks can be reviewed and new risks identified;
- Assessment of identified risks and developing strategies to manage those risks for each phase of the project, as they are identified;
- Providing regular information to the Steering Committee and specifying any changes to the risks identified during each phase of the project and the strategies adopted to manage them.

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### Project Team

All members of the Project will be responsible for assisting the Project Coordinator in the risk management process. This includes the identification, analysis and evaluation of risks and continual monitoring throughout the Project life cycle.

### The resources – people and budget

The strategy we have adopted to ensure that the Project can be delivered in the most cost-effective way, and therefore the following resources need to be used:

WP.8. (management)

Staff: 280 staff days (category 1) and 568 staff days (category 4). The total of 57.172,00 €.

Mobility: 40 No. of mobility, with spending 7.240,00 € for travel and 13.680,00 € for stay costs.

Equipment: 19.000,00 €

In following tables detailed description of the tasks and subcontracting need to be performed is presented:

Partner		Country	Number of staff days <sup>1</sup>					Role and tasks in the work package
No.	Acronym		Cat. 1	Cat. 2	Cat. 3	Cat. 4	Total	
P1	UB	Serbia	100	0	0	200	300	WP.8. leader and task leader of activities 8.2 and 8.2. Participation in activities 8.1, 8.2, 8.3, 8.4
P2	UNIKG	Serbia	23	0	0	50	73	Participation in activities 8.1, 8.2, 8.3, 8.4
P3	SUNP	Serbia	23	0	0	50	73	Participation in activities 8.1, 8.2, 8.3, 8.4
P4	BMU	Serbia	23	0	0	50	73	Participation in activities 8.1, 8.2, 8.3, 8.4
P5	MPALSG	Serbia	10	0	0	20	30	Participation in activities 8.1, 8.2, 8.3, 8.4
P6	CEP	Serbia	10	0	0	20	30	Task leader of activity 8.3. Participation in activities 8.1, 8.2, 8.3, 8.4
P7	UNISHK	Albania	23	0	0	50	73	Task leader of activity 8.1. Participation in activities 8.1, 8.2, 8.3, 8.4
P8	UET	Albania	23	0	0	50	73	Participation in activities 8.1, 8.2, 8.3, 8.4
P9	UNIST	Croatia	10	0	0	20	30	Task leader of activity 8.4. Participation in activities 8.1, 8.2, 8.3, 8.4
P10	USGM	Italy	5	0	0	6	11	Participation in activities 8.1, 8.2, 8.3, 8.4
P11	MU	Czech Republic	10	0	0	12	22	Participation in activities 8.1, 8.2, 8.3, 8.4
P12	MBU	Slovakia	20	0	0	40	60	Participation in activities 8.1, 8.2, 8.3, 8.4
<b>SUBTOTAL</b>			<b>280</b>	<b>0</b>	<b>0</b>	<b>568</b>	<b>848</b>	

<sup>1</sup>Please see Programme Guide, Part B for your action, Table A – Project Implementation (amounts in Euro per day) Programme Countries and Table B - Project Implementation (amounts in Euro per day) Partner Countries.

## APPENDIX I: FINAC RISK REGISTER

Id	Description of Risk	Impact on Project (Identification of consequences)	Probability <sup>2</sup>	Impact <sup>3</sup>	Date of Review	Actions (Preventative or Contingency)	Individual/ Group responsible for action(s)	Cost	Timeline for action(s)
1									
2									
3									
4									
5									
6									
7									
8									

<sup>2</sup> Probability:

High – Greater than <70%> probability of occurrence

Medium – Between <30%> and <70%> probability of occurrence

Low – Below <30%> probability of occurrence

<sup>3</sup> Impact:

High – Risk that has the potential to greatly impact project cost, project schedule or performance

Medium – Risk that has the potential to slightly impact project cost, project schedule or performance

Low – Risk that has relatively little impact on cost, schedule or performance