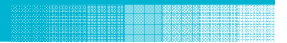


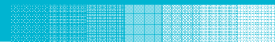
Accountability in Project Management Risk Assessment

International Workshop on Accountability Challenges
Trine Tengbom, Director, Internal Audit, The Research Council of Norway
Wednesday, June 6, 2007



Project Management is the discipline of organizing and managing resources (ie. people) in such a way that the project is completed within defined scope, quality, time and cost constraints.

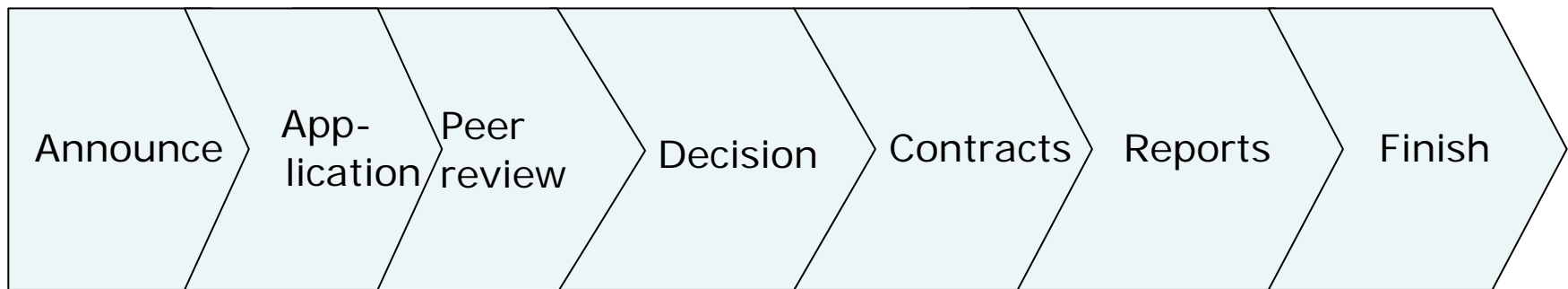
http://en.wikipedia.org/wiki/Project_management



Organizing and managing projects

- Research council of Norway

Process (main steps):

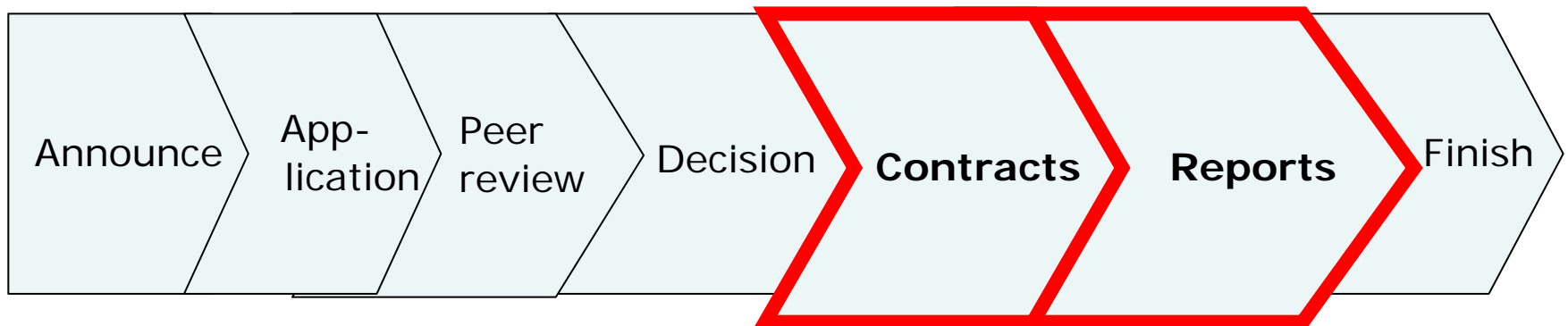


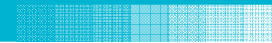
Organizing and managing projects

- Research council of Norway

Goal: the project is completed within defined scope, quality, time and cost constraints.

Process (main steps):





Contracts and Reports

- Organizing
 - NCR
 - Contract part
- Standard contract
- Negotiate contracts

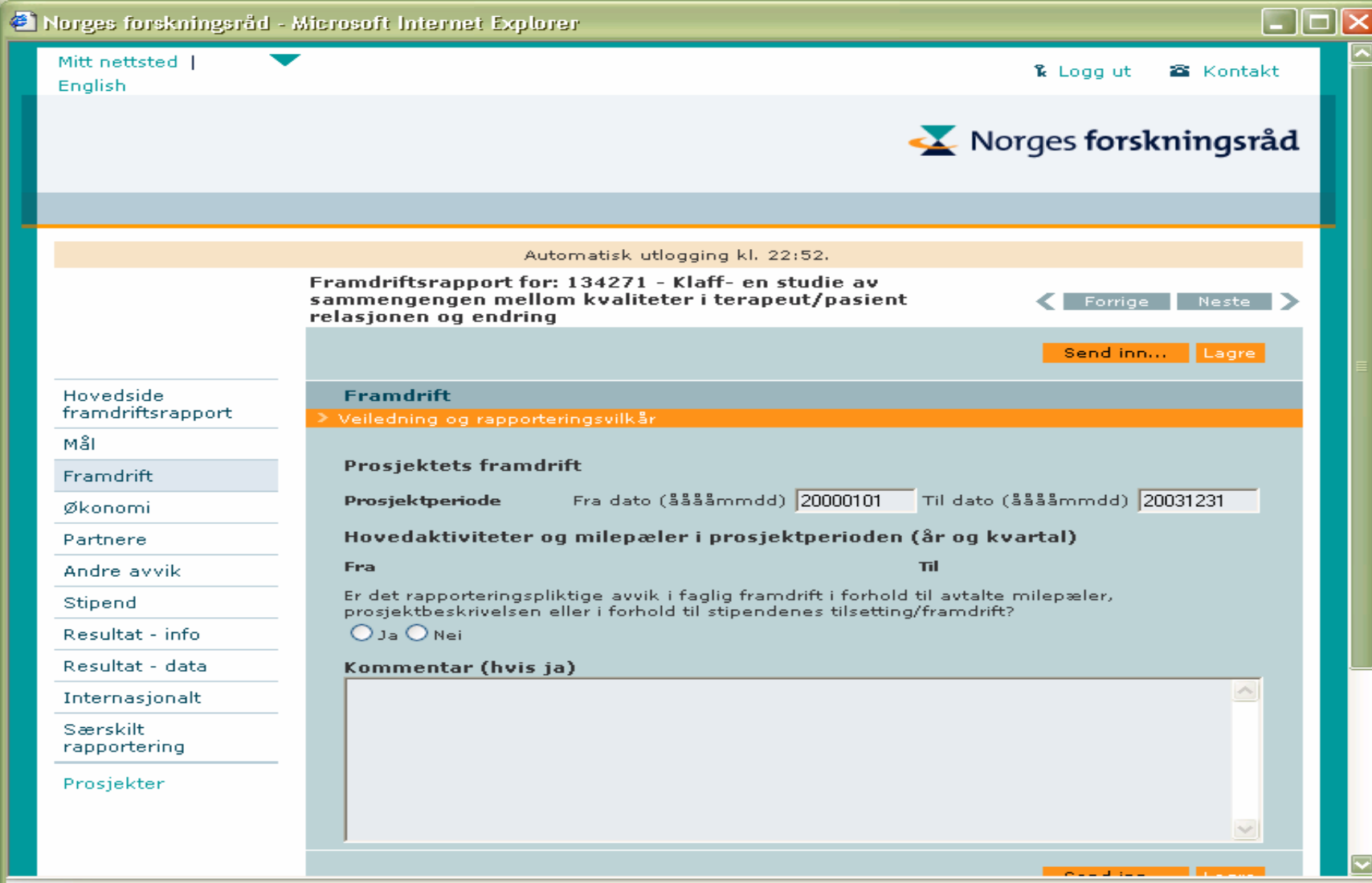
- Research reports
- Economic reports
- Other information

Standard contract

www.forskningsradet.no


- Project manager
 - The individual in charge of the project and performance of the project on behalf of the Project Owner
- Accounting
 - Project Owners must keep separate project accounts specifying actual costs for all projects...
- Progress reports
 - Progress reports shall be submitted to the Research Council within the stipulated deadline and in the manner specified by the Research Council.

Research reports - progress



Norges forskningsråd - Microsoft Internet Explorer

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 Norges forskningsråd

Automatisk utlogging kl. 22:52.

Framdriftsrapport for: 134271 - Klaff- en studie av sammengengen mellom kvaliteter i terapeut/pasient relasjonen og endring < Forrige Neste >

[Send inn...](#) [Lagre](#)

Framdrift

> [Veiledning og rapporteringsvilkår](#)

Prosjektets framdrift

Prosjektperiode Fra dato (ååååmmdd) Til dato (ååååmmdd)

Hovedaktiviteter og milepæler i prosjektperioden (år og kvartal)

Fra	Til
Er det rapporteringspliktige avvik i faglig framdrift i forhold til avtalte milepæler, prosjektbeskrivelsen eller i forhold til stipendenes tilsetning/framdrift?	
<input type="radio"/> Ja <input type="radio"/> Nei	

Kommentar (hvis ja)

[Send inn](#) [Lagre](#)

Research reports - progress

Norges forskningsråd - Microsoft Internet Explorer

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Framdriftsrapport for: 134271 - Klaff- en studie av sammengengen mellom kvaliteter i terapeut/pasient relasjonen og endring

Stipend

> **Veiledning og rapporteringsvilkår**

Stipender finansiert av prosjektet

Stipendtype	Navn	Periode start - slutt	Gj.føringsland	Mnd.verk i rapp.år	Slett
<input checked="" type="checkbox"/> Doktorgrad	Tonya Sue Madsen	20000301 - 20010228			
<input checked="" type="checkbox"/> Doktorgrad	Tonya Sue Madsen	20010301 - 20040831			

Legg til stipend

Stipendtype **Ak. grad**

Fornavn **Etternavn** **Kjønn** **Fødselsnr**

Arbeidsland **Gj.føringsland** **Periode start (ååååmmdd)** **Periode slutt (ååååmmdd)**

Månedsværk
 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009

Opplysninger om alle stipend må være fullstendige og korrekte. Er det gjort endringer i disse opplysningene?

Ja Nei

Audit 2007

- 10 projects
 - Does RCN have the right procedures, people, contract conditions etc to follow up research projects?
 - Can we trust the reports?
 - Do we do what we are told to do? Do we follow our own internal procedures?

- How to find the projects to audit.

Risk assessment

I got this from Charles Zeigler, NSF

<p>Type of Awardee Organization</p> <ul style="list-style-type: none"> Academic Institution Non-profit Organization For-profit Organization Community College School District or Tribal Government Foreign Awardees 	<p>Complexity of Award Instrument</p> <ul style="list-style-type: none"> Grant for basic research Cooperative Agreement – single awardee Cooperative Agreement – large centre
<p>Dollar Amount of Award</p> <ul style="list-style-type: none"> Under \$500,000 \$500,001 to \$2,000,000 \$2,000,000 to \$5,000,000 \$5,000,000 to \$10,000,000 \$10,000,000 and over 	<p>Cost Sharing</p> <p>Sub awards</p> <p>Participant Support</p> <p>Equipment</p>

Identify risks in the project management process

1. The progress reports are false (not telling the truth)
2. The financial reports are false
3. NCR are not able to go through the reports
 - a) Competence
 - Financial
 - Scientific
 - Administration
 - b) Time
4. The contract conditions are not adequate

Risk assessment is a step in the [risk management](#) process. Risk assessment is [measuring](#) two quantities of the [risk](#). How likely is it that the risk will occur? If the risk occurs, what impact will it have? Will we reach the project goal?

