

### 2.1.6 Project Management

As part of DOE's stewardship responsibilities for its financial assistance awards, Contracting Officers and program officials must consider program and project management. While DOE O 413.3, *Program and Project Management for Acquisition of Capital Assets*, does not apply to financial assistance, the basic principles outlined in the order can be applied. These principles include:

- Mission need defined;
- Alternatives to meeting the mission need considered, developed, and evaluated;
- Project objectives defined up front and used to judge project success;
- Project performance risks (technical, financial, and otherwise) identified and mitigated in the implementation strategy;
- Projects managed by qualified individuals;
- Scope, schedule, and budget established for each project; and
- Projects managed and reported against established scope, schedule, and budget.

Contracting Officers should be aware of specific program requirements and work with program officials to ensure that funding opportunity announcements (FOAs) are consistent with these requirements and the above principles. The FOA should include merit review criteria that assess the recipient's abilities to manage projects consistent with the level of risk involved in the project. For large research and development projects, the FOA template includes a "Project Management Plan." requirement that should be included in the FOA.

Special terms and conditions may be required for awards with project performance risks. These could include structuring budget periods around go/no-go decisions, special reporting requirements or payment schedules.