

GESTIÓN DE RIESGOS EN PROYECTOS INTERNACIONALES

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RIESGOS... NO!

- No tengo tiempo.. Hay demasiadas cosas que hacer!
- Es otra de esas iniciativas del Donante, del Ministerio o de la Administración..
- No me aporta ningún reconocimiento... nadie quiere oír lo que no podemos hacer!!
- Es demasiado complicado. Hay demasiados riesgos!!!
- No quiero parecer un alarmista...
- Ya sé cuales son los riesgos. Los tomé en cuenta en la formulación (5 minutos o delegado)...???
- Ya se nos ocurrirá algo!

BENEFICIOS DE UNA CULTURA DE PROYECTO

- Prevenir los riesgos antes de que ocurran
- Aumentar la calidad de los resultados del proyecto
- Mejorar la gestión de los recursos
- Promover el trabajo en equipo

HAY QUE REDUCIR LOS RIESGOS PARA QUE NO SE CONVIERTAN EN PROBLEMAS

¿Como?

- ✓ Identificar
- ✓ Evaluar
- ✓ Plan de Contingencia
- ✓ Monitorear y Controlar

13 Riesgos Usuales en los Proyectos Internacionales

Redacción de la propuesta

Planificación

Consortio

Equipo interno

Gestión

Liderazgo

Tecnología

Cronograma

Financieros

Legal

Culturales

Políticos

Naturales

| LF ref. | Risks | Potential adverse impact | Risk level (H/M/L) | Risk management strategy | Responsibility |
|---------|-----------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|--------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|
| 1 | The Program Stream Coordination Unit (PSCU) and ASEAN Secretariat (ASEC) staff do not establish an effective working relationship | Delays in processing proposals through the committee endorsement system | M | Annual Managing Contractor/PSCU staff performance assessment by co-chairs of Joint Selection & Review Panel (JSRP) and appropriate remedial action taken by all parties | Delegation, ASEC and Contractor |
| 1 | Promotional activities do not generate an adequate number of quality proposals that meet selection criteria. | Under-commitment of funding and/or selection of relatively poor quality proposals for implementation | L | Widespread and intensive promotional activities using a variety of media and dissemination channels | Contractor |
| 1 | Regionality requirements are difficult to meet | Under-commitment of funding, or approval of proposals that could be better handled through bilateral programs | M | Activities only require one European and one ASEAN <i>implementing</i> partner, but will be open to participation by all member countries | JSRP at appraisal |
| 1 | There are not enough 'new' ideas, rather 'old' re-hashed proposals | Expected benefits of the RPS are not fully realised. Good new ideas may be left out of the RPS portfolio | M | Application guidelines and JSRP appraisal checklist emphasise preference for 'new' innovative ideas | JSRP |
| 1.1 | Contractor staff for the PSCU are not acceptable to ASEC | Delays in commencing implementation of the RPS | M | EC sends copies of short-listed bidders proposals to ASEC and invites ASEC to sit on selection panel | EC |
| 1.1 | Roles of PSCU and European based staff of the contractor are not clearly defined | Duplication of functions and confusion | M | Clear functional roles established during the preparatory stage, building on draft TOR presented in this design document | AMC |
| 1.2 | EC and ASEC do not appoint appropriately qualified/skilled members to the JSRP | Inadequate appraisal of proposals and selection of 'weak' activities for implementation | L | EC and ASEC must commit adequate time/resources to the JSRP process. Stringent appointment process. | EC and ASEC |

H= High, M=Medium, L=Low

RECOMENDACIONES

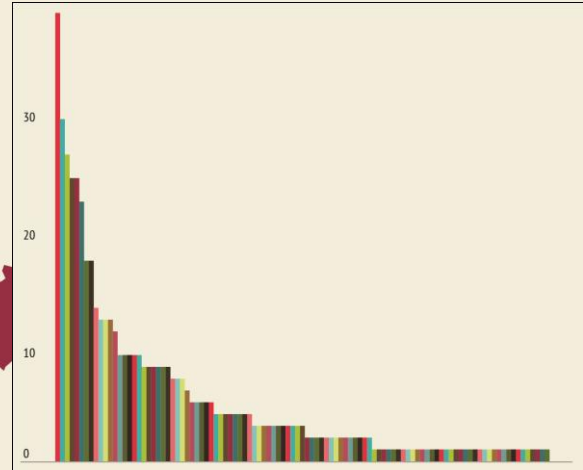
- **No permitir que un riesgos se convierta en un problema;**
- **Todo proyecto supone una novedad y por lo tanto conlleva riesgos, hay que hacer planes de contingencias;**
- **No hacer un plan de contingencia solo, hacer con el equipo;**
- **COMUNICAR. Dentro del equipo y con los socios, ser TRANSPARENTES.**



ZONA DE CONFORT VS PROYECTOS INTERNACIONALES



532 PARTNERS AROUND THE WORLD



▶ 103 COUNTRIES

- Spain Russian Federation Tunisia United Kingdom
- Germany France Ukraine Italy Moldova, Republic of
- Belgium Portugal Netherlands Jordan Croatia Poland
- Uzbekistan Morocco Algeria Libya Austria
- Palestinian Territory, Occupied Greece Lebanon Egypt
- Serbia Bosnia and Herzegovina Ecuador Colombia Peru
- Bulgaria Kazakhstan Montenegro Kyrgyzstan Armenia
- Chile Turkey Macedonia, the former Yugoslav Republic
- Brazil Sweden Syrian Arab Republic Viet Honduras
- Estonia Luxembourg Costa Rica Georgia Mexico
- Czech Republic Denmark Dominican Republic Tajikistan
- Kosovo Haiti Nicaragua El Salvador China Hungary
- Panama Uganda Slovakia Malaysia Cuba Ghana
- Guatemala Tanzania, United Republic of Argentina
- Trinidad and Tobago Lithuania Nigeria Seychelles
- Azerbaijan Sierra Leone Fiji India Belarus Comoros
- Singapore Finland Indonesia Madagascar Paraguay
- Ireland Bolivia, Plurinational State of Côte d'Ivoire
- Slovenia Gambia Malta Philippines South Africa
- Uruguay Jamaica Venezuela, Bolivarian Republic of
- Burkina Faso Romania Kenya Burundi Mozambique
- Cambodia Rwanda Guinea Cameroon Senegal
- Thailand

GRACIAS POR SU ATENCIÓN