

# Project Management in Public Administration. Risks and Challenges

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**Abstract.** *Project risk is the object of interest of people and institutions implementing and financing project activities. Each project brings new challenges and risks but also a chance to gain knowledge and development. That is why project management is becoming a standard that receives more and more attention. At the stage of launching a project, it is necessary to conduct risk analysis, which allows risks identification, characterisation and proper assessment. This analysis enables the development of a risk prevention plan, indicating ways to respond to challenging situations when they occur. It also allows the introduction of risk monitoring methods. The specified stages of risk management are well known in public administration, especially to those institutions that raise funds for implementing projects and then manage them. In public administration, institutions implementing projects are obliged to carry out management control, and some responsibilities related to risk management have been imposed on applicants. Therefore, it becomes necessary for project managers and unit managers to understand its (risk) importance for achieving the objectives of the organisation's projects and the potential benefits that can be obtained after its effective implementation. Organisations that can take into account risk management awareness in projects will be able to use the risk management process to improve the results and increase the satisfaction of all parties interested in the implementation of projects. This article aims to present the identification and risk assessment in projects and challenges faced by the public administration, including the security system, which has been dynamically acquiring funds for implementing projects in recent years.*

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## Introduction

First of all, let us try to answer the question: what is a risk? In practice, the concept of risk is not clearly defined. Frank Knight, in 1921, stated that risk is a measurable uncertainty. However, he said that uncertainty is a much broader concept than the concept of risk. According to this author, the risk is only the uncertainty that can be measured. From this point of view, one can speak of a risk when the effects of decisions made can be determined with a certain probability. However, when the probability of the final result of undertaken actions is not known, then it is uncertainty *sensu stricto*<sup>1</sup>. A slightly different definition of risk was adopted by Tadeusz Teofil Kaczmarek, who defines it as 'the possibility of failure, the possibility of events independent of the operating entity, which cannot be accurately predicted and cannot be fully prevented, and which, by reducing results or by increasing costs,

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<sup>1</sup> Knight F.H, *Uncertainty and Profit*. Cosimo Classics, New York, 2005, p. 233.

take away the characteristics of effectiveness, benefit and economy'<sup>2</sup>. In turn, Piotr Bednarek emphasises that the occurrence of risk may result not only from probable events beyond our control but also from the possible consequences of the decision. Risk understood as a deviation from the expected result may, on the one hand, mean the measure of threat or danger (negative dimension), on the other, the chance to achieve benefits and profit (positive dimension)<sup>3</sup>. The Online Dictionary of Polish language provides three definitions of risk:

- the possibility that something will not succeed; also: a project whose outcome is uncertain;
- the courage to dare to do so;
- the likelihood of damage being caused, to be borne by the injured party regardless of fault if the contract or legal provision did not oblige another party to compensate for the damage<sup>4</sup>.

The first definition of risk results from the possibility of not achieving the assumed objective or from the uncertainty of its implementation from the entity's point of view that undertakes certain intentional actions. The second meaning is related to a decision regarding an action that may have adverse effects. The third definition refers to the probable effects of actions in a situation when the entity is not insured. Negative aspects of risk are considered in all the aforementioned definitions.

Taking risk in projects into consideration, the definition of risk proposed in the standards of the Project Management Institute (PMBOK) is worth mentioning. According to this institution, a risk is 'an uncertain event which, if it occurs, may have a positive or negative impact on the project' (PMI 2013: 309). According to the PRINCE2 methodology, a risk is 'an uncertain event or group of events that, if it occurs, may affect the achievement of objectives. A risk measure is the value of the product of a measure of the probability of a perceived threat or opportunity and a measure of the magnitude of its impact on the objectives'<sup>5</sup>. The project is an attempt to take advantage of a particular opportunity to achieve a specific goal set in the project. There is a certain risk connected with each chance. Usually, the greater the expected benefits, the greater the risk of the project. There are no projects without risk. The implementation of each of them is burdened with some risk. We usually carry out projects that have an acceptable level of risk. Therefore, the challenge is to undertake a given task in order to achieve the intended objectives.

Since risk is an element of any project, it is necessary to manage it, *i.e.* handle a crisis and resolve it successfully. Therefore, during the project development phase, it is required to carry out a risk analysis to identify, characterise and assess it correctly. A risk prevention plan is then developed, along with ways of responding to crises when they occur. Finally, risk monitoring methods are introduced<sup>6</sup>. The indicated stages of risk management are well known in public administration,

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<sup>2</sup> Karczmarek T, Zarządzanie ryzykiem handlowym i finansowym dla praktyków. ODDK, Gdańsk, 1999, p. 25.

<sup>3</sup> Bednarek P, Controlling a zarządzanie ryzykiem, [in:] Nowak E (Ed.), Controlling dla menedżerów. CeDeWu, Warsaw, 2013, p. 307.

<sup>4</sup> *Electronic source:* <https://sjp.pwn.pl/szukaj/ryzyka.html>, accessed: 2.05.2018.

<sup>5</sup> ProcessTeam — Zeszyt ćwiczeń PRINCE2, 2017, p. 38.

<sup>6</sup> Bonikowska M (Ed.), Podręcznik zarządzania projektami miękkimi w kontekście Europejskiego Funduszu Społecznego. MRR, Warsaw, 2006, p. 70.

especially in those departments that raise funds to implement projects and then manage them.

The research carried out focused on project risk management, particularly in the security sector, especially state internal security and defence. This article aims to present the risk identification and assessment in projects and challenges faced by the public administration, which has been gaining funds for the implementation of projects in recent years. The research problem was framed by the question: How are the risk identification and assessment carried out in projects, and what challenges do public administrations face in this regard?

## **Methods**

Searching for a solution to the problem and aiming to achieve the assumed objective, an analysis of studies included in the references was carried out, making use of the authors' long experience in the field of project management. In addition, an analysis of applied risk management solutions, including accepted risk management methodologies in research and development projects in the area of security and defence implemented by national and international scientific and industrial consortia, was carried out. Finally, source (competition) documentation was selected to analyse project risks.

Both theoretical and empirical methods, including appropriately adjusted techniques and tools, were used to examine the adopted research assumptions. The methods used included a qualitative analysis of the contents of the competition documentation, their ordering and interpretation in terms of the research objective. The study covered 41 projects implemented with national funds between 2009 and 2021 and 14 projects financed with European Union funds<sup>7</sup>. The research covered the priority research area, the project objective, the final result and the applied project management methodology. Particular attention was paid to management problems resulting from unforeseen project risks.

## **Risk Management in Projects**

Numerous studies and analyses on risk management can be found in the literature. Unfortunately, there are far fewer sources of information on risk from a project management perspective. Therefore, it is not surprising that the problem of risk identification and management plays an even more important role in implementing projects. This is due to a number of reasons, including the fact that a given undertaking, a project, presents the complexity of its activities and uniqueness, making it riskier than the organisation's activity. Moreover, it is typical for projects that the applicant does not have complete knowledge about the next programme periods and calls included in them, allocations, assumed objectives, indicators to be achieved under project implementation. All this is connected with a certain risk

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<sup>7</sup> Informacja na temat projektów realizowanych w Wyższej Szkole Policji w Szczytnie. *Przegląd Policyjny*, 2021, Special Issue No. 2, pp. 161–228.

and uncertainty as to whether or not to implement the project. Of course, the level of uncertainty varies and depends on the type of project and its implementation method. However, even for simple, safe projects, the level of uncertainty is never zero. The reason for a project's failure is often lack of or inadequate risk assessment<sup>8</sup>. In addition, completing various activities within a project usually requires significant financial outlays, such as feasibility studies, making own contributions to the project, paying salaries to financial service providers, for instance. The consequences of making wrong decisions resulting from the lack of analysis of potential threats to the project may be very painful for the applicant.

The nature of each type of risk is determined by three basic components: event, probability and loss/severity. Low probability and low severity mean low risk. High probability and very severe effects mean high risk. High probability and low severity correspond to low risk for the final success of the project.

When undertaking a project task, we should realistically determine the significance of this project for the client and, depending on this assessment, adopt an appropriate strategy for project activities. We are dealing with life-important projects, without the results of which the institution's further functioning may be threatened. In such conditions, we can count on constant support in project implementation. Another case is an IT project established in connection with the current fashion for modernity or other, not very substantial foundations. Such projects, most often only in the initial period, are of interest to the management and favourable to the access to resources. Therefore, one should take advantage of the 'fashion' period, and project works should be completed quickly. Realistic assessment of the significance of a project is not always easy to carry out. Still, it is worth spending some time to avoid surprises during the progress of project work<sup>9</sup>.

In large projects, success is demanded. Talking about problems can be regarded as defeatism and pessimism. If, in addition, top management avoids 'getting deeper into the subject', there will be difficulties in dealing with risks or accepting risk management expenses. The management of the institution may not transfer funds for such a critical scope of project work<sup>10</sup>. The applicants often do not know that project risks significantly impact other project components. Therefore, the project manager should always be involved in the identification, analysis and management of risks. Risks analysed on a database should be clearly separated from those where there is a lack of data. On the other hand, the staff must know the reliability of the estimates of probability and impact of specific risks on the project implementation. Risk sensitivity should be a philosophy of action, a way of thinking about the project and not a bureaucratic duty required by the programme office. The contracting authority should be aware that better security costs more and that lack of security — although cheap — is risky<sup>11</sup>.

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<sup>8</sup> Tkaczyński J.W, Świstak M, Sztorc E, *Projekty europejskie. Praktyczne aspekty pozyskiwania i rozliczania dotacji unijnych*. Warsaw, 2011, p. 364.

<sup>9</sup> *Electronic source*: <http://4pm.pl/artykuly/wspolczesne-wyzwania-zarzadzania-projektami-informatycznymi>, accessed: 2.05.2018.

<sup>10</sup> Andreasik T, Guzik M, *Mega projekty — mega wyzwania. Zarządzanie Projektami*, 2014, No. 2(6).

<sup>11</sup> *Ibid.*

Risk monitoring methods are introduced in project management. We can distinguish several phases of risk management. These include risk identification, risk assessment, strategy planning, risk monitoring and control. Risk analysis aims to identify and describe the risks affecting the project. It starts with identifying as many of them as possible. The key to success in responding is knowing that they exist. The threats that the project managers should fear the most are those that they have not identified. The most common risk sources in projects financed from external sources include:

- legal and procedural changes,
- changes in programme documents,
- changes in project scope,
- changes in requirements and specifications,
- unrealistic expectations,
- insufficient management support,
- insufficient resources,
- incorrect calculation of costs,
- project team incompetence or inexperience, in particular the project leader,
- misunderstanding or omission of essential project elements,
- poorly defined or misunderstood roles and responsibilities in the project,
- external events (economic, political, social),
- other.

Tkaczyński<sup>12</sup> claims that risk sources may be external or internal. Depending on the source, the following risks are identified:

- *internal* — we can control and influence them to a large extent,
- *external* — irrespective of our conduct, we are unable to avoid it.

External risks result from external causes, which are largely beyond the project manager's control. On the other hand, internal risks are usually related to the organisation in which the project is implemented, the project team, the team's awareness of the threats and the ability to cope with the threats. However, internal risks can be eliminated even before launching the project. The external ones can only be predicted but cannot be eradicated. Among the various types of external risks, we can name the following:

- Natural risks associated with natural phenomena such as storms, whirlwinds, floods. Such threats are of great importance for implementing infrastructure projects related to the construction of roads and buildings, *i.e.* the so-called hard projects. It is usually not so important in the case of the so-called 'soft' training projects;
- Risk related to the market in which the organisation operates, where the most important are suppliers and customers of services and goods. If they do not want to meet their obligations, we will have to cover new costs related to searching for new suppliers or markets;
- Risk of interest rate changes, currency exchange rate fluctuations applicable to a long-term loan taken out in a foreign currency;
- Business climate risk, especially when making financial plans in times of economic prosperity, where estimates may be overstated<sup>13</sup>.

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<sup>12</sup> Tkaczyński J.W, Świstak M, Sztorc E, p. 364.

<sup>13</sup> *Ibid.*, p. 365.

The risk source may also be the method of introduction to the project implementation, the process of introducing changes in the organisation itself and the project implementation. Gradual application of changes gives a better chance to reduce the risk thanks to the current risk assessment. In addition, monitoring and analysis allow to control the risk and take appropriate countermeasures.

The impact of risk on the project is greater when the probability of a given undesirable situation or event occurring is higher. In search of risk sources, the project team can use the following tools:

- 'brainstorming' as a creative thinking technique,
- checklist technique,
- a critical evaluation and analysis sheet,
- consultations with experts,
- previous project experience,
- analysis of root causes,
- the Delphi method,
- the script-based method,
- accident investigation,
- analysis of hazards and operability,
- questionnaires supporting structured interviews,
- audits and controls<sup>14</sup>.

Preparation for project implementation and the period of its performance is when problems may arise, whose sources are both procedures, processes, available technologies and interpersonal relations, and poorly prepared schedules, budgets or unspecified scope of tasks. These are only some of the sources that may appear in the project implementation.

An important question to be answered by a project manager during a given project is the frequency of risk analysis in the project. Risks are dynamic, which means that during the project implementation, some threats may appear, while others disappear or lose their importance and others gain in importance. Therefore, the adopted rule is to update the list of risks at each project stage<sup>15</sup>.

Different project management methods indicate other risk management procedures. In the literature on project management, it is assumed that risk management is connected with identifying specific threats to the project system and specifying actions to eliminate those threats or minimise their impact on the project. The above activities should be carried out at all stages of the project life cycle, *i.e.* during project preparation, implementation and closure. In accordance with the PRINCE2 project management methodology, project risk management is based on identifying risks in which risks are recognised, and risks affecting the project are registered. The next stages are as follows:

- risk assessment, in which the probability of risk occurrence, impact on the project objectives, a time during which the risk may arise are assessed,

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<sup>14</sup> Cabała P, *Metody doskonalenia procesów zarządzania projektami w organizacji*. Warsaw, 2016, p. 206.

<sup>15</sup> Bonikowska M (Ed.), *Podręcznik zarządzania projektami miękkimi w kontekście Europejskiego Funduszu Społecznego*. MRR, Warsaw, 2006, p. 72.

- planning, which includes planning actions (reactions) for each risk, after presenting a recommendation, a single response to the threat is selected,
- implementation, stage of performing the activities planned in case of risk,
- communication, in which risk should be communicated continuously in the project.

Stages from risk identification to implementation are repeated periodically, and communication takes place on a daily basis<sup>16</sup>. According to the PMI (Project Management Institute) methodology, risk management in a project is a process consisting of six stages:

- risk management planning,
- risk identification,
- qualitative risk analysis,
- quantitative risk analysis,
- planning actions in response to risks identified,
- risk monitoring and control<sup>17</sup>.

Risk management is a sequential process and consists of four basic stages: risk identification, risk analysis, risk control and risk monitoring. This process does not end on completing all the successive steps but should be continuous and improved by building on the knowledge and experience gained in the previous stages<sup>18</sup>.

Many potentially uncertain events that may affect the project's objective need to be identified at the risk identification stage. The key issue during risk identification is to collect information on risk factors.

Efficient project risk management is one of the key success factors. The competences of the manager, who plays an important role in the project team's work, are therefore crucial in this case. In addition to technical skills, the attitude and individual approach to risks are also critical. However, project risk management methodologies and standards still lack more precisely defined best practices that explain different attitudes towards this phenomenon, such as risk-taking, acceptance or aversion. Therefore, it is essential to develop guidelines on how to deal with risk in specific circumstances<sup>19</sup>. The requirements set for project managers result directly from the procedures for obtaining aid funds, which also contain information on risk, which is included in documents such as a payment application or a project financing application. For example, when submitting a project for a competition, the application for its financing contains information on the project risk, which is included in the paragraph concerning the identification of threats and planned actions to reduce threats. Furthermore, in the course of project implementation, in the application for payment, the applicant is obliged to report

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<sup>16</sup> Tkaczyński J.W, Świstak M, Sztorc E, Projekty europejskie. Praktyczne aspekty pozyskiwania i rozliczania dotacji unijnych. Warsaw, 2011, p. 367.

<sup>17</sup> *Ibid.*, p. 368.

<sup>18</sup> Szczepaniak W, Zarządzanie ryzykiem w projekcie współfinansowanym z Unii Europejskiej w szkole wyższej, [in:] *Finanse, Rynki Finansowe, Ubezpieczenia*, 2013, No. 60.

<sup>19</sup> Juchniewicz M, Metelski W, Zarządzanie ryzykiem w projektach — kontekst behawioralny, p. 85. *Electronic source*: [http://kolegia.sgh.waw.pl/pl/KZIF/publikacje/Documents/Mateusz%20Juchniewicz\\_Witalij%20Metelski.pdf](http://kolegia.sgh.waw.pl/pl/KZIF/publikacje/Documents/Mateusz%20Juchniewicz_Witalij%20Metelski.pdf), accessed: 6.05.2018.

on the problems occurring in the project implementation and to indicate the countermeasures taken.

Practice shows that projects without disruptions are rare. The most common problems related to projects financed by the European Union include:

- the necessity to incur additional costs, not included in the project budget (the applicant at the stage of submitting the application is not able to predict all circumstances and events that may occur during the project implementation, especially in the case of investment projects),
- mistakes made when applying for aid resources (both formal and substantive errors),
- mistakes made when preparing payment claims,
- lack of financial liquidity of the project,
- problems related to the procedure of applying the Public Procurement Law Act, in particular those concerning the selection of a supplier or contractor for works in the project, or those concerning a given service, which altogether results in delays in project implementation,
- difficulties in achieving the assumed values of the product indicators and project results, which may result in the need to reimburse all or part of the grant paid together with interest, or in not reimbursing the applicant for the costs incurred,
- problems related to documenting the expenditure and its correct entry in the accounting ledgers (recording payments), which may result in the risk of refusal to reimburse the funds or the necessity to repay the grant paid,
- problems with recognising the eligibility of expenditure incurred in the project by managing authorities or intermediaries of a given programme. Challenging the eligibility of expenditure may result in the costs being financed from the beneficiary's own resources<sup>20</sup>.

The current socio-economic risks in Europe, including social unrest caused by uncontrolled population migration, terrorist attacks and pandemics, lead to the diagnosis of new project risks. In particular, the pandemic of COVID-19 caused by the coronavirus SARS-CoV-2 has had a substantial impact on project management. As a result, restrictions were placed on transport, production and population movements, making it impossible for many of the projects analysed to maintain their original implementation schedule. This was primarily due to the inability to make the necessary purchases. The reason was the lack of their availability in sales or the longer-than-expected waiting time for orders of essential goods. Another diagnosed risk included interruptions in testing technologies produced under the projects by experts due to introduced bans on the movement of people.

In addition, there were significant risks associated with project timeliness, in particular concerning the postponement of deadlines in project schedules, related to the delay of research as a result of, for example, numerous illnesses of project contractors, quarantine, care during a pandemic, or as a result of difficulties

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<sup>20</sup> Judkowiak A, Dziadek K, Identyfikacja ryzyka w projektach dofinansowanych z Unii Europejskiej, [in:] *Finanse, Rynki Finansowe, Ubezpieczenia*, No. 76, Vol. 2. *Zeszyty Naukowe Uniwersytetu Szczecińskiego*, 2015, Vol. 864, pp. 433–445.



in accessing research infrastructure by staff, or difficulties in communicating with consortium members or project subcontractors.

The beneficiaries used a variety of activities to support project implementation and avoid project risks during the pandemic. The most popular were remote work on the project, the possibility of sending project documentation by e-mail using the Electronic Platform of Public Administration Services (ePUAP) and signing documents using various forms of electronic signature.

There are project-related risks that can harm or benefit the project. However, regardless of the type of risk involved, the project manager has to decide on one of the two general strategies, *i.e.*:

- accept risks and do not react to their occurrence in the project,
- take action aimed at eliminating or mitigating project risks.

The first strategy means accepting the fact that there is a risk without taking any preventive action, while the second strategy is universal and includes creating contingency plans. In the event of warning signals, appropriate procedures are put in place to ensure the proper implementation of the project. Further methods depend on whether a given risk is a threat or an opportunity for the project. The success of the project is a combination of good preparation, luck and many coincidences. However, it is impossible to manage any project relying only on favourable conditions. The preparatory stage of the project should be crucial for the applicant. The feasibility study should not only address the issue of the economic reasons behind the project or its justifiability. Much greater emphasis should be placed on whether the organisation responsible for its implementation is ready to take action and whether this organisation can realistically carry out the project. Even the best ideas can be devastated by procedural errors, excessive bureaucracy, or belief in those IT tools which will build a system of procedures with one click of the drawings. It is worth recommending that instead of immediate effects, managers should expect feasible plans, and instead of saying what they want to hear, they should dare to tell and hear the truth. Errors in project management are inevitable, but they help draw conclusions for the future. At the end of the project, the concentration and energy levels decrease. It is difficult to prevent this phenomenon completely, but it needs to be kept in mind. This is a dangerous phenomenon because, at the end of the project, one should remember many issues affecting the future settlement of the project accounts, both financial and substantive ones.

## **Conslusions**

To sum up, risk management is a key issue for all organisations, both in the public and private sectors. It cannot be overlooked by any organisation. To effectively identify risks, there is a need to go through the entire project management process. It is crucial to determine the level of involvement of the team in project risk management. Well-prepared documentation facilitates the work and allows eliminating misunderstandings that arise during the implementation stage. It is a good practice to use tools supporting the risk management process. The more people support risk identification, the lower the probability of risk occurrence is involved. It should be remembered that project risks need to be monitored

constantly. And particular risks should be the responsibility of particular persons, the so-called risk owners<sup>21</sup>.

In public administration institutions that implement projects and are obliged to conduct management control, certain risk management-related obligations have been imposed on applicants. For risk management to fulfil its role, it becomes necessary for project managers and unit managers to understand its importance for achieving the organisation's project objectives and potential benefits that can be obtained after its effective introduction to project implementation<sup>22</sup>.

Organisations that can incorporate risk management awareness into their projects will be able to use the risk management process to improve their performance and increase the satisfaction of all parties involved in carrying out their projects.

Gaining knowledge about challenges, potential difficulties, risks and problem-solving approaches can contribute to the overall success of the project.

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<sup>21</sup> Jaskanis A, Marczevska M, Darecki M, *Zarządzanie projektami w administracji publicznej*. Wrocław, 2015, p. 192.

<sup>22</sup> Judkowiak A, Dziadek K, *op. cit.*

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**Streszczenie.** Ryzyko projektowe stanowi przedmiot zainteresowania osób i instytucji realizujących i finansujących działania projektowe. Każdy projekt niesie ze sobą nowe wyzwania i ryzyka, ale też szansę na pozyskanie wiedzy oraz rozwój. Dlatego też zarządzanie projektami staje się standardem, któremu poświęca się coraz więcej uwagi. W fazie tworzenia projektu konieczne staje się przeprowadzenie analizy ryzyka, co pozwala na ich identyfikację, scharakteryzowanie i właściwą ocenę. Wskazana analiza umożliwia opracowanie planu zapobiegania wystąpieniu ryzyka, wskazując sposoby reakcji na sytuacje trudne, gdy te wystąpią. Umożliwia też wprowadzenie metod monitorowania ryzyka. Wyszczególnione etapy zarządzania ryzykiem są doskonale znane w administracji publicznej, zwłaszcza tych jej działach, które pozyskują fundusze na realizację projektów, a następnie nimi zarządzają. W instytucjach administracji publicznej, realizujących projekty, zobligowanych do prowadzenia kontroli zarządczej, odgórnie narzucono wnioskodawcom pewne obowiązki związane z zarządzaniem ryzykiem. W związku z tym koniecznym staje się zrozumienie przez kierowników projektów oraz kierowników jednostek jego (ryzyka) znaczenia dla realizacji celów projektów organizacji oraz potencjalnych korzyści, które można uzyskać po jego skutecznym wdrożeniu do projektu. Organizacje, które potrafią uwzględnić świadomość zarządzania ryzykiem w projektach, będą w stanie wykorzystać proces zarządzania ryzykiem w celu poprawy uzyskiwanych wyników oraz podniesienia zadowolenia wszystkich zainteresowanych stron w realizacji projektów. Celem artykułu jest przedstawienie procesu identyfikacji oraz oceny ryzyka w projektach oraz wyzwań stojących przed administracją publiczną, która w ostatnich latach prężnie pozyskuje fundusze na realizację projektów.

**Zusammenfassung.** Das Risiko im Zusammenhang mit einem Projekt ist für Personen und Institutionen die Projektaktivitäten durchführen und finanzieren, von Interesse. Jedes Projekt bringt nicht nur neue Herausforderungen und Risiken mit sich, aber auch Chancen für Lernen und Weiterentwicklung. Daher wird das Projektmanagement zu einem Standard, dem immer mehr Aufmerksamkeit geschenkt wird. In der Projektentwicklungsphase ist es notwendig, eine Analyse möglicher Fehler durchzuführen, die es dann ermöglicht, diese zu identifizieren, zu charakterisieren und angemessen zu bewerten. Diese Auswertung dann ermöglicht es, einen Plan zur Risikoprävention zu entwickeln, der bestimmte Wege aufzeigt, wie man auf schwierige Situationen reagieren kann, falls sie eintreten. Sie ermöglicht demnächst die Einführung von Methoden zur Risikoüberwachung. Die festgelegten Stufen des Risikomanagements sind in der öffentlichen Verwaltung wohlbekannt, insbesondere in den Abteilungen, die Mittel für die Projektdurchführung beschaffen und diese anschließend verwalten. In Einrichtungen der öffentlichen Verwaltung, die Projekte durchführen und zur Managementkontrolle verpflichtet sind, werden den Antragstellern bestimmte Risikomanagementverpflichtungen von oben auferlegt. Daher müssen Projektmanager und Referatsleiter die Bedeutung des Risikos für das Erreichen der Projektziele der Organisation und den potenziellen Nutzen seiner erfolgreichen Umsetzung im Projekt verstehen. Organisationen, die in der Lage sind, ein Bewusstsein für das Risikomanagement in Projekte einzubauen, können den Risikomanagementprozess nutzen, um ihre Leistung zu verbessern und die Zufriedenheit aller Projektbeteiligten zu erhöhen. Ziel dieses Beitrags ist es, den Prozess der Identifizierung und Bewertung von Risiken in Projekten sowie die Herausforderungen darzustellen, mit der öffentlichen Verwaltung konfrontiert ist, die in den letzten Jahren Mittel für die Projektdurchführung beschafft haben.

**Резюме.** Проектный риск является предметом интереса лиц и учреждений, осуществляющих и финансирующих проектную деятельность. Каждый проект приносит новые вызовы и риски, но также дает возможность получения знаний и развитие. Поэтому управление проектами становится стандартом, которому уделяется все больше внимания. На этапе создания проекта необходимым является проведение анализа рисков, который позволяет их идентифицировать, охарактеризовать и дать соответственную оценку. Вышеназванный анализ

позволяет разработать план предотвращения риска, указывая способы реагирования на появившиеся сложные ситуации. Это также позволяет внедрять методы мониторинга рисков. Указанные этапы управления риском хорошо известны в публичной администрации, особенно в тех ее подразделениях, которые собирают средства для реализации проектов, а затем управляют ими. Учреждения публичной администрации, реализующие проекты, обязаны осуществлять управленческий контроль. На заявителей возложены определенные обязанности, связанные с управлением риском. Следовательно, необходимым является понять руководителями проектов и учреждений о значимости его (риска) для достижения целей проекта данной организации и потенциальных польз, которые можно получить после его успешного внедрения в проект. Организации, умеющие учитывать осведомленность в управлении риском в рамках проектов, смогут использовать процесс управления риском для улучшения получаемых результатов и повышения удовлетворенности всех заинтересованных сторон в реализации проекта. Целью настоящей статьи является представление процесса выявления и оценки риска в проектах и вызовов, стоящих перед публичной администрацией, которая в последние годы активно собирает средства для проектов.