

## CHAPTER 4 : CONCLUSION AND RECOMMENDATION

### 1 CONCLUSION

1.1 As mentioned there are three areas to be addressed to make construction a success :-

1.1.1 Good Planning

1.1.2 Good Communication

1.1.3 Good Teamwork

### 2 RECOMMENDATION

Transmission & Distribution Projects Division is required to look into the wider scope of project management functions, so that a more formal and professional approach to project management can be adopted by engineers in the Division so that pitfalls and problems can be greatly reduced. This include the following guidelines for project implementation :-

#### 2.1 **Functions and Responsibilities of a Project Manager**

As a person responsible for implementing and completing a project on time, within budget and in accordance with technical performance requirements, the Project Manager will have full responsibility for the following :-

2.1.1 Project Planning : completing the final detailed implementation plan.

2.1.2 Project Coordination : integrating all project participants, consultants, suppliers and construction/installation contractors into a smooth working group.

- 2.1.3 Project Staffing and Training : identifying the personnel necessary to staff the project organisation and providing training whenever required.
- 2.1.4 Project Implementation : managing the various project implementation activities.
- 2.1.5 Project Management Control and Reporting : implementing cost, schedule, technical performance control systems and reporting procedures.
- 2.1.6 Project Interfacing or Linkages : establishing procedures for interacting and cooperating with other agencies and parties involved in or affected by the project, including local government and end-users.
- 2.1.7 Conflict Management : resolving conflicts among the project participants.
- 2.1.8 Change Management : controlling project changes and functioning as the contact point for change requests, notifying all project participants of authorised changes.
- 2.1.9 Project Handing Over and Commissioning : carrying out responsibilities for preparing the procedures and resources for handing over of the project facilities when completed.
- 2.1.10 Project Financial Management : arranging the timely provision of funds, control of costs, maintenance of an effective accounting system.

## **2.2 Planning for Implementation**

- 2.2.1 Detailed planning is a key activity in the successful implementation of a project and involves the preparation of a project work plan describing the various project tasks and activities, indicating how the

tasks will be accomplished and managed and identifying the resources necessary to carry out the various project activities.

- 2.2.2 A number of method for preparing schedules are available. The choice between these should be based on considerations of suitability for the project to be scheduled, familiarity of users with the scheduling methods to be used and ease in updating the schedule. A simple, relatively unsophisticated schedule that all parties concerned can readily understand and use is better than one that is difficult to comprehend and that would neither be used or updated.

## 2.3 **Planning for Financial Management and Accounting**

- 2.3.1 This involves formulating a budget for the project and setting up a cost control and accounting system that will record and monitor the various items of project expenditures, and also involves the adoption of measures designed to ensure that timely infusion of funds and their disbursements in accordance with established procedures and practices, and provides for the auditing of funds to ascertain the appropriateness of project expenditures and to assess the financial position of the project.

## 2.4 **Preparation of Project Control Plans**

- 2.4.1 Procedures must be planned for controlling project parameters, after the work plan has been fully developed, in order to complete the project on time and within budget, while meeting technical performance specification :-

### 2.4.1.1 Budget, Cost and Schedule Controls

2.4.1.2 Technical Performance Control

2.4.1.3 Project Reporting Requirements and Procedures

2.4.1.4 Control of Changes

2.4.1.5 Project Data Management

2.4.1.6 Management of Consultants, Suppliers and

Construction/Installation Contractors

## **2.5 Project Monitoring and Control**

2.5.1 Project monitoring implies reviewing, inspecting and controlling what is being accomplished during project implementation. Project monitoring is a positive, active, on-going performance by the Project Manager to ensure that the project's objectives are met.

2.5.2 The features of the project that must be continuously monitored and controlled include :-

2.5.2.1 Project work plans

2.5.2.2 Project organisation, staffing and performance of personnel

2.5.2.3 Technical control, to ensure that the technical specifications are complied with

2.5.2.4 Supervision of consultants

2.5.2.5 Procurement effort, to ensure that items procured conform with the project requirements.

2.5.2.6 Disbursement procedures

2.5.2.7 Construction of civil works and installation of equipment

2.5.2.8 Commissioning procedures

The above guidelines are not exhaustive, as project management is a very wide scope. However, for this particular case study, more emphasis is given on project planning, organising and control, so as to meet the objective of completing the projects on time and within budget, while meeting technical performance.