

SUMMARY

The author has attempted to cover herein, all aspects likely to be encountered by N.D.A.'s project staff, when administering a construction project. However, industrial dispute is not covered as a topic. Nevertheless, the guidelines mentioned herein for conducting negotiations are equally applicable to this situation. Also, N.D.A.'s Projects Financial Monitoring and Appraisal System (P.F.M.A.S) is adequately dealt with elsewhere; hence only extracts and references to this system are considered in this manual. N.D.A.'s electronic data processing (E.D.P.) system for project control and expenditure control, though mentioned herein, is not covered in any detail. The E.D.P. system is, at the time of writing, being upgraded and documented by others.

This manual is in four main sections.

Section one is an introduction to the National Development Agency Limited (N.D.A.).

Section two covers N.D.A.'s management and their roles and responsibilities. This section was developed from a N.D.A. standard document (circa 1974) which has been reviewed and updated by this author. Two new management structures have been added. These are; conventional authority orientated structure (Figure 1-A) and a matrix management structure (Figure 1-B). Both designed and explained by this author. Job description for the Chief Accountant, Project Resident Engineer, Liaison Officer, and Personnel Officer have been developed and added by this author.

Section three is the body of the project. This section initially deals with the concepts, objectives, involvement, achievement, functions, and activities, all allied to construction project management. The section is then expanded, dealing in details with the construction project activities from conception to post mortem. Nearly all activities described are summarised at the end of the discourse by a check list. The check list, however, tends to include other points not mentioned in the preceding description.

The activities involved in a construction project are grouped under five main headings. These are; Project Planning, Project Implementation and Controls, Construction Contract Administration, Monitor Project and Report Status, and Project Review (Post Mortem).

Section four is a conclusion. It briefly compares N.D.A. with other similar foreign organization and outlines improvements. The improvements suggested are based partly on the study preceding this dissertation and partly on the presenter's involvement with the N.D.A., as an employee since October 1976.

Many figures, exhibits and appendices have been included to amplify points raised and to provide useful additional information for the project staff. The author has signified his own works and noted, where necessary, the source of other works included herein. Most of the exhibits and several of the appendices are in standard N.D.A. format.

Finally, although N.D.A. has project staff specifically appointed as Project Managers, any other technical member of staff may be so designated. This will depend on the nature of the project and the management needed for it.

The organization is engaged in public sector project management, but mainly concerned with activities in the construction industry. The objective here, is to produce one central reference document for N.D.A.'s project staff. These, purpose and objectives, were identified by top executives of N.D.A. and adopted at a meeting on July 23, 1974.

In 1974, two years after the creation of N.D.A., the organization had intentions to develop a series of documents at various stages of project implementation and management. These documents would form the basis upon which a project manager's work would be developed. The intention at that time, was to develop a series of lists and ultimately a project management manual. The organization's ability to be more effective in the use of project management training will be greatly increased. This was the reason, therefore, attempts to finally identify this need were made. The fact that this identified need was not previously recognized must be considered in the following context.

About the time that this need was identified the national economy plummeted. This crisis in industry affected the construction industry; hence, the work load of N.D.A. There ensued a significant and prolonged reduction in the number of project managers of N.D.A.'s staff. These circumstances, therefore, delayed