

ABSTRACT

PROJECT MANAGEMENT - THE ST. MARIE

FISHING FACILITIES PROJECT-

CEDROS, TRINIDAD

MICHAEL IRWIN JOSEPH

The St. Marie Fishing Facilities Project was constructed in the year 1988. This report describes in detail the execution of the project, from its inception (the idea stage) to the final construction. The project was let on the terms of a turn-key contract in which the same organisation was responsible for both design and construction. However, there was a "social" stipulation that the work should be conducted in as labour-intensive a manner as possible. This led to some ambiguity and although the project was completed within the specified cost limit, it was delivered late.

The purpose of this report, is to analyse the project management aspect of the project, identify loop-holes, and suggest improvements. The author was site engineer during construction of the project and was able to obtain first-hand information for use in the preparation of this report. The technology adopted during construction was that of a labour intensive nature. Hence, there was a large man-power deployment and a relatively small expenditure on equipment. Time over-run was identified to be due to an excessive amount of changes in

design, and the author suggested a lump-sum contract with performance specification as a better alternative than the turn-key one used.

The significance of the St. Marie Fishing Facility Project being completed within the cost although the stipulated time was exceeded, was that there was some "fat" in the overall budget. It was evident that major adjustments to structural design and location of buildings constituted significant changes which caused the project to be completed beyond its scheduled time. These variations created a six per-cent time increase on the overall project. This figure compared unfavourably with those of F.J.

Bromilow (i) whose results were produced from a study of two hundred and forty-eight projects in Australia. The author attributes the excessive variation in the St. Marie Fishing Facility Project to the type of contract adopted.