

ABSTRACT

The Development of a Project Recovery Framework for the Tourism
Development Company Limited

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The Sites and Attraction Unit (SAU) of the Tourism Development Company Limited (TDC) has recently been experiencing a notable decline in its project success rates. Troubles and challenges in the execution of project lead to desired outcomes not being accomplished. Budgetary allocations have been adversely affected, since the level and pattern of expenditure, represent one of the key criteria in which the success of a project is judged under the Public Sector Investment Programme (PSIP).

An examination of the current project management practices and operations within the SAU, revealed an apparent gap in what was promoted in theory and what was actually practiced. In an attempt to address the identified gap a quantitative approach was adopted whereby a questionnaire was developed to facilitate the study. The questionnaire was pretested to ensure that participants understood the requirements. In terms of determining a study population TDC's pre-qualified list of contractors was utilised. The sample size was obtained through the application of Kish formula and the use of random sampling aided in the selection of potential contractors. Moreover, IBM Statistical Software for

Social Sciences (SPSS) was used to clean, organise and code the data collected. The analysis of the data included a combination of descriptive and inferential statistics.

The major findings indicated that the role of formalised project management supports project success as it imparts a set of repeatable steps that can enhance the likelihood of achieving a continuous flow of successful projects. Furthermore, a number of factors were identified as contributors to a troubled project. Additionally, other major findings included the impact that a troubled project can have on an organization operation. The findings validated the use of project recovery as a measure to aid a troubled project scenario; where it was apparent that a formalised project recovery plan can positively add to an organization performance.

The findings provided vital information in support of project recovery as a measure to aid a troubled project. As a result, this supported the overall aim of the study to develop a project recovery framework geared towards enhancing the project operation and performance of the company.

Keywords: Krystal Gore, Troubled Projects, Project Recovery