

EFFECTIVE PROJECT DELIVERY – STRATEGIES FOR SUCCESSFUL  
IMPLEMENTATION OF PROJECTS UNDER 10<sup>TH</sup> MALAYSIA PLAN

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## **ABSTRACT**

Effective project delivery is crucial in supporting the implementation of Malaysia Plan, which takes place every five years. Public Work Department (PWD), as the government's technical advisor often faces ineffective project delivery problems despite various strategies implemented throughout the five-year cycle. The objectives of this study are to investigate the current issues that contribute to the problems and identify the effectiveness of current project management practices in PWD in order to recommend appropriate strategies for successful project implementation during 10<sup>th</sup> Malaysia Plan. Comprehensive literature review has been done to gather the information on the factors which contribute to ineffective project delivery, project management practices and strategies for effective project delivery from the previous researchers. Data was gathered from previous research and the internal PWD practices. Besides that, structured questionnaire was used as the main tool to identify the ranking of contributing factors in causing ineffective project delivery. From the analysis of questionnaire survey among the 164 PWD's staff, the top-three causes of ineffective project delivery have been identified. They are first, poor communication and coordination, second, poor contractor's site management and third, slow decision making process. It is also believed that the use of CPM, technical audit management during construction and implementation of quality procedures are the most effective project management practices in PWD . Reduced government bureaucracy, adoption of standardized project management tools and job matching initiative are the most crucial strategies identified for effective project delivery. To identify the current limitations of PWD, focus group discussion was held among the senior staff.

## ABSTRAK

Penyerahan projek secara efektif adalah suatu petunjuk penting untuk menyokong pelaksanaan Rancangan Malaysia setiap 5 tahun. Jabatan Kerja Raya Malaysia (JKR) selaku jabatan teknikal yang memantau pelaksanaan projek sering menghadapi masalah ketidakcekapan penyerahan projek walaupun pelbagai strategi telah dilaksanakan. Objektif kajian ini adalah merangkumi penyiasatan faktor-faktor yang mempengaruhi ketidakcekapan penyerahan projek dan mengenalpasti keberkesanan amalan pengurusan projek di JKR sebagai panduan untuk mengusulkan strategi berkesan untuk pelaksanaan Rancangan Malaysia Kesepuluh. Kajian literatur secara komprehensif telah dilakukan untuk mengumpul maklumat mengenai faktor-faktor yang menyebabkan ketidakcekapan pelaksanaan projek, amalan pengurusan projek dan strategi pelaksanaan projek melalui kajian sebelum ini. Melalui kajian terdahulu dan amalan dalaman JKR, kajian soal selidik menjadi penandaaras bagi mengenalpasti tahap kedudukan setiap faktor. Melalui kajian soalselidik yang dijalankan bersama 164 orang kakitangan JKR, didapati tiga faktor tertinggi yang menyebabkan ketidakcekapan penyerahan projek adalah kelemahan komunikasi dan koordinasi, kelemahan pengurusan tapak dan kelewatan proses membuat keputusan. Kakitangan JKR juga percaya bahawa penggunaan CPM, pengurusan audit teknikal di tapak bina dan pelaksanaan sistem kualiti adalah berkesan sebagai amalan pengurusan projek yang baik. Pengurangan birokrasi, pelaksanaan amalan pengurusan projek yang seragam dan penyesuaian pekerjaan dikenalpasti sebagai strategi terbaik untuk pelaksanaan projek secara berkesan. Data faktor tertinggi dan terendah di dalam seksyen masing-masing diperdebat di dalam kumpulan perbincangan sasaran untuk mengenalpasti dan merumuskan penyelesaian bersesuaian dengan situasi semasa JKR.

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## **CHAPTER 1**

### **INTRODUCTION**

#### **1.1 Introduction**

Malaysia, a developing country, has started her national development plan for every five years since 1956. Throughout the past Malaysia Plans, Public Work Department (PWD) has been entrusted as the technical advisor to the government regarding the implementation of development projects and maintenance of infrastructure assets. In implementing the government projects, the problem of ineffective project delivery has always been common.

According to Sambasivan and Soon (2006), the problem of contract delays in the construction industry is a global phenomenon, with no exception in Malaysia. Normally, delays in construction projects cause dissatisfaction to all the parties involved and the main role of PWD is to ensure that the projects are completed within the budgeted cost, time and client's objective.

The 10<sup>th</sup> Malaysia Plan (2011 – 2015) has earmarked the pressure to increase efficiency while delivering improved and integrated services. As a technical arm to the Malaysian government, PWD could no longer rely on past approaches and strategies that had previously driven the project implementation. The department needs new strategies and approaches to propel the government projects to be delivered in a high level of efficiency.

## 1.2 Problem Statement

PWD has been entrusted with 6,104 projects implementation throughout 9<sup>th</sup> Malaysia Plan (2006 -2010), in which in this plan, the department has been burdened with ineffective project delivery problems despite various strategies and recovery measures taken. The failures of the projects are high as showed by the issues pertaining to the traditional success factors which are time, cost and quality:

- a) Findings showed that 80% of the projects managed by PWD until 2009 could not be completed within the original contract period
- b) Changes in scope is quite common in government projects, which resulted in implicating the cost and extension of time (delay)
- c) Lacking of quality has always been associated with government projects despite various quality system adopted during their implementation

Looking at the present scenario, history can always repeat itself in the 10<sup>th</sup> Malaysia Plan which begins in 2011. Therefore, PWD must come out with strategies and tactics to ensure that the projects under this coming plan are delivered on time, completed within the allocated budget and with the expected quality. Completing projects on time, cost and quality are indicators of efficiency. However, it is also important to note that construction process is subjected to many unpredictable factors and variables that could not fit to all organizations (Assaf and Al-Hejji ,2006).

## 1.3 The Objectives

The objectives of this study are:

- a) To identify the causes of ineffective government project delivery under PWD's supervision



- b) To determine the effectiveness of current project management practice in PWD
- c) To recommend implementation strategies for effective government project delivery during 10<sup>th</sup> Malaysia Plan

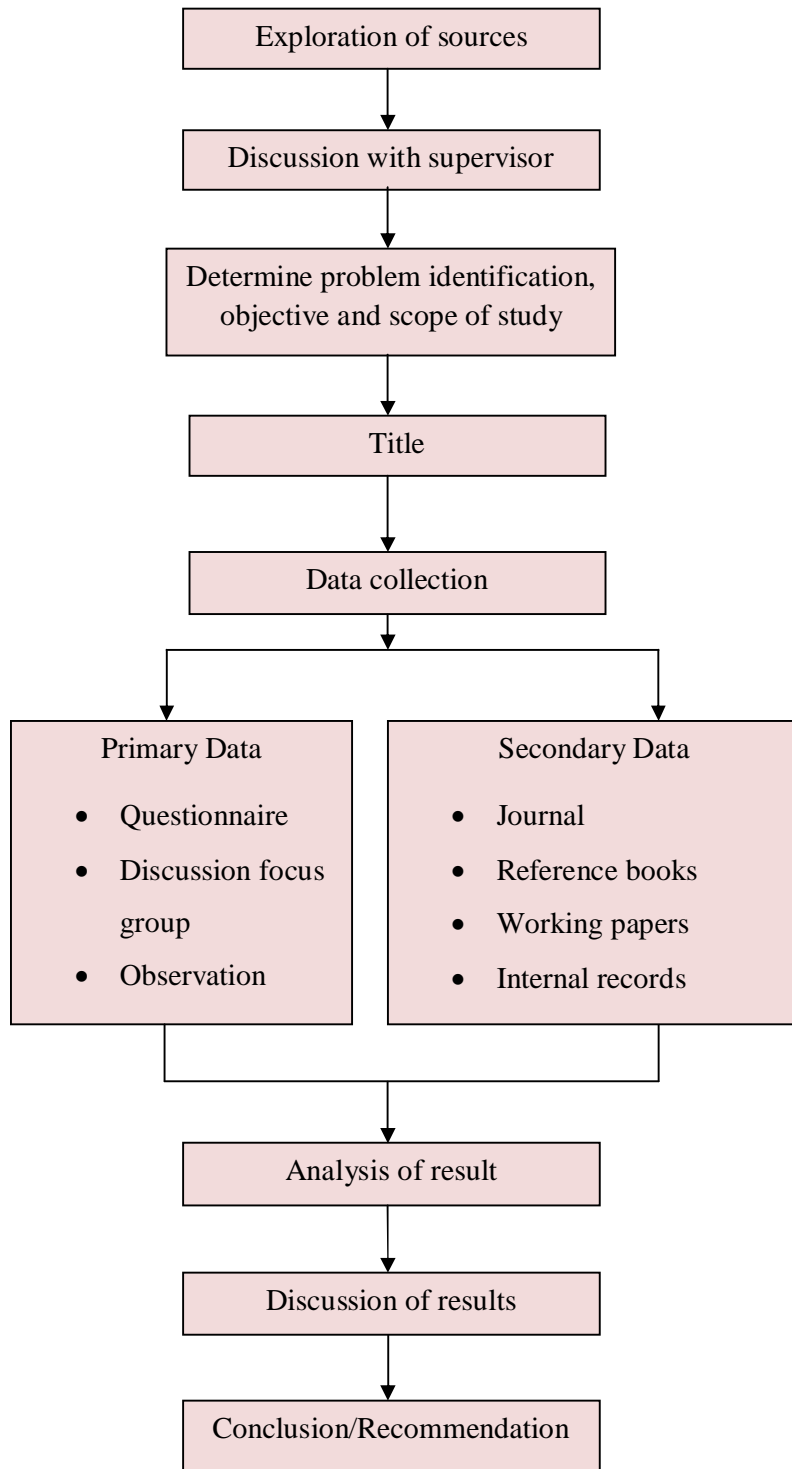
#### **1.4 Scope of Study**

In this study, the ineffective project delivery and current project management practices would be identified first in order to validate the common problems that occurred during the 9<sup>th</sup> Malaysia Plan. The lessons learned from the 9<sup>th</sup> Malaysia Plan should be the yardstick in tabulating the strategies for successful project implementation during the 10<sup>th</sup> Malaysia Plan. The questionnaire survey will be distributed at the Headquarters in Kuala Lumpur that involves directly with project management implementation.

The strategies of successful project implementation would be defined in the context of government construction projects in Malaysia which are managed by Public Work Department (PWD). Various strategies with regard to successful project implementation would be adapted for 10<sup>th</sup> Malaysia Plan.

#### **1.5 Research Methodology**

Research methodology is a framework describing the way a study is carried out. It depicts the process of collecting, analyzing, interpreting and making observations. Figure 1.1 outlines the research methodology of this study.



**Figure 1.1** : Schematic of research methodology

### **1.5.1 Phase 1**

In this phase, the literature review which requires extensive readings from previous studies and researches that are related to the causes of ineffective project delivery, current project management practices, strategies for successful project implementation and its limitations in providing satisfactory answers in dealing with the current issues should be done. The feedbacks from PWD's key informers who are the expert in project management will also be used in recognizing the current problems faced by the department.

### **1.5.2 Phase 2**

In this phase, the data gathered from the literature review and the internal PWD data will be formulated as the fundamentals for the questions in the survey questionnaire. The questionnaire will be distributed at the PWD Headquarters in Kuala Lumpur which directly involves with the project management implementation.

The data will be analysed using descriptive statistic methods. The result of analysis will be ranked using the Relative Important Index (RII) and descriptive statistics will be used in interpreting the perceptions of PWD staff on the causes of ineffective government project delivery, effectiveness of current project management practices and the implementation strategies for effective government project delivery. To identify the current limitations faced by PWD, focus group discussion will be held among the senior staff and the data gathered will be also analysed.

## **1.6 Research Limitation**

There are several limitations of this study. First, is the time limitation. The data was gathered in a short time which was during the short semester, whereas the data gathered could have been more comprehensive if the survey was carried out in a longer time. Second, this study was conducted among the staff of PWD only without participation of contractors and consultants. Moreover this study looked at perceived perspective only rather than the actual causes, effectiveness and strategies due to time limitation involved.

Other than that, the implementation strategies should be constructed from internal PWD's strategic plans that are not being until this research has been completed. However, the time of this study is coinciding with the release of 10<sup>th</sup> Malaysia Plan.