

IMPLEMENT

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KUALA LUMPUR, APRIL 14 (BERNAMA) -- A SYSTEMATIC PATTERNS OF WORK SHOULD BE EVOLVED TO ENSURE EFFICIENT IMPLEMENTATION OF PROJECTS, SAYS DATUK SERI DR. MAHATHIR MOHAMAD.

EVERY IMPLEMENTING OFFICER SHOULD BE REQUIRED TO KNOW AND BE TESTED IN THIS, THE PRIME MINISTER ADDS IN AN ARTICLE ON IMPLEMENTATION IN BULETIN INTAN.

+IT IS ONLY AFTER EVERYONE CONCERNED IS THOROUGHLY CONVERSANT WITH HIS ROLE, RESPONSIBILITY AND AUTHORITY THAT IMPLEMENTATION CAN BE EXPECTED TO BE EFFICIENT,+ HE SAID.

THE ARTICLE IS IN THE LATEST ISSUE OF THE IN-HOUSE MAGAZINE OF THE NATIONAL PUBLIC ADMINISTRATION INSTITUTE.

DATUK SERI DR. MAHATHIR NOTES THAT IMPLEMENTATION IS CLEARLY A VERY DIFFICULT ASPECT OF WORK AND NEEDS TRAINING OF A FAIRLY INTENSIVE KIND, EVEN IF ONLY MINOR PROJECTS ARE INVOLVED. -- BERNAMA MORE 2247/ZCM

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+YET THE ACTUAL OFFICIALS INVOLVED IN IMPLEMENTATION ARE SELDOM IF EVERY TRAINED IN PROJECT MANAGEMENT,+ HE ADDS.

+THEY ARE EXPECTED TO PICK IT UP AS THEY STUMBLE ALONG. THE COST IS PAID IN DELAYED PROJECTS AS WELL AS MONEY, FOR DELAY INVA- RIABLY COSTS MONEY.+

THE PRIME MINISTER STRESSES THAT IMPLEMENTATION IS A SUBJECT THAT NEEDS TO BE STUDIED AND TO BE TAUGHTO TO EVERYONE CONNECTED WITH ANY ASPECT OF IMPLEMENTATION.

THIS MEANS NOT ONLY THE PROJECT MANAGER BUT ALSO THE CLERK, THE ENGINEER, ARCHITECT, CONTRACTOR, ETC - EVERYONE MUST STUDY PROJECT MANAGEMENT OR AT LEAST THAT PART OF IF THAT INVOLVES HIM.

+EVERY OFFICER IN THE GOVERNMENT MUST BE MADE AWARE OF THIS NEED AND OPPORTUNITIES GIVEN FOR HIM TO LEARN THROUGH THE EXPERIENCE OF OTHER OFFICERS,+ HE ADDS. -- BERNAMA MORE 2250/ZCM

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DATUK SERIDR. MAHATHIR SAYS THAT TO ACHIEVE THE LEVEL OF EFFICIENCY AT WHICH AN IMPLEMENTOR KNOWS PRECISELY WHAT HE IS EXPECTED TO DO AND HOW HE IS GOING TO DO IT, THERE MUST BE CONTINUOUS ANALYSIS OF ALL THE WORK INVOLVED IN IMPLEMENTATION.

THIS INCLUDES A SYSTEMATIC NOTING DOWN OF ALL THE PROBLEMS INVOLVED, HOW THEY ARE SOLVED, HOW LONG IT TAKES AND OTHER DETAILS.

DISCUSSIONS AND EXCHANGES OF INFORMATION AND EXPERIENCES MUST BE CARRIED OUT FREQUENTLY AND REGULARLY. SEMINARS, WORKSHOPS AND DISCUSSION GROUPS SHOULD BE DIRECTED AT ACQUINTING IMPLEMENTING OFFICERS AND PROJECT MANAGERS WITH THE PROBLEMS AND THE SOLUTIONS THAT IS PART AND PARCEL OF IMPLEMENTATION.

HE POINTS OUT THAT FREQUENTLY PLANS AND DECISIONS DO NOT MATERIALISE BECAUSE OF INCAPACITY AND INABILITY TO IMPLEMENT THEM.

ONE PROBLEM IS INTERPRETATION: THE PLANNERS OR DECISION-MAKERS MAY HAVE A FAIRLY CHEAP AND SIMPLE PROJECT IN MIND BUT IN THE HANDS OF THE IMPLEMENTORS IT WILL INVARIABLY BECOME A COMPLEX AND COSTLY PROJECT. -- BERNAMA MORE 2253/ZCM

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+ALMOST WITHOUT EXCEPTION THE ESTIMATES OF THE PLANNERS AND DECISION-MAKERS ARE FAR BELOW THE SUM ARRIVED AT BY THE IMPLEMENTORS,+

HE ADDS.

IF THE COST AND COMPLEXITY ARE COMMUNICATED BACK TO THE PLANNERS AND DECISION-MAKERS EARLY IT MAY BE POSSIBLE TO REVERSE OR REVISE THE DECISION, +BUT INITIALLY THE IMPLEMENTORS THEMSELVES DID NOT KNOW THE IMPLICATION OF THEIR INTERPRETATION.+

+THEY WOULD GO AHEAD UNTIL SUDDENLY IT WAS DISCOVERED THAT WHAT THEY WERE IMPLEMENTING WAS FAR MORE COSTLY AND COMPLEX THAN WHAT THE DECISION-MAKERS OR PLANNERS HAD IN MIND,+ DATUK SERI DR. MAHATHIR SAYS.

+BY THEN IT WAS TOO LATE. AND SO DECISION-MAKERS, PLANNERS AND THE IMPLEMENTORS WERE CAUGHT IN A WEB OF THEIR OWN MAKING AND WERE NOT ABLE TO EXTRICATE THEMSELVES.+ -- BERNAMA 2255/ZCM