

PENGENALAN PENGURUSAN PROJEK

KANDUNGAN

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ISU DALAM PENYAMPAIAN PROJEK

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PAC PROPOSES OVERSIGHT PANEL TO PREVENT WASTAGE OF PUBLIC FUNDS

Watch our billion\$

By B. Suresh Ram
www.thesun.com.my

KUALA LUMPUR: The parliamentary Public Accounts Committee (PAC) will be a cabinet committee set up to oversee privatised companies and projects to ensure efficient use of billions of ringgit in public funds.

Its chairman Datuk Shahrir Abdul Samad made the call yesterday after a three-hour briefing by Second Finance Minister Tan Sri Muhyiddin Yassin, the first cabinet minister to appear before the committee.

Among others, the briefing covered government investment in the private sector and its effectiveness, role of government-linked companies and their performance and the participation of non-bumiputras in the economy.

"We took full opportunity of the minister's presence," Shahrir said, indicating that many questions were asked.

Before this, the PAC had "invited" Works Minister Datin Seri S. Samy Vellu, Home, senior ministry officials, appeared on its behalf.

Shahrir, who is also Baru MP, said with RM113 billion in public funds being managed by Khazanah Nasional Bhd and Minister of Finance Inc in 78 companies, it was important that the money be used effectively and efficiently.

He said there had been cases of "unnecessary public expenditure", citing as examples the much-delayed Offshore Patrol Vessel (OPV) project in PSC-Naval Dockyard Sdn Bhd and the re-acquisition of a controlling stake in Fautal Holdings Bhd to ensure it remained in local hands.

The PAC had exposed the RM5.5 billion OPV contract after the company failed to deliver on time the first two vessels. The craft were commissioned in August last

year, after an 18-month delay and an additional payment of RM200 million.

The Fautal Holdings case saw Khazanah Nasional paying RM594 million to acquire a 51% stake, after Singapore's PortCity Holdings bought a 31% stake at RM312 million to become a majority shareholder.

Another issue raised was the merger between RUM Liner and the government-owned Asia Marine Capital. On this, Shahrir said Nur Md said he claimed that there was nothing unusual about the deal since it had obtained clearances from the Securities Commission (SC).

"To say we are satisfied (with the explanation given) is not right since the PAC consists of representatives of various political parties. We all have a different degree of satisfaction. The government feels that since the SC had no objection and the majority of shareholders of the two companies want to merge, the merger should take place without any interference," he said.

Shahrir said through better monitoring of how concessions for privatised government projects were given and how such projects performed after they were taken over, unnecessary spending could be avoided.

By bringing privatised projects under the audit of cabinet committee, it would provide a "political oversight" on public fund spending.

"With such a check-and-balance system, decisions made would be effective and not

questioned later," he said, adding that under the current political system, there was no oversight system in place, unlike in United States.

Shahrir said the PAC got into the picture only now, after public monies had been spent, which called for oversight committee would prevent such occurrences.

He noted that there was now a High Impact Investment Cabinet Committee chaired by Deputy Prime Minister Datuk Seri Najib Abdul Razak, but he was not sure if monitoring of privatised projects came under its purview.



BY MARTIN JONES AND
SHREYAS PANDYA

3 YEARS IN PUTRAJAYA: TRACKING THE COUNTRY'S FUTURE

Dr Mahathir Mohamad and Shreyas Pandya

JKR/JP/ML

JKR-JP IS THE THREE-MONTHLY political and economic analysis that tracks the progress of the Malaysian government. This month, we speak to Prime Minister Dr Mahathir Mohamad and his chief economic advisor, Dr Shreyas Pandya.

"This year, the economy is recovering from a difficult period last year," says Dr Mahathir. "The economy is now recovering, but it is not strong enough to support the growth of the population."

"The government is working hard to improve the economy and the people's lives. We have implemented many measures to help the people, such as the introduction of the minimum wage, the reduction of the cost of living, and the improvement of infrastructure."

"These measures are important for the economy and the people's well-being. We believe that these measures will help to stimulate the economy and improve the quality of life for the people."

"We want to ensure that our country is able to move forward and develop. We believe that the government has done a good job in improving the quality of life for the people."

"Our goal is to make sure that our country is able to move forward and develop. We believe that the government has done a good job in improving the quality of life for the people."

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'First-class' policies, but poor delivery



Dr Shreyas Pandya



Dr Mahathir Mohamad



Dr Siti Hasmah

Malaysia's first prime minister

On road to recovery? By Shreyas Pandya, Dr Mahathir Mohamad's chief economic advisor

The last three months have been a roller-coaster ride for the Malaysian economy. In August, the government announced a package worth RM10 billion to stimulate the economy.

On the one hand, the package has helped to stabilize the economy, but on the other hand, it has also created some problems. The following are some of the key issues that need to be addressed:

1. The budget deficit: The government has announced a RM10 billion stimulus package, but this has led to a significant increase in the budget deficit. This is a concern because it could lead to inflation and a depreciation of the Malaysian ringgit.

2. The oil price: The price of oil has risen sharply over the past few months, which has put a strain on the Malaysian economy. The government has announced a RM10 billion stimulus package to help combat this issue.

3. The trade balance: The trade balance has improved significantly over the past few months, which has helped to stabilize the Malaysian ringgit. The government has announced a RM10 billion stimulus package to help combat this issue.

4. The inflation rate: The inflation rate has remained relatively stable over the past few months, which has helped to stabilize the Malaysian ringgit. The government has announced a RM10 billion stimulus package to help combat this issue.

5. The exchange rate: The exchange rate has remained relatively stable over the past few months, which has helped to stabilize the Malaysian ringgit. The government has announced a RM10 billion stimulus package to help combat this issue.

6. The fiscal deficit: The fiscal deficit has remained relatively stable over the past few months, which has helped to stabilize the Malaysian ringgit. The government has announced a RM10 billion stimulus package to help combat this issue.

7. The external debt: The external debt has remained relatively stable over the past few months, which has helped to stabilize the Malaysian ringgit. The government has announced a RM10 billion stimulus package to help combat this issue.

Malaysia's first prime minister

DAMAGED CULVERTS

Severe erosion at the bottom of culvert



Crack and water ponding on the inside of culvert



Failure at the bottom of culvert



Surface undulations on the inside of culvert





Persepsi Awam Terhadap Kegagalan Projek

- 1. Pengurusan Projek yang lemah**
- 2. Pengurus Projek / Pasukan Projek:**
 - kurang kompeten
 - tidak amanah/jujur
 - penglibatan rasuah



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Kenapa projek gagal?

Why do projects fail?

What the user wanted -



What the budget allowed for -



What the timescale allowed for -



What the technician designed -



What the user finally got -



Diantara sebab projek gagal...

1. Pengurus Projek yang kurang pengalaman dan kurang latihan.
2. Gagal untuk mengurus dan memenuhi hasrat stakeholder
3. Kepimpinan yang lemah disemua peringkat
4. Perancangan yang lemah
5. Gagal untuk mengenalpasti, mendokumenkan dan mengesan keperluan
6. Tiada kesefahaman diantara pasukan projek dan rakan kongsi (*partners*)
7. Gagal berkomunikasi
8. Lemah dalam membuat anggaran sumber
9. Kekurangan atau salahguna kaedah mengurus projek

Kesan Kegagalan Projek

- Kemudahan tidak dapat digunakan.
- Perancangan asal pelanggan tergendala.
- Kos pembaikan yang tinggi – pembaziran peruntukan awam.

*Program/Project outcomes
akan tersasar!!*

Takrif PROJEK

PROJEK ialah satu usaha **sementara** yang dilaksanakan untuk mewujudkan satu hasil atau khidmat yang **unik**



Ciri-Ciri PROJEK

- ❑ produk dan perkhidmatan yang unik.
- ❑ usaha sementara.
- ❑ ada tarikh mula dan siap.
- ❑ projek siap apabila objektif tercapai/tidak tercapai.
- ❑ tiada dua projek yang serupa.
- ❑ terbahagi kepada fasa.
- ❑ pecahan kerja adalah *deliverables*.

Takrif Pengurusan Projek

Pengurusan Projek ialah aplikasi:

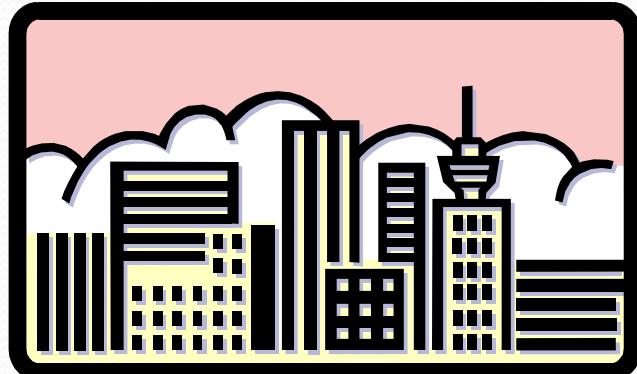
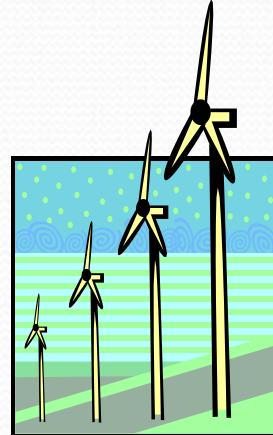
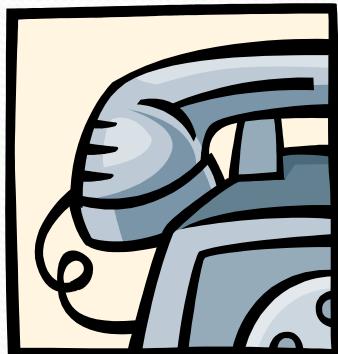
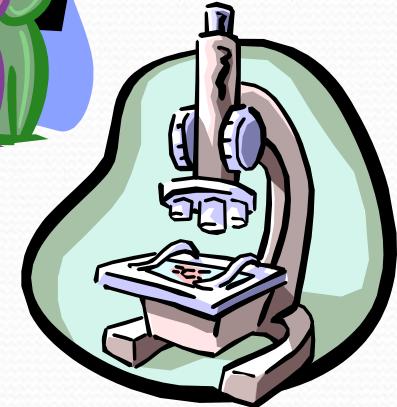
ILMU PENGETAHUAN

KEMAHIRAN

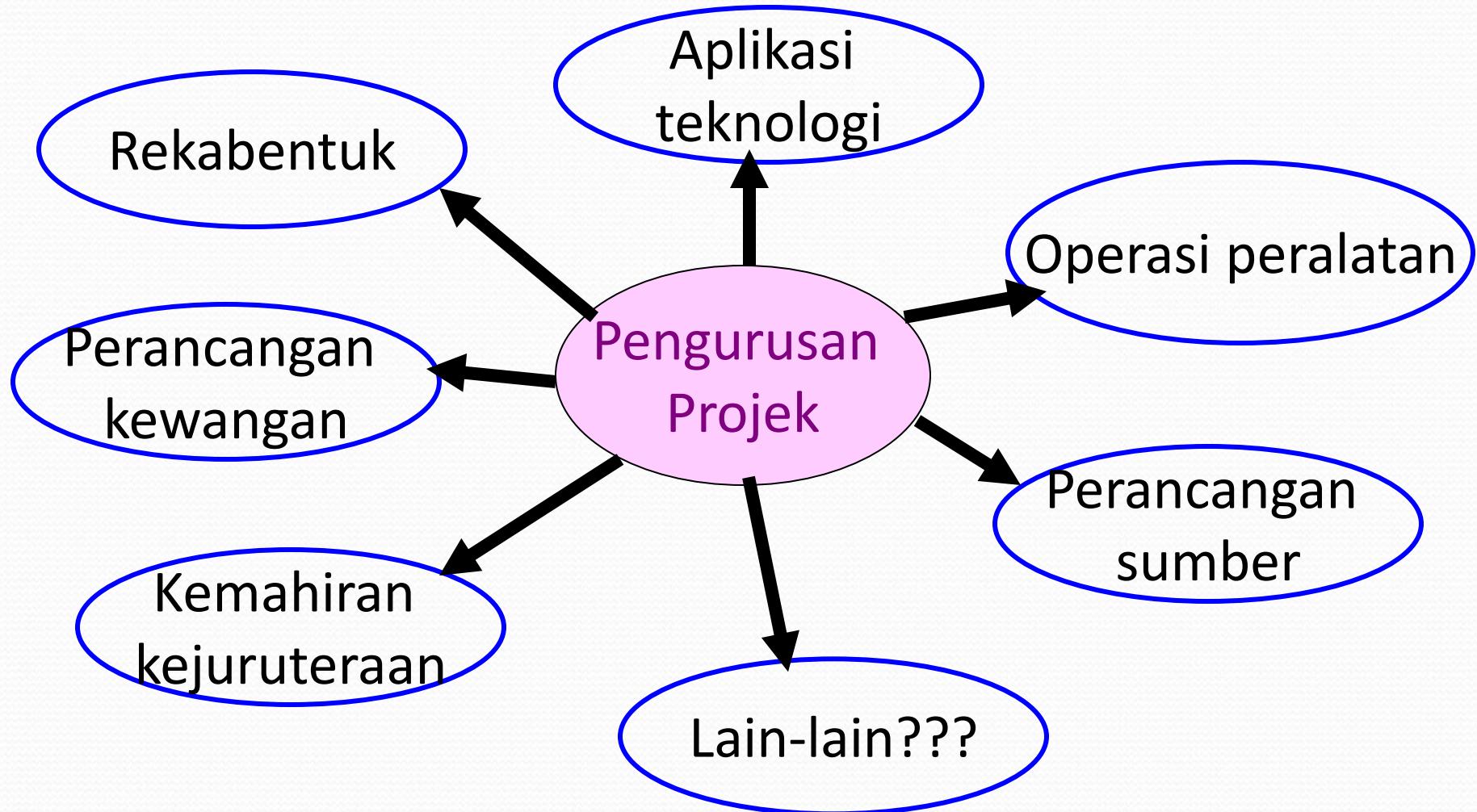
ALAT PENGURUSAN & TEKNIK

kepada aktiviti projek dalam usaha untuk memenuhi keperluan & harapan *stakeholder* daripada sesuatu projek.

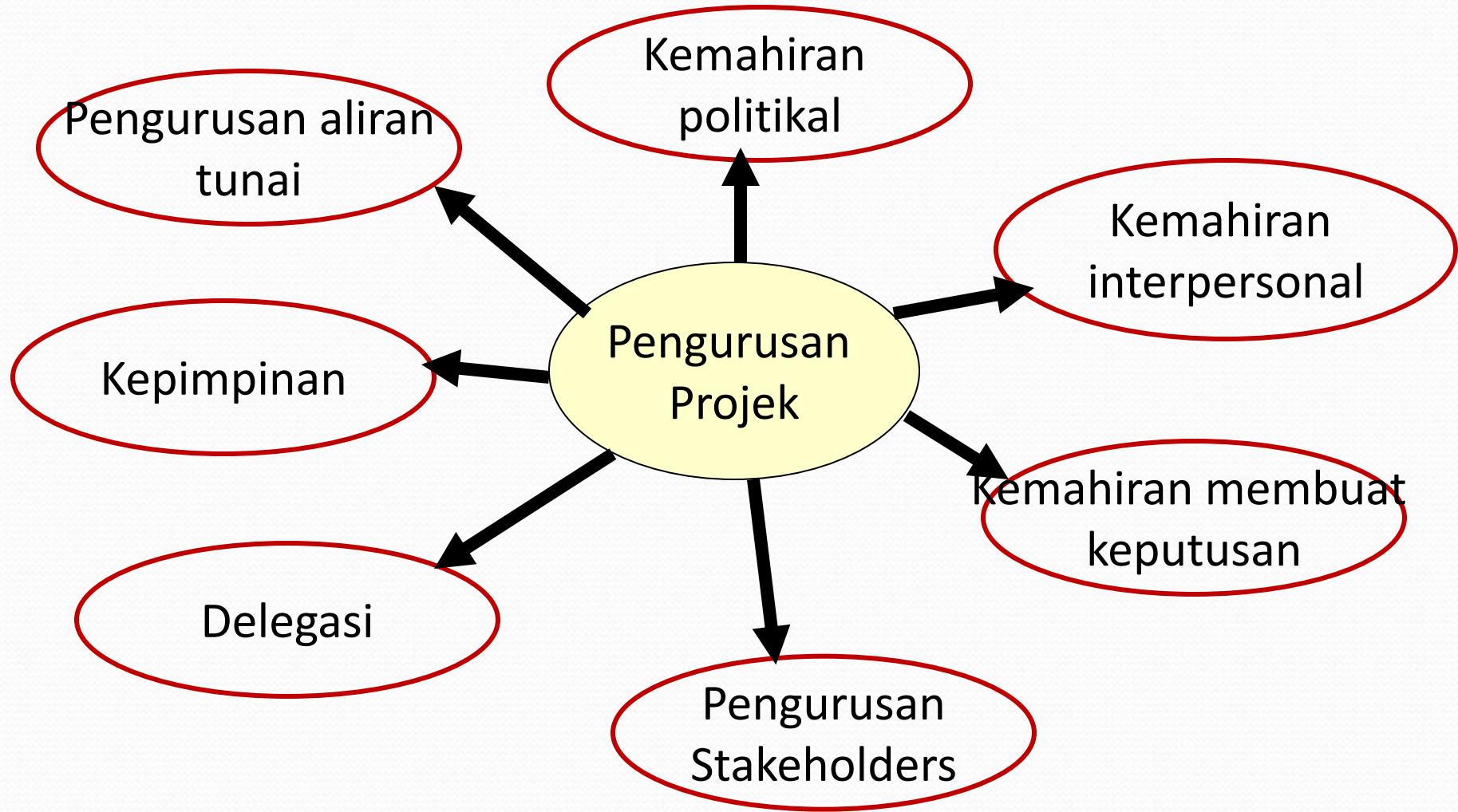
Penggunaan Pengurusan Projek...



The Science of Project Management



The Art of Project Management



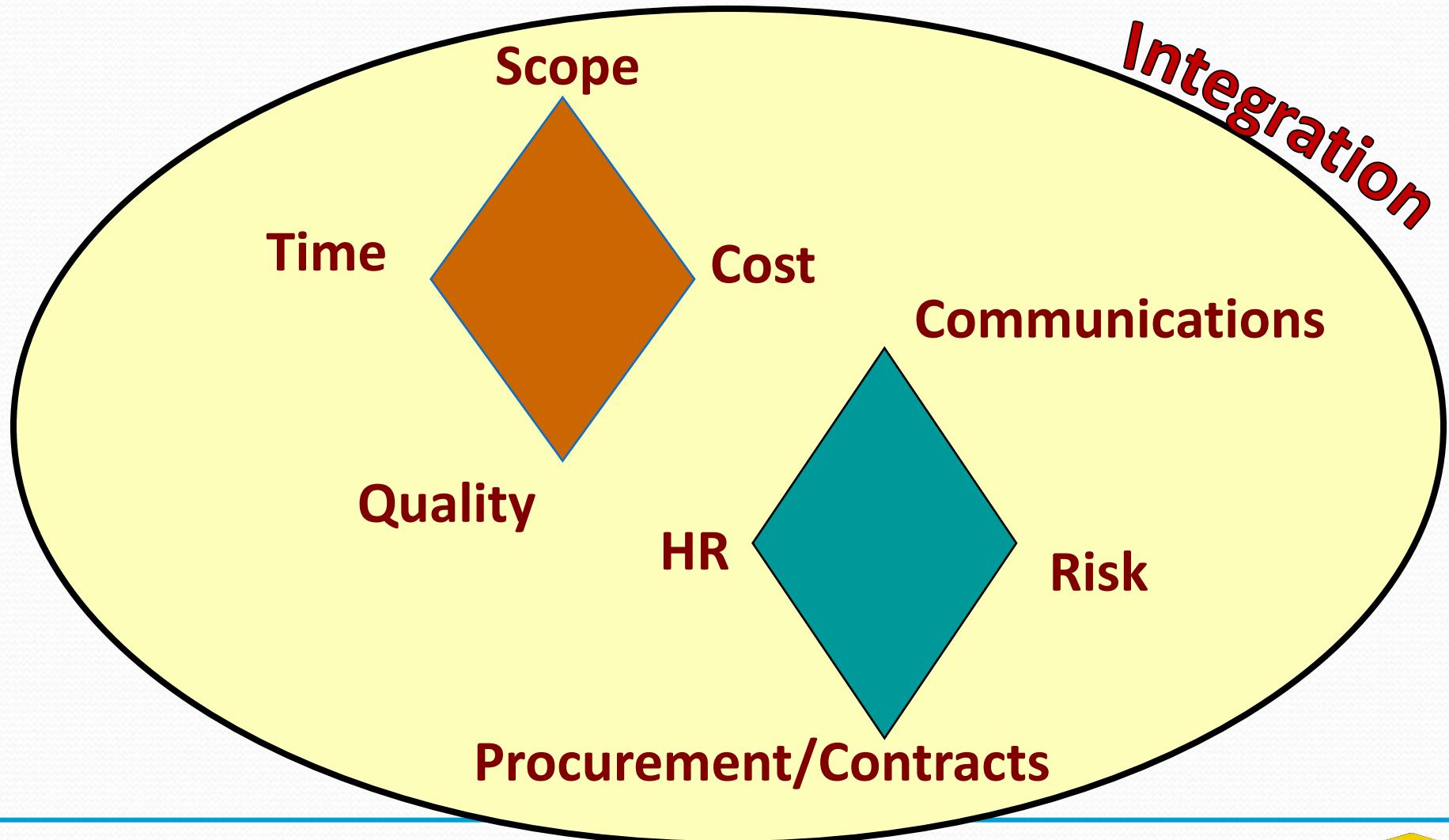
Apa yang patut diurus dalam projek ???

Pengurusan Projek adalah untuk menentukan ...

Keseimbangan dalam **SKOP, JADUAL, SUMBER & KOS**

- **SKOP** merupakan kumpulan kerja yang perlu untuk mencapai objektif projek.
- **JADUAL** menentukan masa dan jadual, termasuk tempoh keseluruhan projek.
- **SUMBER** ialah manusia dan peralatan yang diperlukan untuk melaksanakan aktiviti projek.
- **KOS** projek hendaklah dalam lingkungan bajet yang telah diluluskan.

9 Bidang Pengetahuan dalam Pengurusan Projek



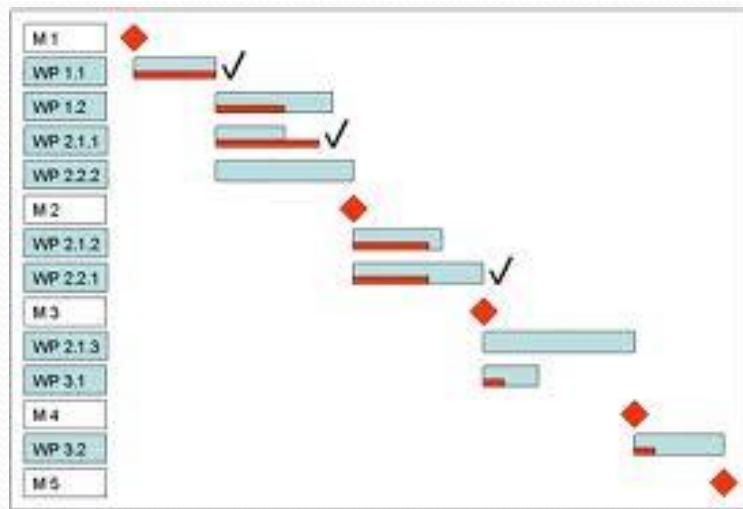
Pengurusan Skop Projek

Memastikan semua skop kerja yang diperlukan siap dengan sempurna



Pengurusan Penjadualan Projek

Memastikan projek disiapkan dalam tempohnya



Pengurusan Kos Projek

Memastikan projek siap dalam lingkungan bajet yang diluluskan



Pengurusan Kualiti Projek

Memastikan projek memenuhi keperluan kualiti seperti yang dipersetujui pada peringkat awal



Pengurusan Risiko Projek

Mengelak atau meminimakan impak daripada aktiviti yang boleh menjelaskan projek



serta mengeksplorasi peluang
yang mungkin wujud

Pengurusan Perolehan Projek

- ❑ Perolehan bermaksud mendapatkan bahan dan/atau perkhidmatan daripada sumber luar Pasukan Projek
- ❑ Ianya termasuk perolehan daripada sumber dalaman (cth: cetakan lukisan dan dokumen tender).
- ❑ Lain-lain istilah perolehan termasuk pembelian dan *outsourcing*.



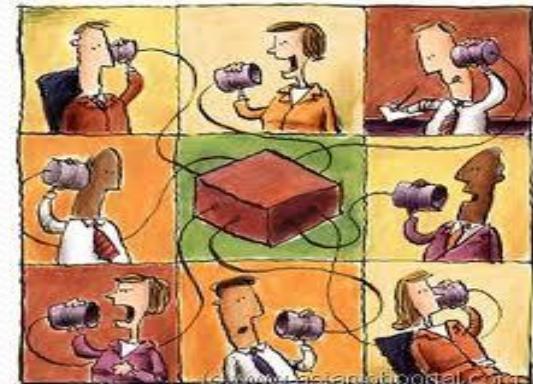
Pengurusan Sumber Manusia Projek

Memastikan penggunaan sumber manusia yang terlibat dengan projek secara berkesan



Pengurusan Komunikasi Projek

Menjana, mengumpul, menyimpan dan
menyebar maklumat projek dalam tempoh yang
ditetapkan kepada *stakeholder* yang sepatutnya



Pengurusan Integrasi Projek

Kumpulan proses yang perlu untuk memastikan kesemua elemen projek diselaraskan



Siapakah Pengurus Projek?

- Individu yang bertanggungjawab untuk merancang, menyelaras/mengawal, memantau dan melapor kemajuan projek daripada peringkat awal projek hingga siap.
- Pengurus Projek yang berjaya mestilah berkebolehan untuk ‘membayangkan’ keseluruhan projek dari mula hingga projek siap. Pengurus Projek juga perlu mempunyai kemampuan untuk memastikan visi projek dicapai.



Saranan Kemahiran Pengurus Projek

Pengurus Projek perlu mempunyai “hard” dan “soft” *skills*.

- ***Hard skills*** termasuklah pengetahuan mengenai produk dan berkebolehan menggunakan peralatan & teknik pengurusan projek...
- ***Soft skills*** termasuklah kebolehan bekerja dengan pelbagai peringkat manusia....

Saranan Kemahiran Pengurus Projek

- **Kemahiran komunikasi:** mendengar, meyakinkan.
- **Kemahiran Organisasi:** merancang, menetapkan pencapaian, menganalisa.
- **Kemahiran Kerja Berpasukan:** empati, memberi motivasi, menggalakkan semangat bekerjasama (*esprit de corps*).





Saranan Kemahiran Pengurus Projek

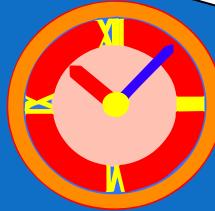
- **Kemahiran Kepimpinan:** Menjadi teladan, menetapkan visi, mengagih kerja, bersikap positif, bertenaga
- **Kemahiran Daya Tahan:** Fleksibel, kreatif, sabar, tidak mudah putus asa
- **Kemahiran Teknologi:** Pengalaman, pengetahuan projek/produk



Definisi Projek Yang Berjaya

Kepuasan
Pelanggan

1. Menepati
Masa



2. Mengikut Bajet



3. Pematuhan Kualiti

Faktor Kejayaan Projek...

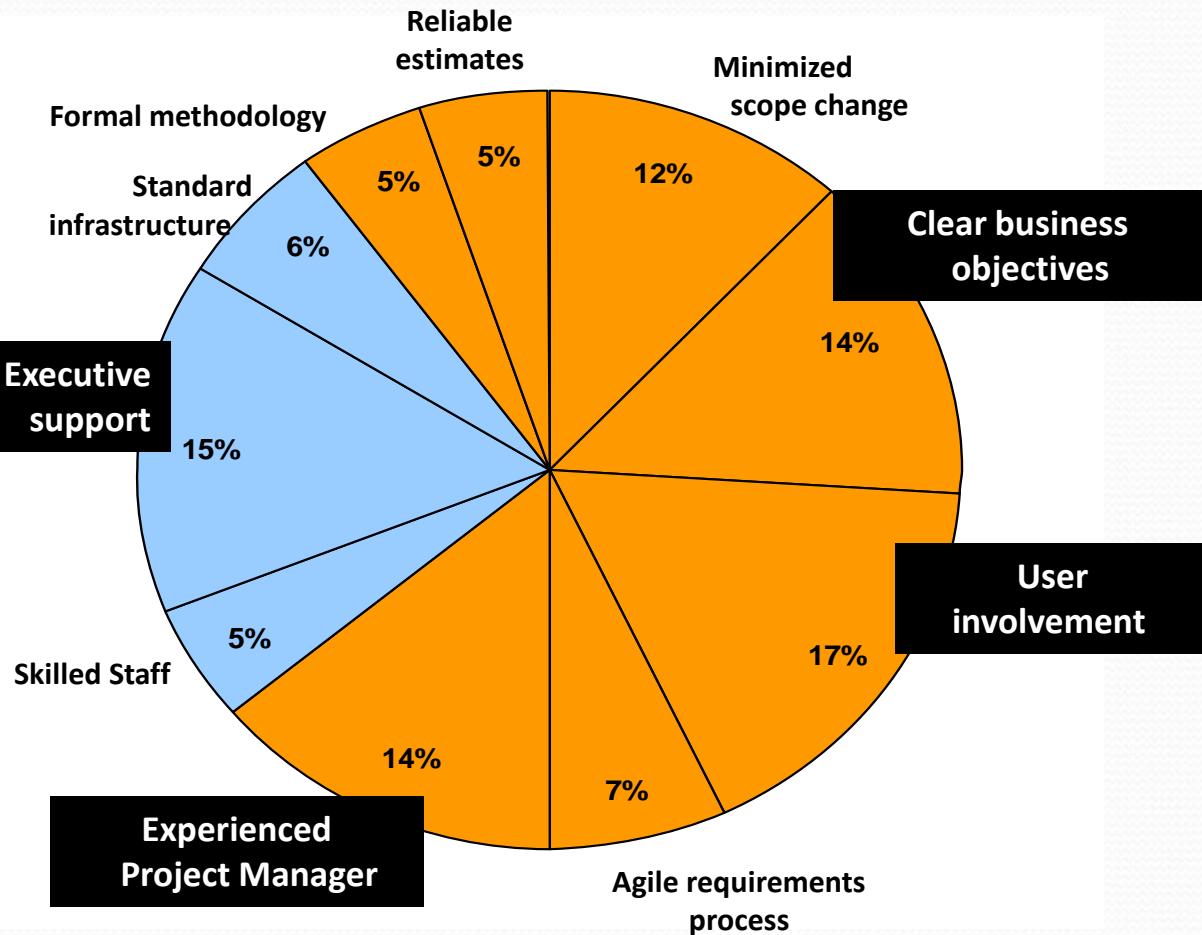
Projek diurus dan dikawal sepanjang tempoh kitar hayat projek.

Projek dikawal melalui proses pengurusan perubahan (*change management processes*) secara terperinci.

Kriteria kejayaan projek dibincangkan dengan jelas, dipersetujui dan pencapaiannya menjadi fokus sepanjang pelaksanaan projek.

Fakta Kejayaan Projek

- Why ?
- What ?
- How ?
- When ?
- Who ?
- Where ?



Source: "Chaos Chronicles, III, 2003". www.standishgroup.com



TERIMA KASIH
Q & A