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INVESTMENT MANAGEMENT CAPACITY FOR IRRIGATION WORKS IN VIETNAM

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ABSTRACT:
The article presents some causes affecting the efficiency of investment project management of irrigation works in Vietnam. Project management includes three main stages: planning and coordinating the implementation. The main content is managing the schedule, time, and costs and monitoring the project work to achieve the goals. In addition, the article also analyzes the crucial factors that determine the success of investment project management of irrigation works, including peripheral environment; project manager; project team members; organization; intrinsic factor; system response.

Keywords: project management, irrigation works, management capacity.

1. INTRODUCTION

Today, thanks to the development of science and technology and the level of technology, the management of investment projects is much better than in the past and in general has brought many positive results. However, managing investment projects to achieve the organization's strategic goals, thereby supporting the implementation of the vision and mission set forth is still a challenge. For example, some irrigation projects were completed on time, within budget, in scope and quality, but the projects failed to fulfill the strategic goals for local governments, including increasing the use of water resources. use public transport and reduce traffic on main roads. According to Shenhar and Holzman (2017), the metro line efficiency report shows that while it is expected to receive one million passengers in the first year of operation, the actual number is less than 60,000. Failure to achieve strategic goals from project investments due to poor project performance is a sore problem for many researchers.

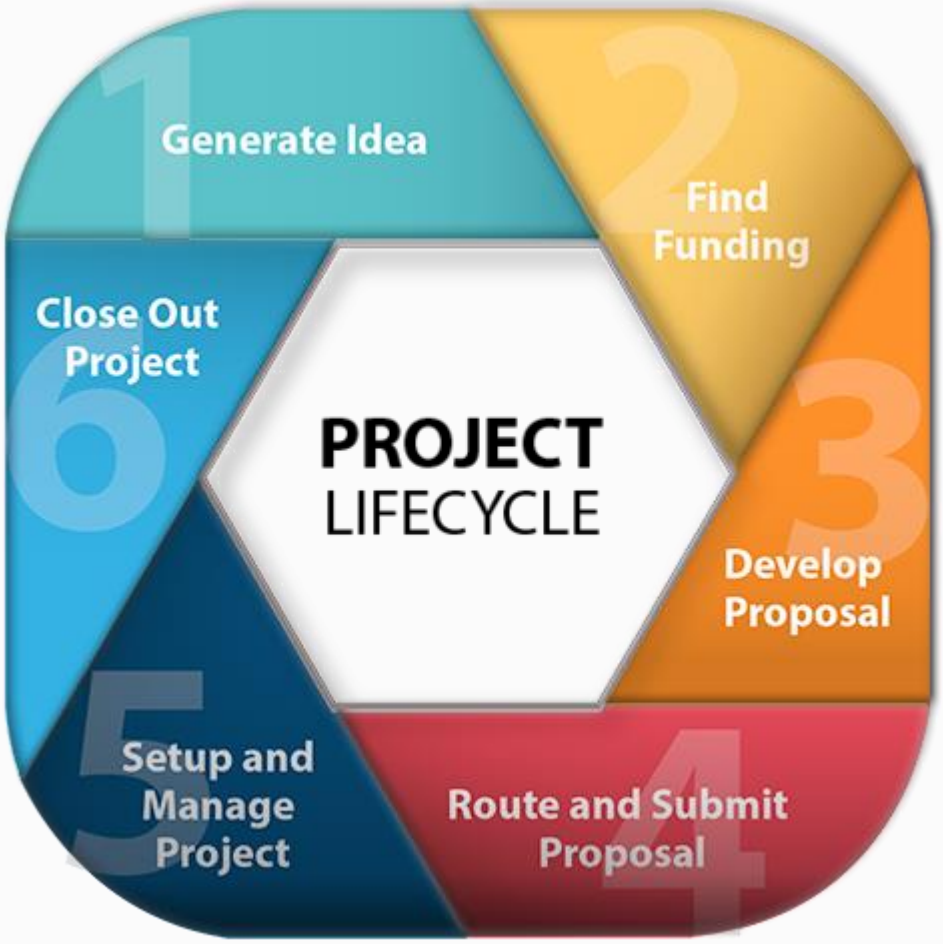
Project management practices have improved in providing an iron triangle measure of scope, cost and time to measure project management completion, but these are much less in terms of project management. meet the desired benefits of the project. This suggests that project sponsors may be missing out on the opportunity to secure benefits from investments to support their strategic organizational goals. Many organizations fail to recognize, measure little, or incorrectly measure how successful a project will be in achieving a proposed goal in the future. The main reasons include: challenges in the difficulty of measuring some of the benefits that arise in the future, lack of supporting planning and tracking tools. However, many studies show that the most critical factor is a lack of personal accountability when implementing project benefits within the organization. Project managers are often not equipped with the project expertise needed to oversee a range of different strategic projects

within the organization. Therefore, responsibility for realizing the benefits of the project must be delegated to another individual in the organization. Recognizing this, ensuring discipline in project management has increased emphasis on managing project benefits (Zwikael, 2016). This emphasis is particularly important given the growing number of larger, complex, inter-organizational and large-scale projects. Failure to benefit from those efforts will result in losses for project sponsors and project managers.

2. Process and factors affecting investment project management

Project management includes 3 main stages, namely: planning, implementation coordination (main content is time schedule and cost management) and monitoring, as shown in Figure 1. .

Figure 1: Project Life Cycle



Project Life Cycle (Source: harrisburg)

In addition, Belassi and Tukel (1996) classified the important factors that determine the success of investment project management of irrigation works, including:

- Peripheral environment, including: economic, political and social environment; technical environment; natural elements; client; competitors; subcontractors.

- Project managers, should have: ability to delegate authority to subordinates; the ability to compromise; ability to cooperate and coordinate; aware of their roles and responsibilities; having ability; commitment to the project.

- Project team members, need to have: basic technical knowledge; communication skills; Ability to solve problem; commitment to the project.

- Organization, need: support from senior management; organizational structure; support of functional managers.

- Internal factors, including: scale and value of the project; project-specific activities; the density of the project; operating cycle; necessity of the project.

- Systemic response, including: customer acceptance and consultation; evaluate the performance of the project contractor (effective in planning and ensuring implementation schedule, effective in cooperation and communication, using effective management skills, monitoring and effective control, effective use of technology); preliminary cost estimates of the project; availability of resources: people, finance, raw materials and facilities.

The identification of the determinants will contribute to a more accurate assessment of the project. The success or failure of investment project management is determined by the determinants and the effectiveness of the factors. Identifying cause-and-effect relationships enhances project performance.

3. Some factors affecting the efficiency of project management of investment projects in irrigation works in Vietnam

Currently, the process of implementing the management of investment projects for the construction of irrigation works in Vietnam still has shortcomings and errors in a number of tasks, specifically:

Incorrect project planning: project planning helps the organization get an overview of the project as well as a general direction. Through planning, predict and prevent risks, estimate costs, schedules and other related issues. However, this work often encounters many errors, especially in the survey, design, project formulation and assessment of the investor's project use needs for consulting units. Inaccurate project planning affects the arrangement of human resources, investment capital for the project as well as the scale of the project, leading to many projects having to be adjusted during construction to suit the actual situation. see off. The preparation of project documents, implementation of administrative procedures and implementation of construction investment by some investors have not yet complied with the provisions of law, not ensuring the legitimacy. In addition, there are still projects that apply inappropriate construction regulations, standards and economic-technical norms, causing waste of investment capital and efficiency in management and use of construction investment capital. limited. Incorrect project planning wastes time in information processing, creates disputes related to obligations and affects the achievement of set goals.

The project implementation phase has many shortcomings: In fact, the project implementation capacity of many investors is still limited, there is no initiative in steps, such as: the implementation of the project plan is not accurate. corpse; failure to ensure the correct progress of the project; loose project environment control; inability to manage support, help provide resources in a timely manner, and resolve issues that arise. In addition, some projects encountered difficulties in making timely decisions about many difficulties in lack of capital, lack of locations, lack of infrastructure to build resettlement areas. Procurement implementation is still limited in transparency, accuracy and timeliness. Some projects in the

bidding process still have the status of arranging for participation in bidding between contractors, many bidding packages have only one contractor participating,...

The monitoring phase is not continuous and accurate: to ensure the quality and progress of the implementation, the project monitoring must take place continuously, keeping abreast of the requirements as well as being aware of the available resources. to take timely corrective and remedial measures. With a large-scale project, a lot of work, the control going into details is often uncertain, taking a long time. Some shortcomings in the current irrigation project monitoring system are most commonly seen such as: lack of inspection and supervision in time schedule management, ensuring plan requirements; failure to monitor costs within the approved budget; or fail to promptly detect unusual situations that arise and propose solutions. In addition, some projects have cumbersome and complicated monitoring systems that lack focus on important changes and weak points in the system. This leads to errors in measuring results, making it difficult to compare reports and suggestions to solve problems. Some irrigation works that are being exploited and used show signs of deterioration due to lack of attention in monitoring works. Many projects lack safety in terms of quality, environment, safety and fire prevention, causing serious damage to people and property. The quality of the works is poor, accompanied by the supervision and maintenance of the works that are not implemented or done in a timely manner.

4. Solutions to improve the efficiency of investment project management of irrigation works in Vietnam

4.1. Planning phase

Clear and accurate project planning is essential in the early stages, thereby, helping to have an intuitive view and orientation of the tasks that need to be done to achieve the goal. In this phase, a variety of activities need to be addressed such as setting goals, estimating resources, developing plans. Therefore, a steering committee for the project should be established with the project owner acting as a member or head of the committee.

A decision also needs to be made as to whether the project outputs will be delivered by an internal team or an external contractor and then the designated project manager or selected contractor. choose. If the project is an internal project, a sponsor should also be assigned to the project. Once the project has a manager, the manager needs to assemble a project team and develop the project plan with the advice and direction of the project owner. This plan will then be submitted to the steering committee for approval by the project owner. Once approved, the project owner needs to identify the intended output users and initial contacts.

Keeping track of the project regularly will help managers easily grasp the progress and arising problems. Besides, with the support of many modern project management software today, it will help to evaluate the overall situation of implementation and work results to come up with solutions and effectively allocate resources. for effective projects.

4.2. Project implementation stage

At this stage, managers need to divide the work, structure the project, and communicate roles and responsibilities to each individual and team. Each position is associated with certain goals and deadlines. This is the stage where communication and

connection is required between the participants, and it is affected by many factors that need to be closely controlled such as resources, time, and costs.

At the same time, this is the stage where the most time is spent on action, so it requires guaranteed performance, maximum savings of resources, and the right direction. To do this, managers need to compare progress reports with the original plan, then take corrective action, throughout the steps that need to be clearly communicated to stakeholders according to the communication method that has been established. unified and optimized.

4.3. Monitoring phase

Project control needs to be done regularly and sometimes a monitoring system needs to be established to focus on identifying important changes, unusual occurrences during project implementation. This process involves comparing actual performance with expected performance in order to take corrective action before a significant difference occurs. The process of control and monitoring is carried out continuously throughout the life of the project. Close and complete project supervision needs to pay attention to issues, such as: overall acceptance records and complete as-built records; in accordance with the actual construction, the final settlement report of the completed investment capital in accordance with regulations; hand over all documents serving the management, operation and maintenance of the work to the unit that owns, operates, manages and uses the work.

In short, at each stage of the project, the project team has different actions, uses different skills, and after completion, there should be reviews and evaluations to determine whether to proceed to the next stage. the next step or going through a revision process is essential. Acceptable results at each stage are the premise for the next stage, demonstrating performance and making up the project life cycle.

CONCLUSION

The reorganization of the mechanism, the completion of the legal and policy framework to improve the efficiency of the management of the irrigation system is seen as a solution to help improve the situation, in the context of the general difficulties of the aquaculture industry. adaptation to climate change and new development requirements. It is necessary to raise the awareness of managers, project operators, beneficiaries/households using water in order to change the habit of assessing the efficiency of water use and distribution by "compassion". of localities and households using water, changing working consciousness depends on standards and regulations of the management mechanism. Activities, policy formulation, investment, management and distribution of water resources must be specified, decentralized, closely monitored and evaluated, with full participation of relevant stakeholders. , policy makers, state management agencies, organizations managing direct exploitation of works, water users towards increasing sustainability and efficiency in irrigation system management and use. water source.

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