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2.1 Development of a project

When a need arises in a community, for example for the supply of electricity or water, the authorities responsible will have to take steps to satisfy that need, usually by the provision of a facility of some kind, such as an electricity generating station or a water treatment plant.

Unless the authorities have sufficient resources of their own to design and construct the required works, they will have to engage help from outside their organisation for this task. The same applies to a private individual wishing to construct a house, or to a private company wishing to obtain a facility, for example, a hotel building or a factory. The authority or private individual or company then takes on the role of 'employer' and his project is to procure or implement the required works or facility.

Procurement is the act of obtaining something, especially by care or effort, so the employer wishes to procure his project, or, in other words, to have his facility constructed or otherwise put into effect.

In this guide, the word 'project' covers all the stages from the initial idea to solve a need (or part of a need) by constructing a given physical asset or facility to the final taking over by the employer of the completed facility, and also, where prescribed, the operation thereafter of the facility to provide a service to the users. This guide, however, only deals with the 'procurement' stages of the project, i.e., up to the award of the contract or contracts for the construction or

implementation. Nevertheless, for an appropriate project strategy to be determined, it is necessary to take into consideration how the works stage shall be dealt with and who will operate the facility when construction is complete.

The employer may be a government, a government agency, a public company, a corporation or a private body, or an individual developer. The project can normally be expected to involve financing, design, manufacture, construction, installation of plant and equipment and, if necessary, operation and maintenance of the completed facility. Some projects may instead involve the decommissioning and demolition of a facility, or perhaps the clean-up of a polluted site, or some other undertaking. The actual physical work will be carried out by the contractor, who may be a single contracting company, or a joint venture or a consortium of contracting companies.

The works required to carry out a project, however small or large, will first need to be defined in outline by the one promoting the project, that is, the employer. Thereafter, the development of a physical project will entail several stages from initial and feasibility studies, through preliminary design to final engineering, before manufacture, construction and installation can be commenced. The extent of the design and level of detail to be specified by the employer will depend on the project strategy that is chosen, but they must anyway be sufficient to enable contractors to give responsive offers to carry out the required works.

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