

4. Roles and Responsibilities in the Post-Implementation Stage

4.1 Introduction

Responsibility for a project does not end with completion of its implementation. Actions must be taken to ensure the sustainability of the project benefits, to prepare completion reports and final financial statements, to assess the performance of the implementation of the project and to evaluate the achievement of objectives and its long-term impacts. Various government agencies continued to have important roles and responsibilities in the post-implementation stage.

4.2 Implementing Agency and Project Office

The implementing agency/project office must ensure that the project is completed as planned, and the works are handed over to the line agency responsible for the operation and maintenance. Principal duties include:

- Carries out final inspection of the completed works before issuing the taking-over certificate and ensuring all defects are corrected before issuing the performance certificate to contractors and suppliers.
- Resolves all outstanding technical and financial issues with contractors and suppliers (e.g. variation orders and claims) and completes the Employer's contractual responsibilities such as approving final payment, return of performance bond etc.
- Submits completion reports to the implementing agency and donor (which may be prepared by the supervision consultant). Prepares a summary completion report if there are separate completion reports for different project components.
- Prepares a final financial statement with the assistance of FCGO project accountant.
- Ensures that the copies of as-built drawings, manuals and spare parts and materials provided by the contractor and supervision consultant are transmitted to concerned line agency.
- Determines maintenance and operations requirements and costs for the completed works and submits these to the concerned line agency.
- Assists the executing agency and other agencies in audits and evaluations (refer below).

4.3 Executing Agency

The executing agency is responsible for the overall management of the project and the achievement of its objectives. Its principal duties in the post-implementation stage include:

- Monitors the completion of the project by reviewing the completion reports and conducting site visits where appropriate.
- Resolves contractual disputes which are above the financial limits authorised to the implementing agency/project office by FAR.
- Carries out a technical audit of the procedures, specifications and costs associated with the design and construction of the works and the completion of the works in conformance with the conditions of contract, drawings and specifications.
- Carries out an ex-post evaluation of the effects and impacts of the completed project to determine if the original objectives are being achieved and if the impacts are as planned (both positive and negative).
- Updates sector and areas plans and programmes based on the ex-post evaluation and incorporate them in its on-going programme.

- Incorporates the requirement for sustainable maintenance and operation of the completed works in the ministry's or department's staffing and budget.
- Carries out performance evaluations of the Project Manager, pay project staff, consultants and contractors and files the information for future reference.

4.4 Auditor General's Office

AGO carries out the final external financial audit of the project account.

4.5 National Planning Commission

NPC reviews the monitoring and evaluation carried out by the executing agency. It reviews the updated plans and programmes of the concerned ministry and department and incorporates them into the on-going planning and development process.

The Technical Audit Branch conducts technical audits to verify the extent to which a project has followed HMG/N rules, regulations and the PWD, following the directives laid down in the Technical Audit Manual as approved by HMG/N.

4.6 Ministry of Finance

MOF reviews and decides upon the budget request by the concerned ministry and department for additional budget for maintenance and operation of the completed works.

4.7 Users' Committees

In projects where users are truly beneficiaries, such as rural water supply or small irrigation or micro hydro schemes, users' committees bear the responsibility of operation and maintenance of the built facilities. The role of executing agency will be limited to overseeing the work of users' committees and to provide technical back-up as required. The users' committees may prescribe charges for the services and maintain and operate a fund therefrom. Users' Committees can obtain technical services training consultants with remuneration up to 3% of work from their own fund if the executing agencies is unable to provide technical back-up.