

7.5 Implementing Agency

7.5.1 General

INC (National Institute of Canalization) annexed to the MINFRA (Ministry of Infrastructure), since August 1999 following the ministerial reformation, however formerly to the MTC (Ministry of Transport and Communication), is proposed as the implementing agency to execute the projects conceived by the feasibility study, at least in the immediate short-term.

The feasibility projects, grouped into two (2) categories of dredging works and channel improvement works, are delineated in the foregone sections 7.3 and 7.4. A similar categorization, however with some modification concerned to the nonstructural measures, will be adopted in determining the relevant responsible sections of INC to undertake the projects of this feasibility study.

7.5.2 Dredging Works

It is noted that despite the problems associated with ensuring the design navigation depth, INC still remains as the only institution having experience in conducting dredging works in the Orinoco river channel. Accordingly it will continue to carry out the similar but improved river channel dredging works as conceived in the feasibility study. Hence, the organization set-up of INC, as far as the conduct of dredging work is concerned, would basically be the same as that exists at present. This section of INC is referred to as the Canal Management Section, which is basically the existing Canal Orinoco Division of INC.

The Canal Management Section will continue to be responsible for river channel dredging operation and the related maintenance works including the conduct of required bathymetric surveys for improved river channel dredging works. It is noted that determining the navigation route involving least quantity of dredging in the river channel is proposed as the nonstructural measure to ensure safe navigation in the river as dealt with in Section 7.3. Accordingly, the Canal Management Section will be responsible for the entire aspects of improved and efficient river channel dredging works.

7.5.3 Channel Improvement Works

The addition of the Project Implementation Unit within the existing Canal Orinoco Division of INC is proposed to be newly established to manage, in overall sense, the execution of the civil and structural works of the project of the feasibility study on river navigation improvement delineated in Section 7.3, other than dredging works.

The Project Implementation Unit (PIU) would utilize external expertise to design and execute the civil work project. Accordingly, Consultant to design, assist in tendering and professional supervision of

construction works would initially be employed by the PIU. Also with tendering of design works a Contractor to carry out the civil construction works will be selected.

Based on the above, the PIU will be responsible for the overall project management including the provision of necessary information and guidance and approval as required for the Consultant, and for quality control, schedule and budget of the project execution based on the professional advice provided by the Consultant. In principle this organizational set-up of PIU will last until the civil construction works are designed and constructed with the assistance of external expertise of Consultant and Contractor organizations.

7.5.4 Organizational Set-up

The total organizational set-up of INC, including the new PIU and the associated Consultant and Contractor system, as the overall institution to manage the execution of the entire projects of river navigation improvement in Orinoco river as conceived by the feasibility study is shown schematically in Fig. 7-5-1.

It is noted that the core of PIU will have a project manager and the relevant administrative staffs as direct employees of INC. Also the PIU will have the necessary means to deal with land acquisition and compensation issues related to the execution of the civil and structural works. The required technical expertise for planning, surveying, designing and construction supervision including environmental management could be provided by the Consultant employed by the PIU.

As evident from Fig. 7-5-1 the supervisory system of INC will remain the same as present. MINFRA will be the direct supervisory institution. PROA of MARN will remain as the coordinating agency. Accordingly the Steering Committee comprising members from all these organizations of MINFRA, MARN/PROA and INC may be established to oversee the execution of the project and hence to ensure its smooth implementation.

It is noted that following the completion of civil construction works and handing over of the constructed facilities by the Contractor to the client (INC/PIU), the function of PIU may be reorganized to that of maintenance of the constructed project facilities.

The required maintenance plan and the relevant training program for the maintenance personnel of INC (PIU) could be provided by the Consultant as a component of the Consultancy service. It is evident that following the completion of construction works, in principle, Consultant and Contractor organizations would no longer be associated with the INC (PIU).

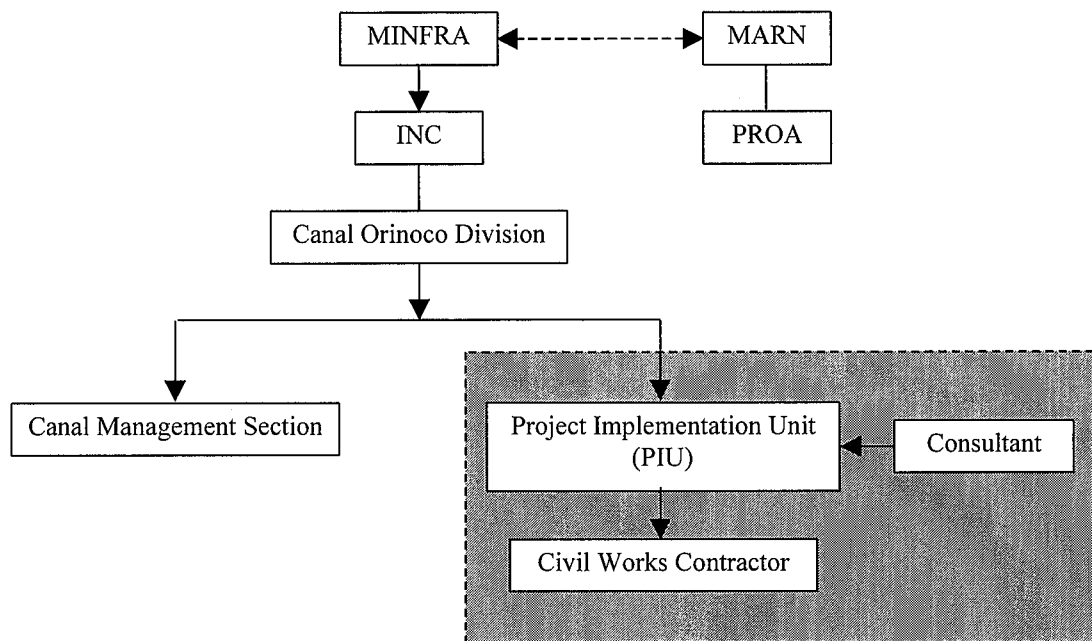



Fig. 7-5-1 Feasibility Project Implementation Organization

Note:  New system for civil works implementation
 MINFRA is the direct supervising ministry of INC.
 PROA of MARN is the coordinating agency of INC.