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PROPOSED PROJECT MANAGEMENT OFFICE (PMO) IN FULFILLING LENDER'S REQUIREMENTS TO ACHIEVE THE TARGET OF CONSTRUCTION WORK

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Abstract

PT PLN (Persero) has a mandate to construct pumped storage hydroelectric power plant project as part of large-scale renewable initiatives, one of which is Upper Cisokan Pumped Storage project. This project was originally targeted to start in early 2022 and be completed by the end of 2025 so that it can support PLN in achieving the target of a new renewable energy mix of 23% in 2025. Considering the enhanced readiness for the project implementation, the World Bank as a lender has agreed to finance this project. However, even though the loan agreement already exists, PLN has not been able to start the construction work because it has not fulfilled the World Bank's requirements at the pre-construction stage, resulting in the delay of the construction work for 9 months. A mixed research design that combines both qualitative and quantitative approaches was conducted. For qualitative analysis, semi-structured interviews to selected respondents were carried out to assess their knowledge and opinions regarding the establishment of a Project Management Office (PMO) as a way to integrate project management processes to achieve the target of construction work. Moreover, quantitative analysis is also carried out to evaluate alternatives of PMO type based on a set of criteria by using the SMART (Simple Multi-Attribute Rating Technique) analysis method. The results demonstrate that a permanent type of PMO with a cross-functional organizational structure should be established that will perform high-level monitoring and influence coordination with relevant parties to achieve project management objectives.

Keywords: New Renewable Energy, Project Management Office, Pumped Storage & World Bank.