

**STRATEGIES TO ENHANCE PERFORMANCE OF  
CONSULTANCY SERVICES OF  
CONSTRUCTION INDUSTRY IN SRI LANKA**

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## ABSTRACT

The aim of the study is enhance performance of consultancy services of Construction Industry, in Sri Lanka. Performance of the consultancy services in construction industry can be reflected through Performance of Construction Project, they serve. Therefore, it is imperative to identify important factors influencing for optimum output of the consultancy services in order to formulate a strategy, to enhance performance of consultancy services in Sri Lanka.

The factors to improve the performance of consultancy services that are identified from literature review are included in the questionnaire. It contains well-structured questionnaire addressing factors affecting the performance of consultancy services in the construction industry by using the Likert Scale squaring system. The questionnaires were distributed to the contractors, clients and consultants during the data collection. Subsequently, data gathered was analyzed to identify significant factors which are mostly affecting the performance of consultants in the construction industry, using Statistical Package for Social Science (SPSS).

During the statistical analysis, the researcher compared the simple arithmetic mean value of each of the six factors referred (Project Management, Cost Management, Quality of work, Time Related, Environment and Other variables) and considered factors greater than 4.0 or equal for further analysis. Accordingly, sub factors related to Time (4.17), Project Management (4.15), Cost Management, (4.0855), Quality of works (4.0793) were considered for calculating of RII Values and validated through expert interviews. Finally, strategies were developed in order to enhance the performance of consultancy services based on guidance obtained through expert interviews. Improving soft skills, conducting training sessions exposing consultants for practical environment are the key strategies identified for factors related to time. Upgrading knowledge in deferent functional, delegating power and authority and establishing a sound communication are the key strategies identified for factors related to project management. Introducing a collaborative computing system with various analytical features and introducing a system to categorize consultants based on an appropriate appraisal system are the key strategies identified for factors related to cost management. Establishing a quality culture in the project, introducing a periodically evaluation system for consultants are the key strategies identified for quality of work related factor.

**Keywords:** *Performance, Consultancy Services, Construction Industry, Sri Lanka.*

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## **LIST OF ABBREVIATIONS**

BSC	- Balanced Scorecard model
CBSL	- Central Bank Annual Report
CESM	- Consultant Evaluation System Manual
CIDA	- Construction Industry Development Authority
CQS	- Consultant Qualification Selection
DCAM	- Division of Capital Asset Management
DOT	- Department of Transportation
DPWS	- Department of Public Work and Services
FIDIC	- International Federation of Consulting Engineers
GDP	- National Gross Domestic Product
HKHA	- Hong Kong Housing Authority
IQSSL	- Institute of Quantity Surveyors Sri Lanka
LCS	- Least Cost Selection
MBNQA	- Malcolm Baldrige National Quality Award
NPASL	- National Procurement Agency of Sri Lanka
PP	- Performance Prism
QBC	- Quality Base Selection
QCBC	- Quality and Cost Based Selection
QS	- Quantity Surveyor
RII	- Relative Important Index
SPSS	- Statistical Package for Social Science
SSS	- Single Source Selection
UNESCO	- United Nations Educational Scientific and Cultural Organization
USCD	- United State Commerce Department
WWW	-World Wide Web