



**UNDERSTANDING AND MITIGATING
PROJECT DELAYS IN DONOR FUNDED ROAD
PROJECTS IN SRI LANKA**

MASTER OF BUSINESS ADMINISTRATION
IN
PROJECT MANAGEMENT

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Abstract

Delays in donor funded road projects have become inevitable, and an endemic problem in Sri Lanka hindering effective use of foreign aid granted for such projects. The aim of this research is to identify the factors causing project delays that are significant and to present the strategies identified and recommendations developed to mitigate the project delays in donor funded projects in Sri Lanka.

The research was approached by setting a frame work on the project management processes. A road map was then developed to identify the major value adding activities in this context. A comprehensive literature survey and semi-structured interviews were carried out with professionals involved in the donor funded projects to identify the causes of delay. Further, 24 projects have been examined for quantitative data on time delays.

The study identified general factors causing delays in donor funded road projects in Sri Lanka contributing to various stages of the projects namely initiation, planning, execution, and monitoring and control. The study revealed an alarming result that, during the execution process, increase in quantities had significant effect on the project time and accounted for about 56% of the delays on the projects examined. The results also indicated that errors and omissions in detail design, changes in specifications and scope, were the most prevalent sources of quantity increase. Further, during the planning process, the procurement of works activities was delayed by 23% mainly due to shortcomings in contract documents and approvals from relevant agencies.

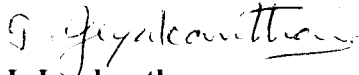
In this context, the developed process model for action to direct the implementation of donor funded road projects recommends, to incorporate design constructability review as the major value adding activity in order to minimize the project delays. A rigorous approach by the executing agency is essential to make the aid more



effective, accountable and transparent. Finally, areas for further research were identified.

Declaration

I hereby declare that the research dissertation entitled "Understanding and mitigating the project delays in donor funded road projects in Sri Lanka" submitted by me in partial fulfillment of the requirements for MBA, is my original work and that it has not previously formed on the basis of any other academic qualification at any institution.


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DEDICATION

Dedicated to

My beloved parents,



Wife and
Daughter Aathana
University of Moratuwa, Sri Lanka.
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ABBREVIATIONS

ADB	Asian Development Bank
CAPC	Cabinet Approved Procurement Committee
CAS	Country Assistance Strategy
DER	Department of External Resources
DFP	Donor Funded Projects
EA	Executing Agency
FIDIC	Fédération International des Ingénieurs-Conseils
GIS	Geological Information Systems
GOSL	Government of Sri Lanka
ICB	International Competitive Bidding
ICTAD	Institute of Construction Training and Development
IESL	Institute of Engineers of Sri Lanka
IFB	Invitation for Bid
JBIC	Japan Bank International Corporation
JICA	Japan International cooperation Agency
NCB	National Competitive Bidding
NPA	National Procurement Agency
PD	Project Director
PMU	Project Management Unit
PSB	Procurement Support Bureau
RDA	Road Development Authority
RSAP	Road Sector Assistance Project
RSDP	Road Sector Development Project
TAARP	Tsunami Affected Areas Rebuilding Project
TEC	Technical Evaluation Committee

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