

INSTITUTIONAL CAPACITY

FOR

PROJECT SUCCESS



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Faculty of Architecture
UNIVERSITY OF MORATUWA.

MSc Dissertation

2009

INSTITUTIONAL CAPACITY FOR PROJECT SUCCESS

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Submitted in Partial Fulfillment of the Requirements of the
Degree of Master of Science
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**A Study Submitted In Partial Fulfillment of the
Requirements of the Degree of Master of Science in Project
Management**

Declaration

I hereby declare that this submission is my own work and that, it contains no material previously published or written by another person nor material which, to a substantial extent, has been accepted for the award of any other degree or diploma of a University or other institution of higher learning, except where an acknowledgement is made in the text.



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I hereby acknowledge that Mr Heelbathdeniya Arachchillage Dayananada has followed the dissertation process set by the Department of Building Economics.

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TABLE OF CONTENTS

Acknowledgement-----	i
Table of contents-----	ii
List of Chapters-----	ii-iii
List of Figures-----	iv
List of Tables-----	v
List of Abbreviation-----	vi
Abstract-----	vii
Chapters-----	01-77
Bibliography-----	78-79
Appendices-----	80-84

1.0 Chapter one Background Information

1.1 Introduction -----	01
1.2 Problem Identification-----	01
1.3 Aim of the Study-----	02
1.4 Study Methodology -----	03
1.5 Limitation of the study -----	04
1.6 Chapter organization -----	05

2.0 Chapter Two Literature review

2.1 Introduction -----	06
2.2 Definition of institutional capacity -----	07-08
2.3 Conceptual frame work -----	09-11
2.4 Institutional Capacities and it's Performance -----	12 -13
2.4 The basic type of institutional capacity -----	13-15
2.5 Selected criteria for assessments -----	15-19
2.6 Summery -----	19



3.0 Chapter three Research Methodology	
3.1 Introduction -----	20
3.2 Research Methodology -----	20 - 25
 4.0 Chapter four -Analysis of selected institution	
4.1 Introduction-----	26
4.2 Urban Development Authority, -----	27 -31
4.3 Road Development Authority-----	31- 36
4.4 Buildings Department-----	36- 40
4.5 Sri Lanka Land Reclamation and Development Corporation ----	40- 46
4.6 Summery -----	46
 5.0 Chapter Five –Case Study Findings	
5.1 Introduction -----	47
5.2 project 1, Preparation of Development Plans-----	48 - 49
5.3Project 2, Beira Lake restoration Project-----	50 - 51
5.4Project 3, Improvement of Maharagama Piliyandala Road-----	51 - 53
5.5Project 4, Upgrading of Dharmashoka Mawatha Kandy -----	53 - 54
5.6 Project 5, Negombo Town development Project-----	54 - 56
5.7oject 6, Ragama Land Development project-----	56 - 58
5.8 Project 7, Construction of International Baddish centre-----	58 - 60
5.9 Project 8, Construction of shopping complex at -----	60 - 61
5.10 case study findings -----	62 - 64
5.11 Result Analysis -----	64 - 66
5.12 Detail Description -----	66 - 70
5.13 Summary -----	70 - 71
 6.0 Chapter Six Conclusions and Recommendations -----	
6.1 Conclusions -----	72 - 73
6.2 Recommendation -----	74 - 77
6.3 Further Research Direction -----	77
 Bibliography -----	78 - 79
Appendix A: Interview Guide -----	80 - 83

List of Figures

Figure 2.1: Institutional Capacity Levels	-----	12
Figure 2.2: Type of Institutional Capacity	-----	13
Figure 3.1: Type of Research Methodology	-----	20
Figure 3.2: Research Methodology	-----	21
Figure 3.3: Institutional capacity Formula	-----	24
Figure 4.1: Organizational Structure of UDA	-----	29
Figure 4.2: Organizational Structure of RDA	-----	34
Figure 4.3: Organizational Structure of Buildings Department	-----	39
Figure 4.4: Organizational Structure of SLLR&DC	-----	43



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List of Tables

Table 4.1: Human Resources Structure of UDA -----	30
Table 4.2: Human Resources Structure of RDA-----	35
Table 4.3: Human Resources Structure of Buildings Department-----	40
Table 4.4: Human Resources Structure of SLLR&DC-----	45
Table 5.1: Case Study Results Analysis -----	65



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List of Abbreviations

ADB	: Asian Development Bank
BD	: Buildings Department
BOM	: Board of Management
BLRP	: Beira Lake Restoration Project
CB	: Capacity Building
CD	: Capacity Development
CIDA	: Canadian International Development Agency
DGM	: Deputy General Manager
ECD	: Evaluation of Capacity Development
IC	: Institutional Capacity
MC	: Municipal Council
NPPD	: National Physical Planning Department
PS	: Pradeshiya Sabha
SLLR&DC	: Sri Lanka Land Reclamation and Development Corporation
RDA	: Road Development Authority
ROW	: Right Of Way
UC	: Urban Council
UDA	: Urban Development Authority
UN	: United Nations
UNDP	: United Nations Development Programme



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ABSTRACT

INSTITUTIONAL CAPACITY FOR PROJECT SUCCESS

The Study on Institutional capacity for project success, explore the concept and it's role in the context of future action programme. The main theme of this dissertation is the capacity assessment, which could provide useful insights for national levels institutions in Sri Lanka. Thus this study propose a general assessment of institutional capacity with the aim developing a common understanding among the institutions about what capacities are required for various forms of future action projects.

Chapter two of this study discuss the concept of institutional capacity, literature review and analyses the various dimensions of capacities that could be worth exploring when institutions assess their own capacities, with the understanding that institutional capacity is not the only factor in deciding policies.

The research methodology used in this study is discussed in details in Chapter three.

Chapter four of this research examined, Urban Development Authority, Road Development Authority, Sri Lanka Land Reclamation & Development Corporation and Buildings Department with respect to existing capacities from project management point of view.

In order to establish that there is an impact on institutional capacity for project success eight completed projects were selected for study and detail discussion were held with the Project Managers who implemented these selected projects. In order to assess the case study findings, an evaluation criteria was worked out, where all the identified institutional factors for project success, were categorized. A weightage was given to the effectiveness of the selected factors. My experiences and results of the evaluation reveals that insufficient attention is paid to the development of human resources, institutional management, National policy, institutional regulatory mechanisms and office culture.

In the final chapter, presents conclusions and recommendations on how to improve the institutional capacities for projects success in the future.