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APPENDIX

1. **Secondary Data Analysis sheets**

2. **The questionnaire used in the survey**

4.3 Summery

According to the findings, 75% of the RDA staff has to travel more than 25km (one-way) to their respective sites. Also 70% of management staff in unsuccessful projects has travelled on their superior's vehicle and 60% of management staff in successful projects has travelled by vehicles provided by beneficiaries. This indicates that RDA staff always has to rely on others vehicle to visit to the site. Even the superior's vehicle has limited run per month it may difficult to manage RDA routing works plus this distance for visits and inspections.

The lack of inspection has a direct effect on successful completion of the project. The 90% of successfully completed projects has site visit at least 'once a week' period where the unsuccessfully completed projects has only 30%. This phenomenon gives that there is a lack of vehicles for the project execution.

It has confirmed with only 10% are agreed upon the dues payments. Even the project is successful or not both beneficiary and management parties are agreed at above percentages. The payment procedure also both beneficiary and management parties have confirmed that it is more lengthily. 50% from the successful projects and 60% from unsuccessful projects has confirmed that their payments get delayed because of the lengthy procedure.

Thickness of the concrete pavement has checked with the core-cutting machines available with the RDA. This situation has delayed the payments by 70% even the projects are successful or not. Increasing of core cutting machines is necessary for continuing the construction works without any disturbances.

The allocations for the unit length construction of the roads are depending upon the site conditions. Unsuccessful projects it has confirmed in more than 2.0 million with 92% and successful projects it will be 90%. The limited budget will restrict the successful completion of the projects.

It can see that while procuring the materials only 12% of successful projects and 55% of unsuccessful projects were effected with the procuring of materials due to liquidity matter. The initial procuring is totally depending on the financial capacity of the beneficiaries. There should be method to provide financial backing to the beneficiaries who are faced with difficulties of procuring.

According to the data analysis it can observe that around 90% of the site staff was receiving the details within two weeks time at successful projects. But also it can observe that only 60% from beneficiaries and 80% from management staff was receiving the latest data within two weeks time.

It was very interesting to observe that 10% of unsuccessful project site staff never receives the meeting minutes. Updating of site staff is very necessary to avoid difficulties at measurements and the payments. Distributing the meeting minutes as quickly as possible will helps to site staff to adjust the construction works accordingly. Therefore, there should be a proper way to communicate with relevant site staff.

According to the data analysis on coordination, 75% from beneficiaries and 60% from management at successful projects have better coordination between with each other where unsuccessful projects rated at around 10%. The good coordination will helps to get to know the difficulties of another party. Hence they can jointly work together to achieve the goals. While unknowing the other party correctly, it will finish with an unsuccessful project.

It can clearly observe that the management parties transportation. Since the management parties have less transportation the beneficiaries are sending their vehicles for inspection and site visits by management parties at successful projects. Therefore the coordination programmes and team building programmes are necessary before the project commences and while the project execution.

5. CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

There is a growing recognition in developing countries of community-based infrastructure procurement and its potential to achieve sustainable development. The advantages of such an approach are that it encourages participative negotiation of activities and speedier implementation, the use of local resources, skills and appropriate technology, and entrepreneurship within communities.

Creating a greater level of beneficiary participation therefore is an important factor on infrastructure development in rural areas. There are many factors that effecting on the smooth execution of community participation. Identifying such restraints or obstacles is necessary for successful completion of a project.

This research has a focus on identifying of factors that effecting on beneficiary participation. The methodology adopted includes a literature review and preliminary interviews with project-directors and donor officials. Based on the factors obtain a questionnaire were designed. The analysis has done according the data collected

As Elizabeth Stock (1996) explains there are many benefits that community can obtain by executing labour-based programmes. Such as cost-effective alternatives, temporary employments, inject cash into the local community, labour-based maintenance system, transfer knowledge to community, environmental advantage, encourage development of local industry.

Qualitative approach is done to explore the research topic. A questionnaire was designed after having preliminary interviews with the Project Director and donor officials and literature review.

The questionnaires were distributed among the RDA officials, Estate managers and other beneficiaries are involved with the project. Data was collected through mailing, e-mailing and interviews.

The secondary data obtained from the project office also analyses to categorize the each and every project was successful or not. Accordingly the collected data was analysed.

According to the findings, 75% of the RDA staff has to travel more than 25km (one-way) to their respective sites. While doing their routing works, this distance is fairly large distance to travel. Also 70% of management staff in unsuccessful projects has travelled on their superior's vehicle and 60% of management staff in successful projects has travelled by vehicles provided by beneficiaries. This indicates that RDA staff always has to rely on others vehicle to visit to the site. Even the superior's vehicle has limited run per month it may difficult to manage RDA routing works plus this distance for visits and inspections.

The lack of inspection has a direct effect on successful completion of the project. The 90% of successfully completed projects has site visit at least 'once a week' period where the unsuccessfully completed projects has only 30%. This phenomenon gives that there is a lack of vehicles for the project execution.

Payment made to the beneficiaries has most of the time get a delay. It has confirmed with only 10% are agreed upon the dues payments. Even the project is successful or not both beneficiary and management parties are agreed at above percentages. The payment procedure also both beneficiary and management parties have confirmed that it is more lengthily and take more time to reimburse the money they have spent. 50% from the successful projects and 60% from unsuccessful projects has confirmed that their payments get delayed because of the lengthy procedure. So it can be concluded that there should be improved or introduce a new procedure for the payments.

Thickness of the concrete pavement has checked with the core-cutting machines available with the RDA. After completing the projects, it has to be confirmed thickness before approving the payments by RDA officials. This situation has delayed the payments by 70% even the projects are successful or not. This may be due to lack of machinery available with RDA. Since the projects executing in 07 Districts in scattered manner, it should have appropriate core-cutting machines for each district to cater the requirements. It can recommend that there should be enough.

The allocations for the unit length construction of the roads are depending upon the site conditions. Unsuccessful projects it has confirmed in more than 2.0 million with 92% and successful projects it will be 90%. The limited budget will restrict the successful completion of the projects. The amount to be rehabilitated also depends on the site conditions. Therefore it has to be more flexible at the estimation stage. Hence it can be recommended that the allocations should be according to the site conditions.

Initially the expenditure should come through beneficiaries and after they can reimburse the amount according to estimations. The initial expenditure will depend on the financial soundness of the beneficiaries. It can see that while procuring the materials only 12% of successful projects and 55% of unsuccessful projects were effected with the procuring of materials due to liquidity matter. And it has effected to the successful completion of the project also. Therefore it can recommend that to improve the initial payment methods.

Information to the site project staff was received from their respective head offices. According to the data analysis it can observe that around 90% of the site staff was receiving the details within two weeks time at successful projects. But also it can observe that only 60% from beneficiaries and 80% from management staff was receiving the latest data within two weeks time. It was very interesting to observe that 10% of unsuccessful project site staff never receives the meeting minutes. There should be a proper way to communicate with relevant site staff.

According to the data analysis on coordination, 75% from beneficiaries and 60% from management at successful projects have better coordination between with each other where unsuccessful projects rated at around 10%. Therefore there was a direct effect on good coordination and successful completion of the project. Therefore it can recommend having a good coordinated programme regularly for the project.

5.2 Recommendations

Based on the findings from the research the following recommendations can derive for future similar projects

The programmes to be organise such a way that, there should be at least 'once a week' site visit by management staff in order to provide necessary technical instructions. Vehicle allocation to be at least 01 for every 07~10 project for RDA regular inspections. The secondary data analysis showed that the payments of successful projects have processed within one months' time. And 90% are agreed that there were delays in the payment procedure. Hence payments to be processed within 15 ~ 30 days for successful completion of a project. Core-cutting machine plays a vital role in this kind of project, therefore it has to provide at least one core cutting machine to each project district. Meeting minutes to be distributed to the site within a weeks' time to update the sites. Allocations to be decided with reference to the site conditions. Fixing a value per kilometre is not recommended. More team building and coordination programmes to be conducted in order to get successful completion of a project. Initial procurements were taking big impact on the successful completion. Therefore it has recommended to provide the initial procurement facility with according to beneficiary financial status.

5.3 Recommendations for Future Research

This research has its own limitation only taking the construction phase of the project. But in actual scenario, the saxophonist also depends on the policy makers at donor, PMU and other higher stake holders level. Therefore it is recommended to have future researches in these areas to evaluate the successful completion of a project.

Also it is recommended to have the same research on other projects executing with beneficiary participation to compare and make general recommendations on beneficiary participatory projects.

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Appendix 01

Time and Cost Over-run Analysis

Prog. Year	Estate	Length (km)		Alloc. (Rs,m)	District	time taken to complete (days)	Total Paid with Retension	Time Over run	Cost Over run
		Prog	Com						
2008	Glen Alpin	1.2	1.2	1.5	Badulla	191	1,434,381.66	517%	-4%
2008	Gowerakellie	3.0	3.0	3.75	Badulla	248	3,750,000.00	527%	0%
2008	Mahawela	2.4	2.4	3	Ratnapura	665	2628607.16	1977%	-12%
2008	Non Periel	6	6.0	7.5	Ratnapura	248	7366520.88	227%	-2%
2008	Pettiagala	0.7	0.7	0.875	Ratnapura	176	818136.46	517%	-6%
2008	Rassagala	2	2.0	2.5	Ratnapura	139	2499377.31	263%	0%
2008	Bogawana	1.5	1.5	1.875	Nuwara Eliya	112	1794700.36	223%	-4%
2008	Bogawanthalawa	1	1.0	1.25	Nuwara Eliya	133	1171205.63	343%	-6%
2008	Campion	4.13	4.1	5.1625	Nuwara Eliya	165	5000879.76	137%	-3%
2008	Fetterasso	1	1.0	1.25	Nuwara Eliya	103	1125562.4	243%	-10%
2008	Kotiyagala	1.5	1.5	1.875	Nuwara Eliya	133	1438020.76	293%	-23%
2008	Lethenty	1	0.5	1.25	Nuwara Eliya	324	1246805.63	1030%	0%
2008	Loinorn	1	1.0	1.25	Nuwara Eliya	46	1243605.63	53%	-1%
2008	Maliboda	5	5.0	6.25	Kegalle	157	5509301.81	23%	-12%
2008	Miyanawita	1	1.0	1.25	Kegalle	284	1216623.11	847%	-3%
2008	Norwood	1	0.5	1.25	Nuwara Eliya	125	1060058.4	367%	-15%
2008	Poyston	0.87	0.9	1.0875	Nuwara Eliya	133	1083251.2	353%	0%
2008	Wanaraja	1	0.5	1.25	Nuwara Eliya	263	936095.64	827%	-25%
2008	Elkaduwa	2	2.0	2.5	Matale	343	1121811.75	943%	-55%
2008	Hunugalla	1	0.5	1.25	Matale	343	953136	1093%	-24%
2008	Ratwatta	1	0.5	1.25	Matale	343	533002.5	1093%	-57%
2008	Dunsinane	2	2.0	2.5	Nuwara Eliya	91	2407286.03	103%	-4%
2008	Fernlands	2	2.0	2.5	Nuwara Eliya	21	2383172.9	-130%	-5%
2008	Meddecombra	1	1.0	1.25	Nuwara Eliya	49	1229499.8	63%	-2%
2008	Nayapane	0.5	0.5	0.625	Kandy	326	608315	1037%	-3%
2008	New Peacock	0.5	0.5	0.625	Kandy	326	590491	1037%	-6%
2008	Sheen	1	1.0	1.25	Nuwara Eliya	156	1217936.06	420%	-3%

2008	Dammeria A	2.0	2.0	2.5	Badulla	105	2,418,935.06	150%	-3%
2008	Dammeria B	2.0	2.0	2.5	Badulla	82	2,486,308.69	73%	-1%
2008	Hapugast.Rub	2	2.0	2.5	Ratnapura	97	2500000	123%	0%
2008	Hapugast.Tea	1	1.0	1.25	Ratnapura	119	1229412.88	297%	-2%
2008	Hatherleigh	1	1.0	1.25	Ratnapura	103	1122998.14	243%	-10%
2008	Madampe	2	2.0	2.5	Ratnapura	37	2489036.07	-77%	0%
2008	Springwood	2	2.0	2.5	Ratnapura	184	2500000	413%	0%
2008	Barcaple	2	1.0	2.5	Kandy	124	1355440.05	313%	-46%
2008	Endana	3	3.0	3.75	Ratnapura	136	3570548.92	153%	-5%
2008	Haupe	3	3.0	3.75	Ratnapura	124	3246675.97	113%	-13%
2008	Hunuwella	3	3.0	3.75	Ratnapura	124	3164837.44	113%	-16%
2008	Imbulpitiya	2	1.5	2.5	Kandy	98	1587646.56	177%	-36%
2008	Queensberry	2	2.0	2.5	Nuwara Eliya	121	2248356.83	203%	-10%
2008	Ambadeniya	1	1.0	1.25	Kegalle	111	1211436.18	270%	-3%
2008	Atale	1	1.0	1.25	Kegalle	239	1071894.07	697%	-14%
2008	Doteloya	2	2.0	2.5	Kegalle	90	2416786.02	100%	-3%
2008	Eadella	1	1.0	1.25	Kurunegala	367	1250000	1123%	0%
2008	Annfield	2	2.0	2.5	Nuwara Eliya	35	1767909.58	-83%	-29%
2008	Battalgalla	1	1.0	1.25	Nuwara Eliya	80	1146237.2	167%	-8%
2008	Blinkbonnie	1	1.0	1.25	Nuwara Eliya	35	1232584.2	17%	-1%
2008	Dewalakande	3	3.0	3.75	Kegalle	39	3709207.85	-170%	-1%
2008	Ederapola	2	1.0	2.5	Kegalle	20	1224858.39	-33%	-51%
2008	Edinburgh	1	0.0	1.25	Nuwara Eliya	0	0	0%	-100%
2008	Fordyce	1	1.0	1.25	Nuwara Eliya	128	1191902.37	327%	-5%
2008	Glassaugh	2	1.5	2.5	Nuwara Eliya	27	1295937.14	-60%	-48%
2008	Halgolla	2	2.0	2.5	Kegalle	140	2388331.66	267%	-4%
2008	Ingestre	2	2.0	2.5	Nuwara Eliya	128	2464407.05	227%	-1%
2008	Invery	1	1.0	1.25	Nuwara Eliya	84	851552.2	180%	-32%
2008	Kalupahana	2	2.0	2.5	Kegalle	115	2486819.73	183%	-1%
2008	Kelani	2	2.0	2.5	Kegalle	122	1247641.86	207%	-50%
2008	Kiriporuwa	2	2.0	2.5	Kegalle	108	2350812.2	160%	-6%
2008	Lavant	1	1.0	1.25	Kegalle	99	1243449.39	230%	-1%
2008	Nuwara Eliya	1	1.0	1.25	Nuwara Eliya	115	1220290.86	283%	-2%
2008	Oliphant	2	2.0	2.5	Nuwara Eliya	128	1765552.77	227%	-29%
2008	Panawatte	2	2.0	2.5	Kegalle	107	2498036.25	157%	0%

2008	Pedro	2.5	2.5	3.125	Nuwara Eliya	134	2868375.78	197%	-8%
2008	Robgill	1	1.0	1.25	Nuwara Eliya	128	1249607.2	327%	0%
2008	Tillyrie	1	1.0	1.25	Nuwara Eliya	68	1232052.45	127%	-1%
2008	Uda Radella	1.5	1.5	1.875	Nuwara Eliya	121	1665801.23	253%	-11%
2008	Urumewella	2	2.0	2.5	Kegalle	107	2434719.46	157%	-3%
2008	We Oya	2	2.0	2.5	Kegalle	115	2439487.44	183%	-2%
2008	Craigie Lie	1	1.0	1.25	Kaluthara	148	1124889.48	393%	-10%
2008	Drayton	1	1.0	1.25	Nuwara Eliya	151	1249877.2	403%	0%
2008	Eduragala	1	1.0	1.25	Kaluthara	129	1112584.16	330%	-11%
2008	Mayfield	1	1.0	1.25	Nuwara Eliya	129	1124799.48	330%	-10%
2008	Millawe	1	1.0	1.25	Kaluthara	108	1236493.83	260%	-1%
2008	Payagala	1	1.0	1.25	Kaluthara	191	1240517.56	537%	-1%
2008	Sorana	1	1.0	1.25	Kaluthara	198	1112783.2	560%	-11%
2008	Kew	2	2.0	2.5	Nuwara Eliya	281	2051201.67	737%	-18%
2008	Brownlow	0.5	0.5	0.625	Nuwara Eliya	146	558029.12	437%	-11%
2008	Ferham	0.5	0.5	0.625	Nuwara Eliya	342	606829	1090%	-3%
2008	Glentilt	1	1.0	1.25	Nuwara Eliya	315	1030799.01	950%	-18%
2008	Hapugastenne	0.5	0.5	0.625	Nuwara Eliya	448	465587.87	1443%	-26%
2008	Laxapana	1	1.0	1.25	Nuwara Eliya	173	1098577.6	477%	-12%
2008	Mocha	1	1.0	1.25	Nuwara Eliya	448	770230.98	1393%	-38%
2008	Moray	1	1.0	1.25	Nuwara Eliya	370	914891.88	1133%	-27%
2008	Mousakelle	1	1.0	1.25	Nuwara Eliya	146	1100116.6	387%	-12%
2008	St. Clair	1	1.0	1.25	Nuwara Eliya	448	927153.45	1393%	-26%
2008	Strathspey	1	1.0	1.25	Nuwara Eliya	448	1122881.07	1393%	-10%
2008	Talawakelle	1	1.0	1.25	Nuwara Eliya	235	1249927.5	683%	0%
2008	Troup	0.5	0.5	0.625	Nuwara Eliya	191	624878.76	587%	0%
2008	Beverly	0.5	0.5	0.625	Matara	442	624188.96	1423%	0%
2008	Liddesdale	1	1.0	1.25	Nuwara Eliya	442	1033207.5	1373%	-17%
2008	Mahacoodugalla	2	2.0	2.5	Nuwara Eliya	442	2035282.4	1273%	-19%
2008	Maturata	0.75	0.8	0.9375	Nuwara Eliya	263	888597.86	797%	-5%
2008	St.lenards	0.75	0.5	0.9375	Nuwara Eliya	442	434668.8	1423%	-54%
2008	Baddegama	1	1.0	1.25	Galle	173	1116050.32	477%	-11%
2008	Citrus	1	1.0	1.25	Galle	181	965091.62	503%	-23%
2008	Eladuwa	2.6	2.6	3.25	Kaluthara	64	3240237.3	-47%	0%
2008	1 Beaumont(M) 6.0km ~ 7.2kn	1.2	1.2	1.8	Kandy	292	1334208.3	853%	-26%
2008	2 Beaumont(M) 0+000 ~ 0+05	0.52	0.5	1.25	Kandy	548	1096045.47	1775%	-12%

2008	3 Kaloogala(M) 0+052 ~2+200	1.7	1.7	2.23	Kandy	126	2740438.64	250%	23%
2008	4 Delta (M) 2+200 ~ 3+500	1.3	1.3	3.48	Kandy	398	2936874.35	1197%	-16%
2008	5 Delta (M) 3+500 ~ 4+000	0.5	0.5	0.75	Kandy	134	340078.69	397%	-55%
2008	6 Delta (M) 4+000 ~ 4+500	0.5	0.5	0.75	Kandy	92	315000	257%	-58%
2008	7 Delta(M) 4+500 - 5+000	0.5	0.5	0.75	Kandy	234	705509.93	730%	-6%
2008	8 Delta(M) 5+000 - 5+400	0.5	0.5	0.6	Kandy	101	600000	287%	0%
2008	8 Delta(M) 5+400 - 7+200	1.8	1.8	2.7	Kandy	115	2072416.28	203%	-23%
2008	9 Giragama Ambahara(M)	6	6.0	9	Kandy	385	8146770.04	683%	-9%
2008	10 Giragama(M)Gonadiga	4.87	4.9	9.244	Kandy	119	8381527.16	-90%	-9%
2008	Beaumont	1	0.0	1.25	Kandy	0	0	0%	-100%
2008	Giragama	1	1.0	1.25	Kandy	244	1045715.12	713%	-16%
2008	Ehaliyagoda	2	2.0	2.5	Ratnapura	447	2250000	1290%	-10%
2008	Halpe	7	7.0	8.75	Colombo	266	8447877.19	187%	-3%
2008	Helboda	2	2.0	2.5	Kandy	55	2434995.34	-17%	-3%
2008	Kalugala	2	2.0	2.5	Kandy	259	2219123.52	663%	-11%
2008	Keeragala	3	3.0	3.75	Ratnapura	287	3357776.9	657%	-10%
2008	Mooloya	2	1.0	2.5	Nuwara Eliya	411	845021.77	1270%	-66%
2008	Rothschild	6.8	4.0	8.5	Nuwara Eliya	272	5000000	507%	-41%
2008	Siriniwasa	3	3.0	3.75	Colombo	198	3135748.89	360%	-16%
2008	x Ayre	3.8	3.8	4.75	Colombo	253	4410810.08	463%	-7%
2008	Blairmond	2	2.0	2.5	Nuwara Eliya	314	2281074.3	847%	-9%
2008	Concordia	2	2.0	2.5	Nuwara Eliya	98	2500000	127%	0%
2008	Park	2	2.0	2.5	Nuwara Eliya	212	2256624.86	507%	-10%
2008	Abbostsleigh	4	4.0	5	Nuwara Eliya	259	5000000	463%	0%
2008	Carolina (5.0)	4.5	5.0	5.625	Nuwara Eliya	216	4163890.52	220%	-26%
2008	Homadola	10	10.0	12.5	Galle	160	12488582.34	-467%	0%
2008	Kenilworth	3	3.0	3.75	Nuwara Eliya	286	3348955.44	653%	-11%
2008	Vellaioya	5	5.0	6.25	Nuwara Eliya	178	6216078.64	93%	-1%
2008	Wigton (5.0)	2	2.0	2.5	Nuwara Eliya	289	2989478.66	763%	20%
2009	Albion	1	1.0	1.25	Nuwara Eliya	169	1224262	463%	-2%
2009	Balmoral	1	1.0	1.25	Nuwara Eliya	147	1249926.26	390%	0%
2009	Haputale	2.0	2.0	2.5	Badulla	75	2,500,000.00	50%	0%
2009	Glasgow	1	1.0	1.25	Nuwara Eliya	169	1245835.26	463%	0%
2009	Mattuwagalla	2	2.0	2.5	Ratnapura	74	2502134.56	47%	0%

2009	Rumbukkande	2.8	2.8	3.5	Ratnapura	84	2914766.35	0%	-17%
2009	Hapugast.Tea	1	0.0	1.25	Ratnapura	146	1026380.68	487%	-18%
2009	Hatherleigh	1	0.0	1.25	Ratnapura	84	1114014.95	280%	-11%
2009	Madampe	1	1.0	1.25	Ratnapura	374	1075453.31	1147%	-14%
2009	Springwood	1	0.0	1.25	Ratnapura	257	851098.42	857%	-32%
2009	Ederapola	1	1.0	1.25	Kegalle	120	1240164.22	300%	-1%
2009	Halgolla	2	2.0	2.5	Kegalle	125	2448236.16	217%	-2%
2009	Panawatte	1	1.0	1.25	Kegalle	127	1224752.27	323%	-2%
2009	Robgill	1	0.0	1.25	Nuwara Eliya	114	1249752.2	380%	0%
2009	Uda Radella	1	1.0	1.25	Nuwara Eliya	0	1249786	-100%	0%
2009	Delkith	1	1.0	1.25	Kaluthara	101	1118658.92	237%	-11%
2009	Mount Vernon	1	1.0	1.25	Nuwara Eliya	128	991666.98	327%	-21%
2009	Usk Valley	1	1.0	1.25	Kaluthara	172	1242954.36	473%	-1%
2009	Vogan	1	1.0	1.25	Kaluthara	134	1124140.91	347%	-10%
2009	Yuilifield	1	1.0	1.25	Nuwara Eliya	218	1074736.98	627%	-14%
2009	Kerkoswald(1.0)	1	0.0	1.25	Nuwara Eliya	0	0	0%	-100%
2009	Ferham	1	1.0	1.25	Nuwara Eliya	34	1249786	13%	0%
2009	Glentilt	1	1.0	1.25	Nuwara Eliya	448	1124315.04	1393%	-10%
2009	Hapugastenne	0.5	0.0	0.625	Nuwara Eliya	86	516600.43	287%	-17%
2009	Koslanda	4.0	3.0	5	Badulla	87	3,808,249.52	-10%	-24%
2009	Laxapana	0.5	0.0	0.625	Nuwara Eliya	86	534960.43	287%	-14%
2009	Mocha	1	0.0	1.25	Nuwara Eliya	86	0	287%	-100%
2009	Moray	0.5	0.0	0.625	Nuwara Eliya	86	545940.43	287%	-13%
2009	Poonagalla	1.0	1.0	1.25	Badulla	27	1,107,032.09	-10%	-11%
2009	Elston	1	0.0	1.25	Ratnapura	75	1133295.87	250%	-9%
2009	Penrith	1.5	1.5	1.875	Colombo	69	1847484.65	80%	-1%
2009	Sogama	1	1.0	1.25	Kandy	170	1046909.21	467%	-16%
2009	Sunderland	1.5	1.5	1.875	Ratnapura	141	1638795.55	320%	-13%
2009	Blairlomond	1	0.0	1.25	Nuwara Eliya	0	0	0%	-100%
2009	Concordia	1	1.0	1.25	Nuwara Eliya	0	1248663.78	-100%	0%
2009	Park	1	1.0	1.25	Nuwara Eliya	0	1245702.5	-100%	0%
2009	Shanon	3	0.0	3.75	Nuwara Eliya	272	2104736.9	907%	-44%
2010	Haputale	2.0	2.0	2.5	Badulla	58	2,637,574.00	-7%	6%
2010	Waverly	1	1.0	1.25	Nuwara Eliya	56	802869.23	87%	-36%
2010	Millawitiya	2.5	2.5	3.125	Ratnapura	36	3123156.28	-130%	0%

2010	Elpitiya	5	5.0	6.25	Galle	21	6271583.49	-430%	0%
2010	Bentota	5	5.0	6.25	Galle	36	6119026.63	-380%	-2%
2008	Bentota	2	0.0	2.5	Galle	0	0	0%	-100%
2008	Lelwala	2	0.0	2.5	Galle	0	0	0%	-100%
2010	Nayapane	3	3.0	3.75	Nuwara Eliya	41	3749587.5	-163%	0%
2010	Dunsinane	5	5.0	6.25	Nuwara Eliya	24	6483119.77	-420%	4%
2010	Sheen	2	2.0	2.5	Nuwara Eliya	85	2543791.62	83%	2%
2010	Fernlands	5	5.0	6.25	Nuwara Eliya	39	6475687.75	-370%	4%
2010	Medacombra	1	1.0	1.25	Nuwara Eliya	48	1344653.11	60%	8%
2010	Newpeacock	3	3.0	3.75	Nuwara Eliya	51	3587418.8	-130%	-4%
2008	Talgaswela	2	2.0	2.5	Galle	0	2592919.71	-200%	4%
2010	Galeboda	1	1.0	1.25	Ratnapura	0	1250000	-100%	0%
2010	Madampe	1	1.0	1.25	Ratnapura	0	1108785.87	-100%	-11%
2008	Poronuwa	3	1.0	3.75	Ratnapura	64	1289671.62	113%	-66%
2008	Westhall	2	1.0	2.5	Kandy	42	1760465	40%	-30%
2010	Yataderiya	2	2.0	2.5	Kegalle	0	2469795.12	-200%	-1%
2010	Ambadeniya	1	1.0	1.25	Kegalle	0	1246830.3	-100%	0%
2010	Atale	2	2.0	2.5	Kegalle	0	2404088.76	-200%	-4%
2010	Nuwara Eliya	1	1.0	1.25	Nuwara Eliya	79	1296425.05	163%	4%
2010	We Oya	1	1.0	1.25	Kegalle	35	1158782.23	17%	-7%
2010	Kelani	1	1.0	1.25	Kegalle	35	1083040.41	17%	-13%
2010	Lavant	1	1.0	1.25	Kegalle	27	1067585.16	-10%	-15%
2010	Ederapola	1	1.0	1.25	Kegalle	35	1197938.4	17%	-4%
2010	Panawatte	1	1.0	1.25	Kegalle	30	1080442.29	0%	-14%
2010	Kiriporuwa	2	2.0	2.5	Kegalle	30	2320549.9	-100%	-7%
2010	Ganapalla	1	1.0	1.25	Kegalle	111	1096026.65	270%	-12%
2010	Urumewella	1	1.0	1.25	Kegalle	0	1164226.77	-100%	-7%
2010	Dewalakande	1	1.0	1.25	Kegalle	36	1139160.92	20%	-9%
2010	Kalupahana	1	1.0	1.25	Kegalle	35	1168788.43	17%	-6%
2010	Gikiyana Kande	1	1.0	1.25	Kaluthara	52	1249810.48	73%	0%
2010	Crystlersfarm	1	0.0	1.25	Nuwara Eliya	0	0	0%	-100%
2010	Poonagala	3.0	3.0	3.75	Badulla	87	3,442,850.46	-10%	-8%
2010	Craig	0.5	0.5	0.625	Badulla	87	563,454.00	240%	-10%
2010	Mussakelle	0.5	0.5	0.625	Nuwara Eliya	87	520821.9	240%	-17%
2010	Brownlow	0.5	0.5	0.625	Nuwara Eliya	118	529551.81	343%	-15%

2010	Ferham	1	1.0	1.25	Nuwara Eliya	87	1066963.87	190%	-15%
2010	Andapa	1	0.5	1.25	Matara	95	783559.81	267%	-37%
2010	Lankaberiya	2	2.0	2.5	Ratnapura	95	2037689.56	117%	-18%
2010	Eladuwa	2	2.0	2.5	Kaluthara	0	2374970.64	-200%	-5%
2010	Baddegama	1	1.0	1.25	Galle	0	1250000	-100%	0%
2010	Akurasssa	1	1.0	1.25	Matara	127	749392.62	323%	-40%
2010	Hulandawa (1.0)	1	0.0	1.25	Matara	0	0	0%	-100%
2010	Halpe	1	1.0	1.25	Colombo	52	1205214.19	73%	-4%
2010	Helboda	10	10.0	12.5	Nuwara Eliya	83	10973272.55	-723%	-12%
2010	Rothschild	4	3.0	5	Kandy	40	3079279.65	-167%	-38%
2010	Bearwell	2	2.0	2.5	Nuwara Eliya	42	2204976.28	-60%	-12%
2010	Clarenden	3	3.0	3.75	Nuwara Eliya	66	3372336.07	-80%	-10%
2010	Dessfort	5	1.0	6.25	Nuwara Eliya	65	1788342.98	117%	-71%
2010	Logie	2	0.0	2.5	Nuwara Eliya	0	0	0%	-100%
2010	Somerset	3	3.0	3.75	Nuwara Eliya	31	3356317.76	-197%	-10%
2010	Greatwestern	1	1.0	1.25	Nuwara Eliya	0	0	-100%	-100%
2010	Watagoda	2	0.0	2.5	Nuwara Eliya	0	0	0%	-100%
2010	Palmerston	3	3.0	3.75	Nuwara Eliya	42	3302010.07	-160%	-12%
2010	Concordia	2	2.0	2.5	Nuwara Eliya	49	2497020.01	-37%	0%
2010	Cortlodge	1	1.0	1.25	Nuwara Eliya	61	1295739.5	103%	4%
2010	Park	1	1.0	1.25	Nuwara Eliya	16	1294087.51	-47%	4%
2010	Homadola	8	5.0	10	Galle	30	6124073.54	-400%	-39%
2010	Dickoya (4.0)	0.5	0.5	0.625	Nuwara Eliya	0	559147.1	-50%	-11%
2008	Strathdon (3)	1	1.0	1.25	Nuwara Eliya	50	930552.2	67%	-26%
2009	Delta Culvert 1+420 (M)	0	0.0	1.119	Kandy	129	868969.8	430%	-22%
2010	Albion (1.0)	1	0.0	1.25	Nuwara Eliya	0	0	0%	-100%
2010	Diyagama west (1.0)	1	0.0	1.25	Nuwara Eliya	0	0	0%	-100%
2010	Non Pareil (6.0)	6	0.0	7.5	Ratnapura	0	0	0%	-100%
2010	Mahaoya	1.5	1.5	1.875	Kegalle	83	1761844.7	127%	-6%
2010	Woodend	1	1.0	1.25	Kegalle	83	1184873.4	177%	-5%
2010	Nottinghill	1	1.0	1.25	Kurunegala	89	911419.36	197%	-27%
2010	Muwankanda	1	0.5	1.25	Kurunegala	89	528307.75	247%	-58%
2010	Pitakanda	0.5	0.5	0.625	Kurunegala	89	618941.87	247%	-1%
2010	Reucastle	0.5	0.5	0.625	Kegalle	84	572836.98	230%	-8%
2010	Sapumalkanda	2	2.0	2.5	Kegalle	83	2256780.26	77%	-10%

2010	Eila	2.5	2.5	3.125	Kegalle	83	2886769.93	27%	-8%
2010	Pedro	1	1.0	1.25	Nuwara Eliya	75	1236214	150%	-1%
2010	Oliphant	1	1.0	1.25	Nuwara Eliya	89	1240165.25	197%	-1%
2010	Invery	1	1.0	1.25	Nuwara Eliya	77	1246051	157%	0%
2010	Ingestre	1	1.0	1.25	Nuwara Eliya	78	1245251	160%	0%
2010	Blinkbonnie	1	1.0	1.25	Nuwara Eliya	78	1245051	160%	0%
2010	Raigam	1	0.0	1.25	Kaluthara	0	0	0%	-100%
2010	Padukka	1	0.0	1.25	Colombo	0	0	0%	-100%
2010	Uskvalley (1.0)	1	0.0	1.25	Kaluthara	92	0	307%	-100%
2010	Vogan	1	0.0	1.25	Kaluthara	0	0	0%	-100%
2010	Mount Vernone	1	0.0	1.25	Nuwara Eliya	0	0	0%	-100%
2010	Kelliwatte	1	0.0	1.25	Nuwara Eliya	0	0	0%	-100%
2010	Sanquhar	2	1.0	2.5	Kandy	49	1109155	63%	-56%
2010	Mattakelle	3	2.0	3.75	Nuwara Eliya	31	2287255.48	-97%	-39%
2010	Radella	1.3	1.3	1.625	Nuwara Eliya	30	1328705.62	-30%	-18%
2010	Nakiyadeniya Rubber	2.7	2.7	3.375	Galle	0	3074678	-270%	-9%
2010	Nakiyadeniya Oil Farm	3	3.0	3.75	Galle	0	3604805.53	-300%	-4%
2010	Nayapana	2.5	2.5	3.125	Kandy	39	1606800.5	-120%	-49%
2010	New Peacock	2.5	2.5	3.125	Kandy	0	2483035	-250%	-21%

473039198.5
483506224.1

Appendix 02

Questionnaire to Management Staff

MANAGEMENT OF PROJECTS WITH BENEFICIARY PARTICIPATION
RURAL ROAD CONSTRUCTIONS

For Office Work Only

I am a MSc Construction Project management student of UOM and it is one of the course requirements to conduct a field survey regarding the above title. I earnestly request your kind assistance and co-operation and assure you of confidentiality regarding information revealed by you.

Thank you very much.

The following questions to be offered to Management Staff (RDA officials)

A. General

A.1 **Your working District** _____

A.2 **According to your knowledge with the project,**

A.2.1 **Quality control of the Project,**

Perfect	Good	Neutral	Bad	Worst

A.2.2 **Cost management by beneficiaries**

Perfect	Good	Neutral	Bad	Worst

A.2.3 **Time management**

Perfect	Good	Neutral	Bad	Worst

B. Management

B.1 **How frequently RDA staff visit to site**

Every day	Once a week	Twice a month	Once a month	Never

B.2 **Average distance from your EE-office or your working location to site**

< 5km	5km ~ 10km	10km~15km	15km~25km	25km<

B.3 **How many additional staff has employed for the project** _____

B.4 **If no any additional staff employed, how many (average) additional projects has to supervise/manage** _____

B.5 **RDA has given technical instructions to site at regular intervals**

Strongly disagree	disagree	Neutral	Agree	Strongly Agree

C. Payments

C.1 **Payments to the beneficiaries are done on time**

Strongly disagree	disagree	Neutral	Agree	Strongly Agree

C.2 **The payment procedure,**

Too long	Long	Neutral	Short	Too short

C3 **RDA has additional staff for the process the payments**

Strongly disagree	disagree	Neutral	Agree	Strongly Agree

C.4 **If existing staff utilized, they have been paid for additional works**

Strongly disagree	disagree	Neutral	Agree	Strongly Agree

C.5 **Salaries paid to road workers are done on time**

Strongly disagree	disagree	Neutral	Agree	Strongly Agree

C.6 **After taking the measurements, how long it will take to get the payment**

Two weeks	One month	One and half month	Two months	More than two months

C.7 **The estimates prepared by RDA are reasonable**

Strongly disagree	disagree	Neutral	Agree	Strongly Agree

C.8 **The payments are held up due to unavailability of core-cutting machines with RDA**

Strongly disagree	disagree	Neutral	Agree	Strongly Agree

D. Time Frame

D.1 **Duration given to complete a project is adequate**

Strongly disagree	disagree	Neutral	Agree	Strongly Agree

D.2 **What is the most delayed process in the project?**

Client's approval	RDA estimating	Construction	Measurements	Payments

E. Allocation

E.1 **Allocation provide for construction of 1km is adequate for make the road motorable**

Strongly disagree	disagree	Neutral	Agree	Strongly Agree

E.2 **The price escalations fixed is reasonable**

Strongly disagree	disagree	Neutral	Agree	Strongly Agree

E.3 **If you 'DISAGREE' with E.1, What is the minimum comfortable allocation that you believe to bring the road motorable**

1.0 million	1.2 million	1.5 million	2.0 million	More

F. Experience

F.1 **The concreting experience is enough to carry out the road concreting project**

Strongly disagree	disagree	Neutral	Agree	Strongly Agree

F.2 **The beneficiaries have enough experience on road constructions**

Strongly disagree	disagree	Neutral	Agree	Strongly Agree

G. Transportation

G.1 **Do you provided with a vehicle for project purpose**

YES	NO

G.2 **If 'NO', then how you will travel to site**

By Bus	By superior's Vehicle	By a vehicle provided by beneficiaries	By your own Vehicle	Any of above methods

G.3 **If 'YES', the monthly km allocation is adequate for project management**

YES	NO

H. Quality

H.1 **What is the concrete thickness specified for project roads**

50.0mm	75.0mm	100.0mm	125.0mm	150.0mm

H.2 **How RDA has checked the thickness of the concrete**

At Inspection time	By level setting	By providing a height gauge	By core-cutting	Not checked at all

H.3 **How quickly you will receive the core-cutting machine, after requested to site**

The same day	Next day	Within a week	Within two weeks	More than two weeks

I. Beneficiaries Financial Status

I.1 **The project construction staff has faced liquidity problems at procurement of materials**

Strongly disagree	disagree	Neutral	Agree	Strongly Agree

I.2 **Do you receive any advances from Client?**

YES	NO

I3 **If 'No', how it has effect to the construction works**

Severe	Mild	No effect

J. Availability of Resources

J.1 **Beneficiaries are came through village societies**

Strongly disagree	disagree	Neutral	Agree	Strongly Agree

K. Communication

K.1 **How quickly you will receive the monthly meeting minutes**

Just after meeting	After a week	After two weeks	Before next meeting	Never

K.2 **How you will receive the information from Head Office**

Post	Over the phone	Fax	e-mail	Never communicate

L. Coordination

L.1 **You get good coordination from RDA / Beneficiary Staff**

Strongly disagree	disagree	Neutral	Agree	Strongly Agree

Appendix 02

Beneficiaries Questionnaire

MANAGEMENT OF PROJECTS WITH BENEFICIARY PARTICIPATION
RURAL ROAD CONSTRUCTIONS

For Office Works Only

I am a MSc Project management student of UOM and it is one of the course requirements to conduct a field survey regarding the above title. I earnestly request your kind assistance and co-operation and assure you of confidentiality regarding information revealed by you.

Thank you very much.

The following questions to be offered to Beneficiaries (ie. Plantation PLCs and Estates Management staff, Estate workers, Villagers, etc)

A. General

A.1 **Your working District**

A.2 **According to your knowledge with the project,**

A.2.1 **Quality control of the Project,**

Perfect	Good	Neutral	Bad	Worst

A.2.2 **Cost management by beneficiaries**

Perfect	Good	Neutral	Bad	Worst

A.2.3 **Time management**

Perfect	Good	Neutral	Bad	Worst

B. Management

B.1 **How frequently RDA staff visit to site**

Every day	Once a week	Twice a month	Once a month	Never

B.2 **RDA has given technical instructions to site at regular intervals**

Strongly disagree	disagree	Neutral	Agree	Strongly Agree

C. Payments

C.1 **Payments to the beneficiaries are done on time**

Strongly	disagree	Neutral	Agree	Strongly Agree

disagree				

C.2 **The payment procedure,**

Too long	Long	Neutral	Short	Too short

C3 **RDA has additional staff for the process the payments**

Strongly disagree	disagree	Neutral	Agree	Strongly Agree

C.5 **Salaries paid to workers are done on time**

Strongly disagree	disagree	Neutral	Agree	Strongly Agree

C.6 **After taking the measurements, how long it will take to get the payment**

Two weeks	One month	One and half month	Two months	More than two months

C.7 **The estimates prepared by RDA are reasonable**

Strongly disagree	disagree	Neutral	Agree	Strongly Agree

C.8 **The payments are held up due to unavailability of core-cutting machines with RDA**

Strongly disagree	disagree	Neutral	Agree	Strongly Agree

D. Time Frame

D.1 **Duration given to complete a project is adequate**

Strongly disagree	disagree	Neutral	Agree	Strongly Agree

D.2 **What is the most delayed process in the project?**

Client's approval	RDA estimating	Construction	Measurements	Payments

E. Allocation

E.1 **Allocation provide for construction of 1km is adequate for make the road motorable**

Strongly disagree	disagree	Neutral	Agree	Strongly Agree

E.2 **The price escalations fixed is reasonable**

Strongly disagree	disagree	Neutral	Agree	Strongly Agree

E.3 **If you 'DISAGREE' with (E.1), What is the minimum comfortable allocation that you believe to bring the road motorable**

1.0 million	1.2 million	1.5 million	2.0 million	More

F. Experience

F.1 **The concreting experience is enough to carry out the road concreting project**

Strongly disagree	disagree	Neutral	Agree	Strongly Agree

F.2 **The beneficiaries have enough experience on road constructions**

Strongly disagree	disagree	Neutral	Agree	Strongly Agree

G. Quality

G.1 **What is the concrete thickness specified for project roads**

50.0mm	75.0mm	100.0mm	125.0mm	150.0mm

G.2 **How RDA has checked the thickness of the concrete**

At Inspection time	By level setting	By providing a height gauge	By core-cutting	Not checked at all

G.3 **How quickly you will receive the core-cutting machine, after requested to site**

The same day	Next day	Within a week	Within two weeks	More than two weeks

H. Beneficiaries Financial Status

H.1 **The project construction staff has faced liquidity problems at procurement of materials**

Strongly disagree	disagree	Neutral	Agree	Strongly Agree

H.2 **Do you receive any advances from Client?**

YES	NO

H.3 **If 'No', how it has effect to the construction works**

Severe	Mild	No effect

I. Availability of Resources

I.1 **Beneficiaries are came through village societies**

Strongly disagree	disagree	Neutral	Agree	Strongly Agree

I.2 **How you get joined to the project**

By your self	By some one's information	Through labour contract	As a request from Superior	By force

J. Communication

J.1 **How quickly you will receive the monthly meeting minutes**

Just after meeting	After a week	After two weeks	Before next meeting	Never

J.2 **How you will receive the information from Head Office**

Post	Over the phone	Fax	e-mail	Never communicate