

**AN INVESTIGATION ON MANAGING EXTENSION OF
TIME (EOT) CLAIMS IN INFRASTRUCTURE
PROJECTS IN SRI LANKA**

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Thesis/Dissertation submitted in partial fulfillment of the requirements for the degree
Master of Science in Project Management

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June 2024

DECLARATION

I declare that this is my own work and this dissertation does not incorporate without acknowledgement any material previously submitted for a Degree or Diploma in any other University or institute of higher learning and to the best of my knowledge and belief it does not contain any material previously published or written by another person except where the acknowledgement is made in the text.

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Date: 18.06.2024

The above candidate has carried out research for the Masters Dissertation under my supervision.

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Signature of the supervisor

Date: 18.06.2024

Abstract

An investigation on Managing Extension of Time (EOT) Claims in Infrastructure Projects in Sri Lanka

Managing Extension of Time claims in Sri Lankan infrastructure projects presents a unique set of challenges due to the complicated nature of the construction industry and the involvement of stakeholders. The study addresses the complexities associated with delays, EOT claims, and their resolution in the context of government-involved projects. Administrative obstacles, funding issues, etc. all contribute to delays and complicate EOT claim resolution. The impact of delays on project outcomes, cost implications, and potential disputes requires a thorough understanding of the various delay analysis methods available. The lack of a standardised approach emphasises the importance of context-specific strategies for delay analysis in construction projects.

This mixed-methods research investigates the management of Extension of Time (EOT) claims in Sri Lankan infrastructure projects, aiming to identify causes leading to disputes and assess the effectiveness of various management strategies. The study combines quantitative surveys with qualitative expert interviews to gather comprehensive insights. Quantitative analysis reveals significant correlations between factors such as contractual ambiguity and contractor performance, shedding light on the root causes of EOT disputes. Qualitative thematic analysis of expert interviews uncovers additional complexities, including regulatory delays and communication gaps, which affect EOT claims management. The integration of quantitative and qualitative findings provides a holistic understanding of EOT claims management, facilitating the development of recommendations to enhance processes and mitigate disputes in Sri Lankan infrastructure projects.

The study concludes with strategies for improving EOT claim management in Sri Lankan infrastructure projects. Establishing expert teams, streamlined data collection methods, strong risk management strategies, and consistent financial support are all critical steps. It is recommended that training programmes and awareness campaigns be implemented to foster a shared understanding of contract terms and EOT management procedures. Incorporating legal awareness into construction professionals' education and practice is critical for effective EOT claim resolution.

In conclusion, the study provides in-depth insights into the challenges and recommendations for effective EOT management in Sri Lankan infrastructure projects. The multifaceted nature of these challenges highlights the importance of a strategic and comprehensive approach to ensuring efficient and effective resolution of EOT claims in Sri Lanka's construction landscape.

Keywords: *Extension of Time, Management of Extension of Time Claim, Infrastructure Projects, Sri Lanka*

DEDICATION

I dedicate this piece of research to

My Beloved Wife

who encouraged me

Providing emotional and spiritual effort

in this endeavour....

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LIST OF ABBREVIATIONS

BIM	–	Building Information Modelling
CA	–	Contract Administrator
CDM	–	Claims Decision Model
DAM	–	Delay Analysis Methodology
DAT	–	Delay Analysis Technique
EOT	–	Extension of Time
FIDIC	–	Federation Internationale des Ingenieurs-Conseils
ICT	–	Information and Communications Technology
IPC	–	Interim Payment Certificate
PPP	–	Public-Private Partnership
SBD	–	Standard Bidding Document
SMM	–	Standard Method of Measurements
SPSS	–	Statistical Package for the Social Sciences
SWOT	–	Strength, Weakness, Opportunities and Threats Analysis (A technique for assessing four aspects)
TIA	–	Time Impact Analysis
4D	–	Four Dimension