

# **PROJECT MANAGEMENT CHALLENGES IN IMPLEMENTING FOREIGN FUNDED WATER SUPPLY PROJECTS IN SRI LANKA**

Nishan Weeraratna



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Degree of Master of Science

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Thesis submitted in partial fulfilment of the requirements  
for the degree of Master of Science

Department of Building Economics

University of Moratuwa

Sri Lanka

April, 2014

## DECLARATION

I declare that this is my own work and this thesis 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.

Further, I acknowledge the intellectual contribution of my research supervisor Mr L. D. I. P. Seneviratne for the successful completion of this research thesis. I affirm that I will not make any publication from this research without the name of my research supervisor as contributing author unless otherwise I have obtained written consent from my research supervisor.

Also, I hereby grant to University of Moratuwa the non-exclusive right to produce and distribute my thesis, in whole or in part in print, electronic or other medium. I retain the right to use this content in whole or part in future works (such as articles or books).

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The above candidate has carried out research for the Masters Thesis under my Supervision.

Signature of the Supervisor: ..... Date: .....

## ABSTRACT

National Water Supply & Drainage Board (NWSDB) is the principal authority providing safe drinking water and facilitating the provision of sanitation to the nation. Therefore, it is the responsibility of the NWSDB to ensure that the projects undertaken be completed within the prescribed period of time and budget to the prescribed quality in order to assure quality water and an uninterrupted availability of water supply.

Most water supply contracts do not meet set cost or time targets as a result of improper assessment of project management challenges in construction. The majority of time and cost overruns are attributable to either unforeseen or foreseen project management challenges for when uncertainties were not properly accommodated. The Sri Lankan practice is to complete the projects even with time and cost overruns and keep moving onto the next project without a proper lessons learnt. However, the project management challenges still prevail in the industry as lessons learned as tacit knowledge.

Identification of the project management challenges was done through a comprehensive literature review and a questionnaire was developed to assess the frequency of occurrence and the severity of the effect of each challenge. Relative importance of the challenges were identified analysing the collected data.

The key project management challenges in implementing foreign funded water supply projects are related to human resources and the issue should be addressed as a developing nation. National policies shall be introduced, modified, altered and diversified towards building skilled human resources, which is the demand of the future world.

Additionally, findings will provide an opportunity to both the NWSDB and the contractors to forecast possible critical scenarios and identify common pitfalls so as to eliminate the avoidable and highlight them to the management to avoid recurrences of such phenomena.

Keywords: Water, project management, project management challenges.



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## ABBREVIATIONS AND ACRONYMS

AGM	Assistant General Manager
DPD	Deputy Project Director
EIA	Environmental Impact Assessment
FFPD	Foreign Funded Projects Division
GoSL	Government of Sri Lanka
JFPD	Japanese Funded Project Division
LA	Local Authority
LA's	Local Authorities
M&E	Mechanical and Electrical
NWSDB	National Water Supply & Drainage Board
PD	Project Director
PM	Project Management / Project Manager
RDA	Road Development Authority
WSP	Water Supply Project



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