

**EVALUATING CLIENT RELATED BARRIERS TO  
OPTIMIZE PERFORMANCE OF GOVERNMENT  
FUNDED CONSTRUCTION PROJECTS  
IN SRI LANKA**

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This Dissertation was submitted to the Department of Civil Engineering of the University of Moratuwa in partial fulfillment of the requirement for the Degree of Master of Science.

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January 2020

## **DECLARATION**

The work submitted in this dissertation is a result of my own investigation except where otherwise stated. It has not already been accepted for any degree and is also not being concurrently submitted for any other degree.

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The above candidate has carried out research for the dissertation under my supervision.  
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V. N. Kannangoda Arachchi

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## **ABSTRACT**

Performance of construction projects has been an important research area in the contemporary times. When the three main stakeholders of a project, viz. client, consultant and contractor are considered, majority of the research on performance improvements of the construction industry has mainly focused on contractors. However, the performance of clients is also important as any decision made by the client will too affect project success. Failures of clients on their role lead to many problems causing significant issues in successive stages of the project. This aspect seems to be inadequately investigated. As such, this research attempt to investigate into the client related barriers and their severity in the performance of Government funded construction projects in Sri Lanka.

The methodology included a literature survey to initiate a list of possible barriers faced by the clients. This was followed up with a questionnaire survey which was carried out among senior project consultants who have had worked with government clients such as Ministry of Health, Ministry of Higher Education, and Ministry of Justice etc. Further, a few key informant interviews were conducted to validate the results of the analyses. It was found out that delay by clients in paying the contractors progress claims is a major factor affecting the performance of contractors. The major variations are due to incomplete client's briefs and designs. Some clients do not have enough time or adequate staff to monitor and evaluate construction works. Finally, this research review opportunity available in guideline to overcome critical barriers. The outcomes of the study will help government sector clients as a guide to ensure better performances in their future state funded projects.

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## LIST OF ACRONYMS & ABBREVIATIONS

### LIST OF ACRONYMS

<b>Acronyms</b>	<b>Description</b>
ADB	Asian Development Bank
CECB	Central Engineering Consultancy Bureau
CIDA	Construction Industry Development Authority
EIA	Environmental Impact Assessment
EMS	Environmental Management System
EMP	Electrical, Mechanical and Plumbing
GDP	Gross Domestic Product
ICTAD	Institute for Construction Training and Development
GOSL	Government of Sri Lanka
JICA	Japan International Cooperation Agency
NPA	National Procurement Agency
PIP	Public Investment Programme
SEC	State Engineering Corporation
SPSS	Statistical Package for Social Science
UK	United Kingdom
UOM	University of Moratuwa
WB	World Bank

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