

**EXAMINING ARCHITECTS' PERFORMANCE
IN RELATION TO PROJECT DELIVERY IN THE
PUBLIC SECTOR BUILDING PROJECTS IN
SRI LANKA**

Kamini Bridget Senaratne

(14870)



University of Moratuwa, Sri Lanka.
Electronic Theses & Dissertations
www.lib.mrt.ac.lk

Degree of Master of Science in Project Management

Department of Building Economics

University of Moratuwa
Sri Lanka

December 2012

**EXAMINING ARCHITECTS' PERFORMANCE
IN RELATION TO PROJECT DELIVERY IN THE
PUBLIC SECTOR BUILDING PROJECTS IN
SRI LANKA**

Kamini Bridget Senaratne

(14870)



University of Moratuwa, Sri Lanka.
Electronic Theses & Dissertations
www.lib.mrt.ac.lk

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

Department of Building Economics

University of Moratuwa
Sri Lanka

December 2012

DECLARATION

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

Also, I hereby grant to University of Moratuwa the non-exclusive right to reproduce and distribute my thesis/dissertation, 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).

.....
Signature

.....
Date:



University of Moratuwa, Sri Lanka.
Electronic Theses & Dissertations
www.lib.mrt.ac.lk

DECLARATION BY THE SUPERVISOR

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

.....
Signature of the Supervisor

.....
Date

ACKNOWLEDGEMENT

I acknowledge, with deepest gratitude, Professor Chitra Wedikkara my supervisor, for the valuable comments and guidance that was given to me, throughout the course of this study, and also Dr. Yasangika Sandanayake, the course coordinator for the support extended throughout.

I also extend my gratitude to Mr. Y. Rajapakshe, Mr. D. Abeywardhane and Mr. K. Nawaratne, who were extremely helpful and sacrificed valuable time, to take part in the survey, and provide valuable information, without which this dissertation would not have been possible.

I have no words to express my gratitude to my dear husband for bearing with me, my temperaments, optimistically.



University of Moratuwa, Sri Lanka.
Electronic Theses & Dissertations
www.lib.mrt.ac.lk

Abstract

It is observed that the poor performance of Architects in the construction industry is causing concerns within the construction community in Sri Lanka and in other parts of the world, which is becoming a major concern to be considered and addressed.

In this scenario, this study explores the architects performance in building projects of public sector organizations in the capacity of a consortium service provider for building projects, with the intention of identifying and understanding primarily, the issues and areas of poor performance by architects, with the intention of providing guidelines and recommendations for architectural practices to enhance their quality of service in the public sector, and also to understand the underlying external causes, independent from the architect, contributing to the poor performance.

A questionnaire survey has been carried out across major public sector organizations with considerable annual construction budget, obtaining services largely from Consultant architects in the capacity of consortium service. The questionnaire consists of the clients input with regard to the major phases of a construction project, and the basic information with regard to the project background.

The analysis reveals that the success of the project outcome is dependent on primarily, the project briefing stage, project management aspects, time taken for the contract documentation, consistency of client's project team and the Incidence of architects Site inspections and the regularity of site meetings held.

Contrary to the common beliefs, the study reveals that method of appointment of the architect, the fees and the project cost, the bidding and negotiation stage, the presence of clerks of works at site, has no significant effect in determining the success or failure project outcome, in respect of the clients.

Based on the above findings, recommendations are made in view of enhancing the architect's performance in the public sector construction scenario, especially with regard to the enhancement of project management responsibilities and capabilities of architectural practice in Sri Lanka, and other detrimental issues discussed above.

Keywords : *Architecture, Performance Management, Public Sector Organizations, Sri Lanka*

TABLE OF CONTENTS

| | |
|---|----------|
| Declaration | i |
| Acknowledgements | ii |
| Abstract | iii |
| Table of Contents | iv |
| List of Tables | vii |
| Chapter 01 – Outline | 1 |
| 1.1. Introduction | 1 |
| 1.2. Background | 1 |
| 1.3. Rationale | 2 |
| 1.4. Aim & Objectives | 3 |
| 1.5. Methodology | 3 |
| 1.6. Scope and Limitations | 4 |
| 1.7. Chapter Breakdown | 6 |
| 1.8. Conclusion | 6 |
| Chapter 02 – Responsibilities of Architects | 8 |
| 2.1. The outlined Architect's responsibilities in the global context | 8 |
| 2.1.1. The Royal Institute of British Architects Plan of works | 8 |
| 2.1.2. The Royal Australian Institute of Architects | 9 |
| 2.1.3. The Architectural Institute of British Columbia | 9 |
| 2.1.4. The American Institute of Architects | 10 |
| 2.2. Responsibility of Architects in the Sri Lankan Construction Industry | 11 |
| 2.2.1. Tasks & Responsibilities of Architects in Sri Lanka | 11 |
| 2.2.1.a. The preliminary services | 11 |
| 2.2.1.b. The Basic Services | 13 |
| 2.3. The public sector Construction projects | 15 |
| 2.3.1. National Procurement Guidelines | 16 |
| 2.3.2. Consistency of Technical Evaluation Committees | 17 |
| 2.3.3. The common responsibilities of the TEC's | 19 |
| 2.4. Summary | 20 |

Chapter 03 – Determining a Criteria for Measurement Performance

| | |
|--|-----------|
| of Architects | 22 |
| 3. 1. The clients expectations from architects | 22 |
| 3.1.1. Findings | 25 |
| 3.2. Performance Measurement criteria of architects work | 25 |
| 3.2.1. Client focus | 26 |
| 3.2.2. Constructability/Build ability of Design | 26 |
| 3.2.3. Quality of works | 26 |
| 3.2.4. Management systems | 27 |
| 3.2.5. Findings..... | 27 |
| 3.3. Differences of Performance of architects in the Private & Public sectors... | 28 |
| 3.3.1. The most important criteria for private sector | 28 |
| 3.3.2. The most important criteria for the public sector | 29 |
| 3.3.3. Summary | 29 |
| 3.4. Performance Measurement for construction Profitability | 30 |

Chapter 04 – Research Methodology..... 32

| | |
|---|----|
| 4.1. Research methodology | 32 |
| 4.2. Participants for the Case studies | 36 |
| 4.2.1. The Government Department..... | 36 |
| 4.2.2. The Public Sector Bank..... | 37 |
| 4.2.3. The Security Force | 37 |
| 4.2.4. Selection criterion | 37 |
| 4.3. Data Organization and Presentation | 38 |

Chapter 05 – Observations and Analysis 43

| | |
|---|----|
| 5.1. Identification of impact areas and non impact areas..... | 45 |
| 5.1.1. Significance of Impact areas on Architects' Performance | 45 |
| 5.1.1.a. Project Briefing and Number of Pre Design Meetings Held | 46 |
| 5.1.1.b. Project Management | 47 |
| 5.1.1.c. Contract Documentation Stage | 48 |

| | |
|---|-----------|
| 5.1.1.d. Consistency of Clients Project team and operations..... | 49 |
| 5.1.1.e. Site visits by the architect and the regularity of site meetings held | 50 |
| 5.1.2. Non impact areas in Architects performance | 51 |
| 5.1.2.a. Method of Appointment of the Architect, the amount of Fees and the Project Cost | 51 |
| 5.1.2. b. The Bidding and Negotiation Stage | 51 |
| 5.1.2.c. The presence of Clerks of Works at site | 52 |
| Chapter 06 – Conclusion & Recommendations | 53 |
| Reference List | 58 |



University of Moratuwa, Sri Lanka.
Electronic Theses & Dissertations
www.lib.mrt.ac.lk

LIST OF TABLES

| | |
|--|----|
| Table 4.1 : Obtaining project statistics | 33 |
| Table 4.2 : Summarized data - Percentage Rate of Incidence | 39 |



University of Moratuwa, Sri Lanka.
Electronic Theses & Dissertations
www.lib.mrt.ac.lk