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.