

## 6. Conclusion

This thesis considers only a three stakeholder involvement in a road sector project. But in reality many agencies such as funding and consultancy agencies are also involved directly in road sector project execution works. The role of these parties is also included in the defined role of the government and the administrator, to avoid complexity of the thesis. Due to the simplicity, of the role definitions of each stakeholder, it is easy to separate the role of above parties and hence evaluate the performance with respect to their perspective. For example a consultant is a government representative to supervise the contractor in construction work. Therefore its perspective is similar to the government's perspective. Hence evaluation of construction work performance with respect to consultant perspective is also great extent similar to the performance with respect to the government perspective.

Road project progression chart is a base for the performance evaluation methodology introduced. But in reality, many of road projects do not strictly follow the flow mechanism proposed. Also Road project program assumes that all processes are dominated by the government. Therefore the output of a previous process is taken on by the government and then only transferred to the administrator in the next process. But in reality sometimes many agencies carry out road sector projects, only with the approval of the relevant government agencies. In that case there is no role of the government in the execution of the work, as a supervisor. And also the hierarchy of the stake holder in project processes execution is limited to the government and administrator level. Though contractors and sub contractors are involved in that hierarchy, they are ignored in road project programs, including their activities to the stakeholder, in near upper position, of that hierarchy.

The stakeholders can be identified group wise in many formats, of the sectoral formations. On the Central government level, RDA and the Highway Ministry play the role of government while PRDA and Highway ministry in provincial councils play the same role on the provincial level. The performance evaluation methodology developed in this thesis can be applied for all these formats only by clarifying the relevant representative agencies of the government and administrator, of the sectoral formations.

In the performance evaluation methodology, assigning weightages for items, depending on the contribution to its focused issue, is playing a critical role, all throughout the thesis. Evaluation of these weightages, needs more comprehensive study, rather than assigning arbitrary values. But for this thesis, the amount of assigning weightages decide based on the perspective of the evaluator, since he is able

to prioritize the issues considering their effects towards corresponding matters under consideration. This phenomenon is justifiable because of all kinds of performance evaluation is carried out with respect to a perspective of a certain party

Performance parameters, measures of performance parameter and performance indicators are selected to represent the different status of the processes in the road project. But in some cases there might be perfectly suitable measures instead of ones selected, which are quite different from them. And also there are some cases where it is hard to find data to evaluate above measures. In this kind of situation the evaluator has got the freedom to assign suitable measures instead of those mentioned here. But the methodology of performance evaluation does not change under any circumstances of variation of measures.

The evaluation methodology is developed based on the Road Project Program chart continuity, and it is assumed that the primary output of a process, does not alter before it becomes the primary input, to the next process. Thereby comparison, of process attributes in different processes at the performance evaluation, becomes convenient. But sometimes primary output derived from one process is subject to alterations, before it becomes a primary input to the next process. For example, the design and planning documents, the primary output of the Design and Planning process is sometimes subjected to variations while choosing a contractor for the construction process. These changes occur mainly due to the selected contractor capabilities and their BOQ rates etc.

The road commuter is also a stakeholder who has a greater influence, especially in the operational process activities. But this thesis does not discuss the performance with respect to its perspective. But it can be considered that road commuter perspective is more or less the same as the perspective which is defined as the government perspective for the operational process. The government wants to see the level of outcomes derived for the community through the road project. Since commuters are the beneficiaries of these outcomes, they also want to know the level of outcomes, which they can obtain, through the project. Therefore the performance with respect to the government perspective, at the operational process will also provide an indication about performance with respect to road commuter perspective. Since the involvement of the community or the commuters in other processes is negligible, performance with respect to their perspective is not discussed in this thesis.