

**MANAGEMENT OF EXTERNAL STAKEHOLDERS'
INFLUENCES IN DONOR-FUNDED IRRIGATION
INFRASTRUCTURE PROJECTS IN SRI LANKA**

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Degree of Master of Science in Project Management

Department of Building Economics

University of Moratuwa

Sri Lanka

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

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DECLARATION

“I declare that this is my own work, and this 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.

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Ruwanpura U. D. R. E.

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Signature of the Supervisor:

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/ / 2022

Ch. QS Prof. (Mrs.) B. A. K. S. Perera

ABSTRACT

Management of external stakeholders' influences in donor-funded irrigation infrastructure projects in Sri Lanka

Stakeholder management has become a very crucial management process in irrigation infrastructure projects. Out of all the stakeholders, external stakeholders' influences are more significant and must be managed prudentially; otherwise, the project scope, time, and cost may change drastically. The dearth of studies related to managing the external stakeholders influences in the donor-funded irrigation infrastructure projects. Hence, an empirical study was conducted to fill this research gap by addressing how to effectively manage external stakeholders' influences in donor-funded irrigation infrastructure projects in Sri Lanka. The mixed research approach was used by incorporating 17 semi-structured interviews and two rounds of questionnaire surveys. The significantly influential external stakeholders, significant influencing strategies, and the significant managing strategies of the influential external stakeholders were identified through calculating MWR values using a 5-point Likert scale. Project affected parties (PAP) were demarcated as the most significantly influential external stakeholder among the 12 significantly influential external stakeholders. The influential external stakeholders were clustered as government institutes and the other external stakeholders. Seventeen influencing strategies by external stakeholders were identified as significantly influential, while six influencing strategies were specific to particular external stakeholders, and the rest were commonly practiced. Further, 22 management strategies were identified as significant, out of which 13 were specific to a particular external stakeholder, and nine were commonly used for managing the influences of external stakeholders in donor-funded irrigation infrastructure projects. Proper functioning of grievances readdresses committee (GRC) mechanism was recommended, especially for PAPs. Further, monitoring the progress of the government institutes duties at the planning and designing stage with applying key performance indicators (KPI) may facilitate timely reach the subsequent phases of the donor-funded irrigation infrastructure projects.

Keywords: External stakeholder, Donor-funded, Irrigation infrastructure projects, Management

DEDICATION

*To the greatest five ladies, who have honored me as role models to
me...*

*My mother, My sister, My Grade 12 teacher, Former divisional
secretary, and My supervisor...*

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TABLE OF CONTENTS

DECLARATION	I
ABSTRACT.....	IV
DEDICATION	V
ACKNOWLEDGEMENTS	VI
TABLE OF CONTENTS.....	VII
LIST OF FIGURES	XIII
LIST OF TABLES	XIV
LIST OF ABBREVIATIONS	XVI
LIST OF APPENDICES	XVIII
CHAPTER ONE: INTRODUCTION	1
1.1 Background	1
1.2 Problem statement	3
1.3 Aim.....	5
1.4 Objectives	5
1.5 Scope and Limitations	5
1.6 Research Methodology	5
1.7 Structure of the dissertation.....	6
CHAPTER TWO: LITERATURE REVIEW	7
2.1 Introduction	7
2.2 What is infrastructure?	7
2.3 Classification of Infrastructure	7
2.4 Characteristics of infrastructure	8
2.5 Investment types in infrastructure	9
2.5.1 Donor-funded infrastructure	10
2.6 Infrastructure development in the Sri Lankan context	10

2.7 Donor-funded projects in Sri Lanka	10
2.8 Importance of irrigation infrastructure	11
2.9 Stakeholders	12
2.10 Stakeholder Management (SM).....	13
2.11 Steps in the stakeholder management process.....	13
2.12 Stakeholder identification.....	16
2.12.1 Classification of stakeholders	17
Internal stakeholders	17
External stakeholders	18
2.13 Stakeholder mapping/ modeling stakeholder interest/ Prioritization	20
2.13.1 Stakeholder mapping techniques	20
2.14 Stakeholder analysis	20
2.14.1 Influencing strategies of stakeholders	21
2.14.2 Examples for the influences of external stakeholders in infrastructure projects.....	25
2.15 Stakeholder engagement.....	28
2.16 Monitoring and Control.....	28
2.17 External stakeholder engagements throughout the PLC	30
2.18 The theoretical framework of the study.....	31
2.19 Research Gap.....	32
2.19.1 Management of external stakeholders in infrastructure projects.....	32
2.19.2 Influences of external stakeholders’ on donor-funded infrastructure projects.....	33
2.19.3 External stakeholders’ impact on donor-funded irrigation infrastructure projects: the global context.....	33
2.19.4 External stakeholders’ influences on donor-funded irrigation infrastructure projects: Local context.....	34

2.19.5 The novelty of the study	34
2.20 Summary	35
CHAPTER THREE: RESEARCH METHODOLOGY	36
3.1 Introduction	36
3.2 Research design	36
3.3 Research approach.....	36
3.3.1 Available research approaches	36
Quantitative research approach	36
Qualitative research approach	37
Mixed approach.....	37
3.4 Selected research approach.....	37
3.5 Research method	38
3.6 Selected data collection methods	38
3.6.1 Semi-structured interview.....	38
3.6.2 Questionnaire survey	38
3.7 Data analysis techniques.....	39
3.7.1 Content analysis for semi-structured interviews.....	39
3.7.2 Mean Weighted Ratings (MWR) for the questionnaire survey	39
3.7.3 Calculate Cronbach’Aalpha–reliability test.....	40
3.7.4 Standard deviation (St Dev.)	41
3.8 Research process	41
3.9 Summary	41
CHAPTER FOUR: RESULTS AND DISCUSSION	42
4.1 Introduction	42
4.2 Semi-structured interviews	42
4.3 Objectives of the semi-structured interviews	42

4.4 Outline of the interviews	43
4.4.1 Details of the interviewees.....	43
4.5 Findings of semi-structured interviews	44
4.5.1 Steps in SM process identified for donor-funded irrigation infrastructure projects in Sri Lanka.....	45
4.5.2 Types of external stakeholders engaged in donor-funded irrigation infrastructure construction projects	47
4.5.3 Government institutions identified as external stakeholders in donor-funded irrigation infrastructure projects in Sri Lanka	49
4.5.4 Influencing strategies by external stakeholders in donor-funded irrigation projects in Sri Lanka.....	51
4.5.5 Stakeholder management strategies for external stakeholders in donor-funded irrigation infrastructure projects in Sri Lanka	56
4.6 Questionnaire Survey	63
4.6.1 Respondents' profile.....	63
4.6.2 Objectives of the questionnaire Round One	64
4.6.3 Objectives of questionnaire Round Two	64
4.7 Findings of questionnaire Round One.....	64
4.7.1 Significantly influential external stakeholders in donor-funded irrigation infrastructure projects in Sri Lanka	64
4.8 Findings of questionnaire Round Two	68
4.8.1 Significant influencing strategies that affect the project performances of the significantly influential external stakeholders	68
Commonly used significant influencing strategies by the significantly influential external stakeholders	72
4.8.2 Significant stakeholder management strategies for significantly influential external stakeholders in donor-funded irrigation infrastructure projects	74

Commonly used significant stakeholder management strategies for the significantly influential external stakeholders	79
4.9 Framework for the management of external stakeholders’ influences in donor-funded irrigation infrastructure projects in Sri Lanka	80
4.10 Pattern Matching	82
4.10.1 Pattern matching on significantly influential external stakeholders in donor-funded irrigation infrastructure projects in Sri Lanka.....	82
4.10.2 Pattern matching on significant influencing strategies by significantly influential external stakeholders in donor-funded irrigation infrastructure projects	85
4.10.3 Pattern matching on significant stakeholder management strategies for the significantly influential external stakeholders in donor-funded irrigation infrastructure projects	87
4.11 Summary	88
CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS	89
5.1 Introduction	89
5.2 Conclusions	89
5.3 Recommendations	92
5.4 Contribution of this research	92
5.5 Limitations.....	93
5.6 Further research	93
LIST OF REFERENCES	94
LIST OF BIBLIOGRAPHY	143
APPENDICES	145
Appendix A: Semi-structured interview – Guidelines	145
Appendix B: Examples for influencing strategies	154
Appendix C: Questionnaire survey - Round One	156

Appendix D: Questionnaire survey –(Round Two)	160
Appendix E: Questionnaire survey- (Round One) calculation of MWR	167
Appendix F: Questionnaire survey – (Round Two) Calculation of MWR for influencing strategies	168
Appendix G: Questionnaire survey - (Round Two) Calculation of MWR for management strategies	180
Appendix H: Soft copy of the dissertation.....	192

LIST OF FIGURES

	Page	
Figure 1. 1	Structure of the dissertation	6
Figure 2. 1	Sectors/ Classes of Infrastructure	8
Figure 2. 2	Theoretical framework of the study	31
Figure 3. 1	The research process	41
Figure 4. 1	SM process validated for donor-funded irrigation projects	46
Figure 4. 2	GRC Mechanism	62
Figure 4. 3	Commonly used significant influencing strategies	73
Figure 4. 4	Commonly used significant stakeholder management strategies	79

LIST OF TABLES

		Page
Table 1. 1	Research methodology	5
Table 2. 1	Ongoing project details, 2019	11
Table 2. 2	Different steps of the stakeholder management process	14
Table 2. 3	Types of external stakeholders	18
Table 2. 4	Stakeholder influencing strategies	22
Table 2. 5	Influences by external stakeholders in infrastructure projects – globally dispersed studies	26
Table 2. 6	Stakeholder management strategies identified by past researchers	29
Table 3. 1	Thumb rule for the Alpha value	40
Table 4. 1	Interviewee profile	43
Table 4. 2	Validation of main steps in the SM process	45
Table 4. 3	Types of external stakeholders in donor-funded irrigation infrastructure projects	47
Table 4. 4	Government institutions engaged in donor-funded irrigation infrastructure projects	50
Table 4. 5	Influencing strategies by external stakeholders in donor-funded irrigation infrastructure projects in Sri Lanka	52
Table 4. 6	Management strategies for external stakeholders' influences in donor-funded irrigation infrastructure projects	57
Table 4. 7	Respondents' Details	63
Table 4. 8	MWR value for each external stakeholder	65
Table 4. 9	Top five influencing strategies by significantly influential external stakeholders	69

Table 4. 10	Top five stakeholder management strategies for significantly influential external stakeholders	75
Table 4. 11	Framework for the management of external stakeholders' influences in donor-funded irrigation infrastructure projects in Sri Lanka	81
Table 4. 12	Significantly influential external stakeholders in donor-funded irrigation infrastructure projects in Sri Lanka	82
Table 4. 13	Significantly used influencing strategies by significantly influential external stakeholders in donor-funded irrigation infrastructure projects	85
Table 4. 14	Significant management strategies for the significantly influential external stakeholders in donor-funded irrigation infrastructure projects	87

LIST OF ABBREVIATIONS

ADB	Asian Development Bank
CEA	Central Environmental Authority
CSR	Corporate Social Responsibility
DCC	District Coordination Committee
DSO	Divisional Secretary Office
EIA	Environmental Impact Assessment
ERD	External Resources Department
FCD	Forest Conservation Department
GDP	Gross Domestic Product
GN	Grama Niladhari
GoSL	Government of Sri Lanka
GRC	Grievances Readdress Committee
GSMB	Geological Survey and Mines Bureau
ISSA	International Social Security Association
KPI	Key Performance Indicator
MED	Media
MoF	Ministry of Finance
MoL	Ministry of Land
MWR	Mean Weighted Ratings
NBRO	National Building Research Organization
NGO	Non-Governmental Organization
NWPCP	North Western Province Canal Project
PAP	Project Affected Parties
PG	Pressure Groups
PGRC	Plant Genetic Resources Centre
PIU	Project Implementation Unit
PLC	Project Life Cycle
PMI	Project Management Institute
PMU	Project Management Unit

PNWOB	People in Neighboring Areas Without Benefited from the Project but, Seek Benefits
POL GR	Political Groups
PPP	Public Private Partnership
ROW	Right of Way
RTI	Right to Information
SD	Survey Department
SM	Stakeholder Management
St Dev.-	Standard Deviation
VD	Valuation Department
WLCD	Wildlife Conservation Department

LIST OF APPENDICES

Appendix	Description	Page number
A	Semi-structured interview-guideline	145
B	Examples for the influencing strategies	154
C	Questionnaire survey-round one	156
D	Questionnaire survey-round two	160
E	Questionnaire survey- (round one) calculation of MWR	167
F	Questionnaire survey-(round two) calculation of MWR for influencing strategies	168
G	Questionnaire survey- (round two) calculation of MWR for management strategies	180
H	Softcopy of the dissertation	192