

CONSTRUCTION PROJECT MANAGEMENT  
A CASE STUDY OF CONSTRUCTION OF KIRINDI OYA  
IRRIGATION & SETTLEMENT PROJECT

D. Atapattu

Kirindi Oya Irrigation and Settlement Project experienced severe cost over runs during its early stages of implementation due to variations in quantities and prices. The implementation of the Project had to be split into two phases due to funding limitations. Unforeseen foundation problems and material shortages led to construction delays and extra costs. In large Civil Engineering Projects systematic project management with adequate funding should commence at the investigation stage in order to make realistic estimates and to avoid construction delays. Detail planning of Major Project activities is essential for successful completion.

Engineer's staff at site should be familiar with the drawings and specifications and should be able to identify the problem areas in advance in order to take quick decisions when the necessity arises. Engineer should co-ordinate with the designs office to ensure that the construction drawings are issued according to a pre-determined programme. Site engineers should arrange for good co-ordination between contractors and other Agencies working at the same site. Engineer should hold regular progress review meetings and follow up action on decisions arrived at those Meetings. Contractors engaged in large Civil Engineering Works should make adequate arrangements for operation and maintenance of construction equipment and also for procurement of spares. Engineer should recommend to the employer in advance for necessary action when the Contractor is failing to achieve the required targets for the timely completion of the works. This paper outlines the problems encountered in implementation of the Project, remedial measures taken and the conclusions with emphasis on construction of Head Works.