

**CHALLENGES FACED BY PROJECT MANAGERS  
TOWARDS MITIGATING PROJECT FAILURES IN  
RELOCATION OF UNDERSERVED SETTLEMENTS**

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Degree of Master of Science in Project Management

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Thesis/ Dissertation submitted in partial fulfillment of the requirement for the degree  
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## DECLARATION

I declare that this is my own work and this dissertation does not incooperate 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.

Further, I acknowledge the intellectual contribution of my research supervisor, Dr. Thanuja Ramachandra, Senior Lecturer, Department of Building Economics for the successful completion of this research dissertation. I affirm that I will not make any publication from this research without the name of my research supervisor as contributing author unless otherwise I have obtained written consent from my research supervisor.

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Date:

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

.....  
Dr. Thanuja Ramachandra  
Dissertation Supervisor

.....  
Date:

**DEDICATION**

*To my beloved parents*

## **ACKNOWLEDGEMENT**

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A.U.Jayawardhane

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## **ABSTRACT**

### **Challenges faced by project managers towards mitigating project failures in relocation of underserved settlements**

Asian countries have experienced rapid growth in urbanization. In the same way, the numbers of underserved settlements have also increased. As these dwellers do not facilitate enough, it results health problems, urban unhappiness, environmental degradation and haphazard development. In the case of Sri Lanka, more than half of the Colombo city population lives in underserved settlements. This is a big challenge and also a constraint to make city more comfortable for its people. Sri Lanka has significant experiences of relocation of underserved settlements in the process of development. Colonization scheme in the dry zone was the first experience of resettlement in Sri Lanka. Later community relocations were due to natural disasters as tsunami, landslides and floods. Besides, low income settlement relocation exists in urban areas especially in city of Colombo.

In the view of project management, it can be identified a gap in between causes of challenges and the project management. Many of these causes and challenges are strictly allied with the project planning and management. Hence, project management is significant in addressing project management challenges. Thus, this study intends to provide insights to address challenges faced by project managers in mitigating project failures in relocation of underserved settlements in Sri Lanka. Accordingly, a questionnaire survey was carried out to collect information from professionals in the industry. As findings of the survey, planning & management related, cost related, time related and communication related categories were identified as most critical categories of challenges respectively. Similarly, it also identified responsible project players to each category. Additionally, 19 project management challenges were identified according to the frequency of occurrences and its severity to the project failure. Further, this study presents 15 most relevant strategies and ways to implement those strategies to address challenges faced by project managers in mitigating project failures in relocation of underserved settlements in Sri Lanka.

**Keyterms:** *Project, Project failure, Project management, Project manager, Underserved settlements / informal settlements and Relocation*

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## **LIST OF ABBREVIATIONS**

<b>Abbreviation</b>	<b>Description</b>
CMR	Colombo Metro Region
KPI	Key Performance Indicators
PPF	Project Failure Factors
PMBOK	Project Management Body of Knowledge
RII	Relative Importance Index
UDA	Urban Development Authority

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