

**EXTERNAL STAKEHOLDER INFLUENCE LEADING
TO CONFLICTS IN IRRIGATION PROJECTS:
A NARRATIVE ANALYSIS**

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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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Dr. (Mrs.) Chandanie Hadiwattage
Dissertation Supervisor

.....
Date

DEDICATION

**This research dissertation is
Dedicated to
My Late Farther**

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ABSTRACT

External Stakeholder Influence Leading to Conflicts in Irrigation Projects: A Narrative Analysis

Irrigation construction contracts are unique and outstand from building and civil engineering constructions mainly due to the large extent of landmass occupied after completion and an excessive amount of environmental impact. The negative influences from external stakeholders to an irrigation project can severely obstruct its implementation. Such obstruction will cause cost overruns and exceeded time schedules due to conflicts and controversies concerning project performance. A case study based narrative analyses referring to four projects have been undertaken to investigate the social, financial, and environmental causes leading to conflicts between the project entities of the irrigation projects and external stakeholders in Sri Lanka in the actual irrigation project context. Therefore, a qualitative research approach was adopted and narrative analysis was carried out to identify stakeholders and their influence on the projects studied. The public protests, Department of Forest Conservation objection to release forest land and Government policy changes were the critical conflicts that made major influence to the Contract due to poor stakeholder management between government agencies mainly between Central Environment Agency, Geological Survey and Mines Bureau, Department of Forest Conservation and the public. The case studies show that an evaluation of stakeholder demands and influence should be considered as a necessary and important step in the planning, implementation, and completion of irrigation projects.

Keywords: *Irrigation projects, Conflicts, External stakeholders, Government policy changes Sri Lanka, Land acquisition, Public Protest*

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ABBREVIATION

CEA	Central Environment Agency
COPA	Committee on Public Accounts
DFC	Department of Forest Conservation
EIA	Environment Impact Assessment
EPC	Engineering, Procurement and Construction
EPL	Environment Protection License
FIDIC	International Federation of Consulting Engineers
GDP	Gross Domestic Production
GSMB	Geological Survey and Mines Bureau
GoSL	Government of Sri Lanka
LDO	Land Development Ordinance
MIWRM	Ministry of Irrigation and Water Resources Management
MMDE	Ministry of Mahaweli Development and Environment
MOU	Memorandum of Understanding
NBRO	National Building Research Organization
TEC	Technical Evaluations Committee
UNESCO	United Nations Educational, Scientific and Cultural Organization
USD	United States Dollar