QUESTIONNAIRE

PART A : Background Information Sheet

INTRODUCTION
This questionnaire is a part of Ph.D. thesis work under progress in the Department of management studies, Jaypee Institute of Information Technology (Deemed University) Noida, U.P.

Research Scholar : Ranjan Agrawal
Area of Research : Identification of Critical Success Factors for Construction Projects
Supervisors : Prof. M.C.Gupta, Former Vice-chancellor, RGPV, Bhopal
             : Dr. Aayushi Gupta, Asstt. Professor, J.I.I.T., Noida

PART B: Personal Record Sheet

Note:- The information asked in this part is exclusively for identification purposes and will be kept strictly confidential

a) Name (in Block Letters) : 

b) Official Designation : 

c) Qualification
   i. Academic : 
      ii. Technical/Professional : 

d) Experience
   i. Total working period : 
      ii. Value of work executed : 
      iii. Name of Organization : 

   iv. Type of Organization : Govt / Semi-Govt / Public / Private /
                              (please tick) Academic & Research/ Any Other

   v. Nature of Job / Activity : 

   vi. Full Address for Correspondence ........................................

                                    ......................................................

                                    ......................................................

   vii. Telephone No : ................. Email: .........................

Based on your qualifications and field of work which of the following categories; you belong to: (in case of more than one category, please tick against maximum of three which represent most of your work)

(i) Field Engineer
(ii) Administrator / Financial Expert / Technical / Project Manager
(iii) Academician (Teaching / Research / Consultancy)
(iv) Any other (Please specify)

PLACE ......................
DATED ......................
_____________________
(Signature)
Part – 1

The investigator is investigating the time overruns and the principal causes of construction delay for infrastructure projects.

Please (✓) mark the appropriate alternative in Part-1

1. How often does time overrun occur in your projects?
   A. Always ( )
   B. Very often ( )
   C. Often ( )
   D. Rarely ( )
   E. Not at all ( )

2. Who among building team is most responsible for time overrun?
   A. Client / Owner / Govt. ( )
   B. Contractor ( )
   C. Consultant ( )

3. How would you relate project size to time overrun?
   A. Large size ( )
   B. Small size ( )
   C. Irrespective of size ( )
   D. Others ( )

4. Which attribute is most important for BOT projects?
   A. Time of Construction ( )
   B. Quality of Construction ( )
   C. Cost of Construction ( )

5. How often the BOT projects are delayed during Construction?
   A. Always ( )
   B. Very often ( )
   C. Often ( )
   D. Rarely ( )
   E. Not at all ( )

6. Kindly rank the following risk in BOT projects which can be responsible for project failure? (put 1 for maximum risk and 6 for minimum risk)
   A. Construction risk ( )
   B. Operation & Maintenance ( )
   C. Market risk ( )
   D. Political ( )
   E. Financial ( )
   F. Environmental ( )
The investigator is investigating the principal causes of construction delay for both the traditional construction projects. The causes have been identified and given below with an option of 1 to 5 depending upon the importance of the factor. Kindly tick ( ) any of the relevant box e.g. if the factor is of negligible importance tick at [ 1 ] and if it has very large / significant importance tick [ 5 ] and for intermediate value choose [ 2 ] or [ 3 ] or [ 4 ] according to your opinion.

### Part 2
**For Traditional Projects**

**1. Project-related factors**

<table>
<thead>
<tr>
<th>Factor</th>
<th>1</th>
<th>2</th>
<th>3</th>
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<th>5</th>
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</thead>
<tbody>
<tr>
<td>i. Project construction complexity</td>
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<tr>
<td>ii. Speed of decision making involving all project teams</td>
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<td>iii. Communication among various parties</td>
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<td>iv. Non-availability of incentives for early work</td>
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<td>v. Type of project bidding and award</td>
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<td>vi. Insufficient penalty for delay</td>
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<td>vii. Shortage of equipment</td>
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<td>viii. Low efficiency of equipment</td>
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<td>ix. Breakdowns of equipment</td>
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<td>x. Wrong selection of equipment</td>
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<td>xi. Equipment operator skill</td>
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**2. Contractor-related factors**

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<th>Factor</th>
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<tbody>
<tr>
<td>i. Contractor experience in planning and controlling</td>
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<td>ii. Site management and supervision</td>
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<td>iii. Degree of subcontracting</td>
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<td>iv. Difficulties in financing project</td>
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<td>v. Construction methods adopted</td>
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<td>vi. Change of subcontractors</td>
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<td>vii. Qualification of technical staff</td>
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<td>viii. Shortage in market</td>
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<td>ix. Changes in materials</td>
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<td>x. Procurement programming</td>
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<td>xi. Proportion of offsite prefabrication</td>
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<td>xii. Shortage of labour</td>
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<td>xiii. Low skill levels</td>
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<td>xiv. Poor motivation</td>
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**3. Owner-related factors**

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<tbody>
<tr>
<td>i. Delay in payments by owner</td>
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<td>ii. Delay in delivering of site to the contractor</td>
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<td>iii. Variations during construction</td>
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<td>iv. Unrealistic contract duration</td>
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<td>v. Suspension of work</td>
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</table>
4. Consultant-related factors
i. Inadequate experience
ii. Delay in approval of design documents
iii. Inflexibility of consultant
iv. Delay in inspection/testing
v. Design team experience
vi. Project design complexity
vii. Mistake/discrepancies in design documents
viii. Inadequate details in drawings
ix. Delay in producing design documents

5. External factors
i. Unforeseen ground conditions
ii. Environmental concerns and restrictions
iii. Delay in obtaining permissions
iv. Severe weather conditions
v. Non availability of utilities on site
vi. Accident during construction
vii. Changes in rules and regulations
viii. Traffic control at site.
### Part 3
**For BOT Projects**

#### 1. Project-related factors

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<td></td>
<td>ii. Speed of decision making involving all project teams</td>
<td>[1]</td>
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<td></td>
<td>v. Type of project bidding and award</td>
<td>[1]</td>
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#### 2. Contractor-related factors

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#### 3. Owner-related factors

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#### 4. Consultant-related factors

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</table>
viii. Inadequate details in drawings
ix. Delay in producing design documents

5. External factors
i. Market risk
ii. Environmental concerns and restrictions
iii. Delay in obtaining permissions
iv. Severe weather conditions
v. Non availability of utilities on site
vi. Accident during construction
vii. Changes in rules and regulations
viii. Political risk
APPENDIX 2

LIST OF COMPANIES/ORGANIZATIONS RESPONDED TO QUESTIONNAIRE 1

1. Alankar Buildcon Pvt. Ltd., Vidyadhar Nagar, Jaipur
2. Allied Traders, Agra
3. Afcons Infrastructure Ltd. – APIL (JV) N. Delhi
4. Ansal Properties, Kasturba Gandhi Marg, New Delhi
5. Aryavrat Housing Constructions Pvt. Ltd., Bhopal.
8. B. Seenaiah & Co. (Projects) Ltd, Old DLF Colony, Gurgaon.
9. Banco Constructions, Gwalior
10. Bansal Construction Co., Gwalior
11. Best Tech Engineers and Contractors, Sector-44, Gurgaon
12. Bhageerath Engineering Ltd., N. Delhi
14. Bumi- Hiway- DDBL (JV)
16. Chhattisgarh State Electricity Board, Pandri, Raipur
20. CSCHK SOMA JV, Base Camp, NH-3 A.B. Road Shivpuri
21. Delhi Development Authority, Shakarpur, Delhi
22. Development Consultants Pvt. Ltd., Kolkata
23. Dhal Contractors, Agra
24. Dhariwal Infrastructure Ltd., Ramdas Estate, Nagpur
27. Emerald Industries, Greater Kailash, N.Delhi
28. Engineer (Civil), RITES Ltd., Kadavi Chowk, Nagpur
29. Engineers India Ltd., Bhikaji Kama Place, New Delhi
30. Er. Nilesh Agrawal, PMC, Gurgaon
31. Gammon India Ltd. N. Delhi
34. Haware Engs & Builders Pvt. Ltd., Vashi, Navi Mumbai, Thane
35. Hindustan Construction Company Ltd. Tosloyp Marg.
36. IJM (India) Infrastructure Ltd., Madhapur, Hyderabad
37. Indian Oil Corporation, Scope Complex Core II, Lodhi Road, New Delhi.
38. IRCON International Ltd, RK Puram N. Delhi.
39. ITD Cementation India Ltd, District Centre, N. Delhi.
40. Jayaswals-Neco (JV), Defence Colony, N.Delhi
41. Jethani Contractors & Developers, Gwalior
43. K. Energy Company Ltd., Banstall, Raipur
44. Kolhapur Municipal Corpn., Shivaji Market, Kolhapur
45. KNR- Patel (JV), Gurgaon.
46. Krishna Developers Pvt. Ltd., Azadpur Complex, Delhi
47. LG-Patel (JV), Green Park main, N.Delhi.
48. Larsen & Toubro Ltd., N. Delhi.
49. M.P. Industrial Infrastructure Development Corp., Ravi Nagar, Gwalior
50. M/s Arun Associates, Consultant, Bangalore
51. M/s Backbone Enterprises Ltd., Mumbai
52. M/s Bhasin Construction Company (P) Ltd., New Delhi
53. M/s Chambal Developers, Gwalior
54. M/s Chambal Rural Development Company, Morena
55. M/s DLF Ltd., Delhi
56. M/s Engineering Projects (India) Ltd., New Delhi
57. M/s J.P. Associates Ltd., Noida
58. M/s Kay Pee Construction Company, Gwalior
59. M/s Parnam Consultancy, Pune
60. M/s Pragmatic Builders Pvt. Ltd., Mumbai
61. M/s R.N. Kashyap Ltd., Delhi
62. M/s S.N. Joshi Pvt. Ltd., Pune
63. M/s S.S. Construction Pvt. Ltd., New Delhi
64. M/s T.S. Infrastructure, Bhopal
65. M/s Tandon Consultants, Delhi
<table>
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<tr>
<th></th>
<th>Company Name</th>
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<tbody>
<tr>
<td>66</td>
<td>M/s U.P. Nirman Nigam, Lucknow</td>
</tr>
<tr>
<td>67</td>
<td>M/s Y.S. Sane Pvt. Ltd., Pune</td>
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<tr>
<td>68</td>
<td>Madhya Pradesh Rajya Setu Nirman Nigam Limited, Bhopal</td>
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<td>69</td>
<td>MP Housing Board, Gwalior</td>
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<td>70</td>
<td>M-Tech Group, Alwar Bye Pass, Bhiwadi</td>
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<tr>
<td>71</td>
<td>M-Veal Corel, Alwar Bye Pass, Bhiwadi</td>
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<td>72</td>
<td>N.B.C.C., Lodhi Road, New Delhi.</td>
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<tr>
<td>73</td>
<td>Nagarjuna Construction Co. Ltd., Kolar Road, , Bhopal</td>
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<td>74</td>
<td>National Highways Authority of India, Dwarka, New Delhi</td>
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<td>75</td>
<td>Neoteric Constructions Pvt. Ltd., Gwalior</td>
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<tr>
<td>76</td>
<td>Nucon Consultants, Gwalior</td>
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<tr>
<td>77</td>
<td>Omaxe Construction, Alwar Bye pass.</td>
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<tr>
<td>78</td>
<td>Oriental Structural Engineers Pvt. Ltd, Malcha Marg , New Delhi.</td>
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<td>79</td>
<td>Patel Engineering Company., Jogeshwari West. Mumbai</td>
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<td>80</td>
<td>Parsavnath Developers, Alwar Bye Pass, Bhiwadi.</td>
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<td>81</td>
<td>Palm Groups, Alwar Bye Pass, Bhiwadi.</td>
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<tr>
<td>82</td>
<td>Pinnacle Engineering Pvt. Ltd., Delhi</td>
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<tr>
<td>83</td>
<td>PNC-Construction Co. Ltd., Etawah By pass, Etawah</td>
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<tr>
<td>84</td>
<td>Progressive Construction Ltd Sticco (JV), N. Delhi.</td>
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<tr>
<td>85</td>
<td>Punj Lloyd Ltd. – Progressive construction JV; Nehru place, N. Delhi.</td>
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<td>86</td>
<td>PWD, Madhya Pradesh, Bridge Construction Division, Rewa</td>
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<td>87</td>
<td>RBM – PATI (JV); Gurgaon</td>
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</tbody>
</table>
88. RENARDET S.A. Ingenieurs Conseils National Highway, Jhansi Tiraha, Shivpuri
89. SADA, Counter Magnet City, Gwalior
90. Sahdeva Consultant, Gurgaon.
92. Semac Pvt, Ltd., Safdarjang enclave, N. Delhi
93. Simplex Concrete Piles, Sarani Lindsay Street, Calcutta
94. Som Datta Builders, East of Kailash, New Delhi.
95. SPV, Gwalior Bypass Project Ltd., Jungpura, Bhogal, New Delhi
96. Trehan Developers, Alwar Bye Pass, Bhiwadi.
98. Unitech- NagarjunaConstruction Ltd
99. UEM - ESSAR (JV), Ferozshah Gandhi Road, N. Delhi.
QUESTIONNAIRE

PART A : Background Information Sheet

INTRODUCTION

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Note:- The information asked in this part is exclusively for identification purposes and will be kept strictly confidential

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d) Experience
i. Total working period :
ii. Value of work executed :
iii. Name of Organization :

iv. Type of Organization : Govt / Semi-Govt / Public / Private /
(please tick) Academic & Research/ Any Other

v. Nature of Job / Activity :

vi. Full Address for Correspondence .............................................
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vii. Telephone No : ............... Email: ...........................................

Based on your qualifications and field of work which of the following categories; you belong to: (in case of more than one category, please tick against maximum of three which represent most of your work)

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(ii) Administrator / Financial Expert / Technical / Project Manager
(iii) Academician (Teaching / Research / Consultancy)
(iv) Any other (Please specify)

PLACE : ......................
DATED : ....................

(Signature)
# Part 1

## 1. Prevailing environment aspect

- Public awareness and support
  - [ ] 1
  - [ ] 2
  - [ ] 3
  - [ ] 4
  - [ ] 5
- Government support
  - [ ] 1
  - [ ] 2
  - [ ] 3
  - [ ] 4
  - [ ] 5
- Fiscal concession and investment policy
  - [ ] 1
  - [ ] 2
  - [ ] 3
  - [ ] 4
  - [ ] 5
- Environmental impact
  - [ ] 1
  - [ ] 2
  - [ ] 3
  - [ ] 4
  - [ ] 5
- Stable government
  - [ ] 1
  - [ ] 2
  - [ ] 3
  - [ ] 4
  - [ ] 5
- Predictable and reasonable frame work
  - [ ] 1
  - [ ] 2
  - [ ] 3
  - [ ] 4
  - [ ] 5
- Adequate local financial market
  - [ ] 1
  - [ ] 2
  - [ ] 3
  - [ ] 4
  - [ ] 5

## 2. Financial viability aspect

- Sufficient long term demand
  - [ ] 1
  - [ ] 2
  - [ ] 3
  - [ ] 4
  - [ ] 5
- Limited competition
  - [ ] 1
  - [ ] 2
  - [ ] 3
  - [ ] 4
  - [ ] 5
- Sufficient net cash inflow
  - [ ] 1
  - [ ] 2
  - [ ] 3
  - [ ] 4
  - [ ] 5
- Long-term availability of suppliers needed for the normal operation of the project
  - [ ] 1
  - [ ] 2
  - [ ] 3
  - [ ] 4
  - [ ] 5
- Short construction period
  - [ ] 1
  - [ ] 2
  - [ ] 3
  - [ ] 4
  - [ ] 5
- Investment, payment and draw down schedule
  - [ ] 1
  - [ ] 2
  - [ ] 3
  - [ ] 4
  - [ ] 5

## 3. Concessionaire consortium aspect

- Lead member of the consortium
  - [ ] 1
  - [ ] 2
  - [ ] 3
  - [ ] 4
  - [ ] 5
- Effective project organization structure
  - [ ] 1
  - [ ] 2
  - [ ] 3
  - [ ] 4
  - [ ] 5
- Strong and capable project team
  - [ ] 1
  - [ ] 2
  - [ ] 3
  - [ ] 4
  - [ ] 5
- Leading role by a key enterprise or entrepreneur
  - [ ] 1
  - [ ] 2
  - [ ] 3
  - [ ] 4
  - [ ] 5
- Selection procedure of concessionaire
  - [ ] 1
  - [ ] 2
  - [ ] 3
  - [ ] 4
  - [ ] 5
- Multidisciplinary Participants
  - [ ] 1
  - [ ] 2
  - [ ] 3
  - [ ] 4
  - [ ] 5
- Partnering skills
  - [ ] 1
  - [ ] 2
  - [ ] 3
  - [ ] 4
  - [ ] 5

## 4. Financial package aspect

- Financial Strategy
  - [ ] 1
  - [ ] 2
  - [ ] 3
  - [ ] 4
  - [ ] 5
- Availability of long term debt financing
  - [ ] 1
  - [ ] 2
  - [ ] 3
  - [ ] 4
  - [ ] 5
- Sufficient exit options to the lender
  - [ ] 1
  - [ ] 2
  - [ ] 3
  - [ ] 4
  - [ ] 5
- Appropriate toll / tariff level(s) and suitable adjustment Formula
  - [ ] 1
  - [ ] 2
  - [ ] 3
  - [ ] 4
  - [ ] 5
- Sources and structure of main loans
  - [ ] 1
  - [ ] 2
  - [ ] 3
  - [ ] 4
  - [ ] 5
- Low financial Charges
  - [ ] 1
  - [ ] 2
  - [ ] 3
  - [ ] 4
  - [ ] 5
- Fixed and low interest financing
  - [ ] 1
  - [ ] 2
  - [ ] 3
  - [ ] 4
  - [ ] 5

## 5. Risk allocation aspect

- Concession agreement
  - [ ] 1
  - [ ] 2
  - [ ] 3
  - [ ] 4
  - [ ] 5
- Shareholder agreement
  - [ ] 1
  - [ ] 2
  - [ ] 3
  - [ ] 4
  - [ ] 5
- Design and construction contract
  - [ ] 1
  - [ ] 2
  - [ ] 3
  - [ ] 4
  - [ ] 5
- Operation & maintenance agreement
  - [ ] 1
  - [ ] 2
  - [ ] 3
  - [ ] 4
  - [ ] 5
- Loan agreement
  - [ ] 1
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  - [ ] 5
- Insurance Agreement
  - [ ] 1
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  - [ ] 5
- Guarantees and support
  - [ ] 1
  - [ ] 2
  - [ ] 3
  - [ ] 4
  - [ ] 5
6. Technical solution aspect

7. CSFs aspect of BOT project
Part 2

Please (✓) mark the appropriate alternative.

1. Type of Respondent
   A. Client / Owner / Govt. (   )
   B. Contractor (   )
   C. Consultant (   )
   D. Project Manager (   )

2. Status of Company/ Contractor
   A. Public Limited Company (   )
   B. Private Limited Company (   )
   C. Govt./Semi Govt. Agency (   )
   D. Partnership Firm (   )
   E. Proprietary Firm (   )

3. Do you use management techniques for planning and control?
   (A) Yes   (B) No

4. Do you use annual turnover for analysis and control?
   (A) Yes   (B) No

5. What method you use the most for project evaluation?
   (A) NPV
   (B) IRR
   (C) AHP
   (D) Artificial techniques
   (E) Kepner – Tregoe technique
   (F) Any other

6. Does the methods you use for project evaluation take into account intangible factors to your entire satisfaction?
   (A) Yes   (B) No

7. Do you feel further research required for identification of critical success factors for BOT projects in dia?
   (A) Yes   (B) No
8. For the following questions, make a pair wise comparison of the factors listed down on the success of a BOT project on the basis of the following scale.

<table>
<thead>
<tr>
<th>Level of Importance</th>
<th>Definition</th>
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<tr>
<td>1</td>
<td>Equal importance</td>
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<td>3</td>
<td>Weak importance of one over another</td>
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<td>Essential or strong importance</td>
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<td>Very strong or demonstrated importance</td>
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<td>9</td>
<td>Absolute Importance</td>
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<td>2, 4, 6, 8</td>
<td>Intermediate values between adjacent scale values</td>
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</table>

a) Rank the relative importance of following factors of prevailing environment aspect on the success of a BOT project.

A. Public awareness and support  
B. Government support  
C. Fiscal concessions and investment policy  
D. Environmental impact  
E. Stable government

**Prevailing Environment Aspect**

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b) Rank the relative importance of the following factors of Financial Viability aspect on the success of a BOT project.

A. Sufficient Long-term demand.  
B. Limited competition  
C. Sufficient net cash inflow  
D. Long-term availability of suppliers needed for the normal operation of the project  
E. Short construction period

**Financial Viability Aspect**

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</table>
c) Rank the relative importance of the following factors of concessionaire consortium aspect on the success of a BOT Project.

A. Lead member of the consortium  
B. Effective project organization structure  
C. Strong and capable project team  
D. Leading role by a key enterprise or entrepreneur  
E. Selection procedure of concessionaire

<p>| Concessionaire Consortium Aspect |</p>
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d) Rank the relative importance of the following factor of financial package aspect on the success of a BOT project.

A. Financial strategy  
B. Availability of long term debt financing  
C. Sufficient exit options to the lender  
D. Appropriate toll / tariff level(s) and suitable adjustment formula

<p>| Financial Package Aspect |</p>
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e) Rank the relative importance of the following factors of Risk allocation aspect on the success of BOT project.

A. Concession agreement  
B. Shareholder agreement  
C. Design and construction contract  
D. Operation & maintenance agreement  
E. Loan agreement
f) Rank the relative importance of the following factors of Technical solution Aspect on the success of BOT project.

A. Cost effective solution
B. Robust of solution
C. Proven technology
D. Innovative solution
E. Safety considerations

Technical Solution Aspect

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g) Rank the relative importance of the following CSFs aspects of BOT projects.

A. Prevailing environment
B. Financial viability
C. Concessionaire consortium
D. Financial package
E. Risk allocation
F. Technical solution

CSFs Aspects of BOT project

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APPENDIX 4

LIST OF COMPANIES/ORGANIZATIONS RESPONDED TO QUESTIONNAIRE 2

1. Alankar Buildcon Pvt. Ltd., Vidyadhar Nagar, Jaipur
2. Allied Traders, Agra
3. Afcons Infrastructure Ltd. – APIL (JV) N. Delhi
4. Ansal Properties, Kasturba Gandhi Marg, New Delhi
5. Aryavrat Housing Constructions Pvt. Ltd., Bhopal.
8. B. Seenaiah & Co. (Projects) Ltd, Old DLF Colony, Gurgaon.
9. Banco Constructions, Gwalior
10. Bansal Construction Co., Gwalior
11. Best Tech Engineers and Contractors, Sector-44, Gurgaon
12. Bhageerath Engineering Ltd., N. Delhi
14. Bumi- Hiway- DDBL (JV)
16. Chhattisgarh State Electricity Board, Pandri, Raipur
20. CSCHK SOMA JV, Base Camp, NH-3 A.B. Road Shivpuri
21. Delhi Development Authority, Shakarpur, Delhi
22. Development Consultants Pvt. Ltd., Kolkata
23. Dhal Contractors, Agra
24. Dhariwal Infrastructure Ltd., Ramdas Estate, Nagpur
27. Emerald Industries, Greater Kailash, N.Delhi
28. Engineer (Civil), RITES Ltd., Kadavi Chowk, Nagpur
29. Engineers India Ltd., Bhikaji Kama Place, New Delhi
30. Er. Nilesh Agrawal, PMC, Gurgaon
31. Gammon India Ltd. N. Delhi
34. Haware Engs & Builders Pvt. Ltd., Vashi, Navi Mumbai, Thane
35. Hindustan Construction Company Ltd. Tosliy Marg.
36. IJM (India) Infrastructure Ltd., Madhavpur, Hyderabad
37. Indian Oil Corporation, Scope Complex Core II, Lodhi Road, New Delhi
38. IRCON International Ltd, RK Puram N. Delhi.
39. ITD Cementation India Ltd, District Centre, N. Delhi.
40. Jayaswals-Neco (JV), Defence Colony, N.Delhi
41. Jethani Contractors & Developers, Gwalior
43. K. Energy Company Ltd., Banstall, Raipur
44. Kolhapur Municipal Corpn., Shivaji Market, Kolhapur
45. KNR- Patel (JV), Gurgaon.
46. Krishna Developers Pvt. Ltd., Azadpur Complex, Delhi
47. LG-Patel (JV), Green Park main, N.Delhi.
48. Larsen & Toubro Ltd., N. Delhi.
49. M.P. Industrial Infrastructure Development Corp., Ravi Nagar, Gwalior
50. M/s Arun Associates, Consultant, Bangalore
51. M/s Backbone Enterprises Ltd., Mumbai
52. M/s Bhasin Construction Company (P) Ltd., New Delhi
53. M/s Chambal Developers, Gwalior
54. M/s Chambal Rural Development Company, Morena
55. M/s DLF Ltd., Delhi
56. M/s Engineering Projects (India) Ltd., New Delhi
57. M/s J.P. Associates Ltd., Noida
58. M/s Kay Pee Construction Company, Gwalior
59. M/s Parnam Consultancy, Pune
60. M/s Pragmatic Builders Pvt. Ltd., Mumbai
61. M/s R.N. Kashyap Ltd., Delhi
62. M/s S.N. Joshi Pvt. Ltd., Pune
63. M/s S.S. Construction Pvt. Ltd., New Delhi
64. M/s T.S. Infrastructure, Bhopal
65. M/s Tandon Consultants, Delhi
66. M/s U.P. Nirman Nigam, Lucknow
67. M/s Y.S. Sane Pvt. Ltd., Pune
68. Madhya Pradesh Rajya Setu Nirman Nigam Limited, Bhopal
69. MP Housing Board, Gwalior
70. M-Tech Group, Alwar Bye Pass, Bhiwadi
72. N.B.C.C., Lodhi Road, New Delhi.
73. Nagarjuna Construction Co. Ltd., Kolar Road, Bhopal
74. National Highways Authority of India, Dwarka, New Delhi
75. Neoteric Constructions Pvt. Ltd., Gwalior
76. Nucon Consultants, Gwalior.
77. Omaxe Construction, Alwar Bye pass.
82. Pinnacle Engineering Pvt. Ltd., Delhi
83. PNC-Construction Co. Ltd., Etawah By pass, Etawah
84. Progressive Construction Ltd Sticco (JV), N. Delhi.
85. Punj Lloyd Ltd. – Progressive construction JV; Nehru place, N. Delhi.
86. PWD, Madhya Pradesh, Bridge Construction Division, Rewa
87. RBM – PATI (JV); Gurgaon
88. RENARDET S.A. Ingenieurs Conseils National Highway, Jhansi Tiraha, Shivpuri
89. SADA, Counter Magnet City, Gwalior
90. Sahdeva Consultant, Gurgaon.
92. Semac Pvt, Ltd., Safdarjang enclave, N. Delhi
93. Simplex Concrete Piles, Sarani Lindsay Street, Calcutta
94. Som Datta Builders, East of Kailash, New Delhi.
95. SPV, Gwalior Bypass Project Ltd., Jungpura, Bhogal, New Delhi
96. Trehan Developers, Alwar Bye Pass, Bhiwadi.
98. Unitech- NagarjunaConstruction Ltd
99. UEM - ESSAR (JV), Ferozshah Gandhi Road, N. Delhi.
100.