



NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

INVESTIGATING THE IMPACT OF PROJECT MANAGEMENT PRACTICES ON PROJECTS COMPLETION IN
NON-GOVERNMENTAL HEALTH ORGANIZATIONS IN NAMIBIA- OSHANA REGION

BY

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I, Diina Nangolo, declare that this thesis is my own original work and has not been submitted for any other degree at any other university.

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DEDICATION

This thesis is dedicated to my parents, whose endless love, guidance, and sacrifices have profoundly shaped every step of my journey. Their unwavering encouragement and belief have served as my greatest source of strength. The achievement reflected in this work is a testament to their support and dedication. Their influence and inspiration have been the driving force behind my accomplishments, and this research honors their immeasurable impact on my life.

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ABSTRACT

This study delivers a comprehensive analysis of the impact of project management practices on project completion rates within Non-Governmental Health Organizations (NGHOs) in the Oshana Region of Namibia. Recognizing the pivotal role that effective project management plays in achieving organizational objectives, this research investigates how key practices such as project planning, communication, monitoring, capacity building, and stakeholder engagement—affect the success of health-related projects. The research focused on a target population of 85 employees from four organizations: Project Hope, I-TECH, Intra Health, and Society for Family Health Catholic AIDS Action. Permission to collect data was obtained from three of these organizations. A structured questionnaire was distributed via Google Forms to 65 employees across the participating organizations, yielding 51 completed responses.

Adopting a positivist philosophy and a quantitative research approach, the study employed a cross-sectional design for data analysis. Data was processed using the Statistical Package for Social Sciences (SPSS), incorporating descriptive statistics, regression analysis, and inferential tests to examine the relationship between project management practices and project completion rates. Findings indicate that 88.2% of respondents believe effective project management practices significantly enhance project completion rates, with 47.1% being very familiar with these practices. The study reveals that essential practices—such as active stakeholder involvement, thorough project planning, and the establishment of structured monitoring and feedback mechanisms—are crucial for achieving project goals. Effective communication and regular feedback are identified as vital components for addressing project challenges and meeting deadlines. Despite the overall recognition of the value of these practices, areas requiring improvement include the consistent application of project management practices and the effective communication of monitoring results.

The research provides actionable recommendations for NGHOs, advocating for enhancements in feedback mechanisms, improved alignment between monitoring activities and project objectives, and better communication channels. It also highlights the importance of ongoing training and development to increase familiarity with project management practices, which is positively correlated with improved project performance. Future research should extend these findings by exploring emerging trends in project management, evaluating the impact of technological advancements, and examining the influence of organizational culture on project management practices. Addressing these areas will help organizations refine their approaches and achieve greater success in their project endeavors.

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ABBREVIATION USED

Community Health Workers (CHWs)

Cost Performance Index (CPI)

Key Performance Indicator (KPI)

Monitoring and Evaluation (M&E)

Non-Government Organization (NGO)

Non-Governmental Health Organization (NGHO)

The Namibia Non-Governmental Organization Forum (NANGOF)

President's Emergency Plan for AIDS Relief (PEPFAR)

Project Management Body of Knowledge (PMBOK)

Project Management Institute (PMI)

Project Management Knowledge Areas (PMKAs)

Project Management Practices (PMP)

Schedule Performance Index (SPI)

Statistical Package for Social Sciences (SPSS)

Theory of Constraints (TOC)

Work Breakdown Structure (WBS)

CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 INTRODUCTION

Project management is an essential component of successful project execution across various sectors, and it has become particularly critical within the health sector. Non-governmental organizations (NGOs) have established themselves as key players in driving socio-economic development, advancing human rights, and improving public health outcomes, especially in regions with limited government resources. Since Namibia's independence in 1990, NGOs both international and local have been at the forefront of implementing projects aimed at addressing a wide array of social and health issues across the country. With the population of Namibia projected to increase steadily, reaching an estimated 3.44 million by 2041 (Namibia Statistics Agency, 2011), the demand for healthcare services is expected to rise correspondingly. NGOs are playing an increasingly significant role in this context, working alongside the government to deliver essential healthcare services to an ever-growing population.

In today's rapidly evolving global environment, the relevance of effective project management within non-governmental health organizations is paramount. As these organizations strive to deliver health services to underserved communities, the efficient and effective management of resources becomes crucial. This relevance is underscored by the challenges NGOs face, such as funding limitations, resource constraints, and the need to meet complex project goals within tight deadlines. The Namibia Non-Governmental Organization Forum (NANGOF) reports in 2017 that many NGOs are forced to shut down projects over the preceding three years due to a depletion of funds (NANGOF, 2017). This scenario reflects a broader issue where poor resource management, unclear project goals, and inadequate planning can severely impede project success. Therefore, it is essential to understand the project management practices that can mitigate these challenges and improve project completion rates.

Despite the recognized importance of project management in ensuring the success of health initiatives, there remains a significant research gap concerning the specific practices that contribute to higher project completion rates within non-governmental health organizations in Namibia. Existing literature has explored various aspects of project management across different sectors, but there is limited research that focuses specifically on the non-governmental health sector in Namibia. This gap in the literature highlights the need for a focused investigation into the project management practices that can enhance the success rate of health projects. This study aims to fill this gap by examining how specific practices such

as project planning, communication, monitoring, capacity building, and stakeholder engagement affect project outcomes. The research problem this study addresses is the high rate of project closures and incomplete projects among non-governmental health organizations in Oshana Region. This issue not only undermines the effectiveness of these organizations but also has serious implications for the communities they serve. Uncompleted or poorly executed health projects can lead to wasted resources, unmet healthcare needs, and a loss of trust among stakeholders. By investigating the root causes of these challenges, this study seeks to provide actionable insights that can improve project completion rates and, ultimately, the delivery of healthcare services.

Addressing the research gap, this study will explore how NGOs in Oshana Region and Namibia at large can improve their project management practices to overcome the barriers to project completion. The gap in existing literature suggests a need for more in-depth studies that examine the unique challenges faced by non-governmental health organizations in Namibia, particularly in relation to project management. This study will contribute to filling this gap by focusing on the practices that have been underexplored, such as the role of capacity building and stakeholder engagement in project success. Understanding these factors is crucial for developing strategies that can enhance the effectiveness of NGO-led health projects.

The purpose of this study is to provide a comprehensive analysis of the project management practices that influence the completion rates of non-governmental health organization projects in Oshana Region. By examining how NGOs plan, execute, monitor, and close their projects, this research aims to identify key factors that contribute to successful project outcomes. Specifically, the study will focus on the impact of project planning, communication strategies, monitoring and evaluation frameworks, capacity-building initiatives, and stakeholder engagement on project success. Through this analysis, the study aims to offer practical recommendations that can help NGOs improve their project management practices and, in turn, increase their project completion rates.

The importance of this study lies in its potential to bridge the gap between theoretical knowledge and practical application in the field of project management within the non-governmental health sector. The findings of this research are expected to contribute significantly to the existing body of knowledge on project management practices, particularly within the context of non-governmental health organizations in Namibia. Moreover, by providing evidence-based recommendations, this study aims to support NGOs in their efforts to enhance the sustainability and impact of their health projects. Effective project management is not merely about meeting deadlines and staying within budget; it is about ensuring that projects achieve their intended outcomes and make a tangible difference in the communities they serve.

Furthermore, the study's findings will have practical implications for NGOs and other stakeholders involved in health projects in Namibia. By identifying the key factors that contribute to project success, the study will provide valuable insights that can help NGOs improve their project management practices. This, in turn, will enable them to deliver more effective and sustainable health interventions, thereby contributing to the overall improvement of healthcare services in Namibia. Ultimately, this research aims to empower NGOs with the tools and knowledge they need to better serve their communities and fulfil their mission of improving public health outcomes.

1.2 BACKGROUND

Project management as a discipline has evolved significantly from its origins in managing large engineering and construction projects to its application across various sectors, including NGOs and healthcare. Historically, project management within NGOs began as a rudimentary practice focused primarily on resource allocation and timeline management. Over the decades, it has matured into a structured field emphasizing strategic planning, risk management, and stakeholder engagement (Kerzner, 2018). The increasing complexity of projects and the need for accountability and effectiveness have driven this evolution, particularly in developing regions such as Namibia, where NGOs are pivotal in addressing public health challenges.

In Namibia, NGOs have become integral to healthcare delivery, especially in regions with limited resources and high disease burdens. Historically, health interventions in Namibia have been challenged by factors such as inadequate infrastructure, limited healthcare resources, and high disease prevalence. NGOs have collaborated with the Ministry of Health and local stakeholders to address these issues through various health projects. These initiatives include programs targeting maternal and child health, HIV/AIDS prevention, malaria control, and other critical health areas (Kasuya, 2021). This collaborative approach has been essential in mitigating the impact of these health challenges and improving healthcare outcomes. This study focused on Non-Governmental Health Organizations (NGHOs) that are implementing projects in the Oshana Region, namely; Project Hope, I-TECH, Intra Health, and Society for Family Health. Some of these projects encountered various challenges that led to their failure. Common reasons for projects failures include inadequate planning, lack of stakeholder engagement, limited resources, scope creep, inadequate risk management, unforeseen external factors, lack of monitoring and evaluation, and team dynamics issues.

In 2021, JHPIEGO initiated the implementation of the DREAMS/ACHIEVE project, which aimed to achieve and sustain HIV/AIDS control among at-risk and hard-to-reach adolescent girls and young women. The

project also aimed to improve secondary school progression and graduation rates, thereby increasing economic opportunities for this demographic (MacLachlan et al., 2022). Initially planned as a five-year project, the implementation faced challenges during its second year, leading to employee retrenchment and a project duration reduction to three years. The challenges faced during the second year of the DREAMS/ACHIEVE project implementation highlighted the importance of investigating the impact of project management practices on project completion in non-governmental health organizations

Today, the practice of project management in NGOs, particularly in the healthcare sector, is characterized by an emphasis on achieving sustainable outcomes and maintaining donor support. Effective project management is crucial for ensuring that projects are completed on time, within budget, and meet the desired quality standards (Hezkias, 2019). Despite significant efforts, many health projects face ongoing challenges, including delays in project completion, difficulties in resource coordination, and ineffective monitoring and evaluation (Nyamu & Owuor, 2022). These challenges often stem from issues such as scope creep, inadequate stakeholder engagement, and insufficient risk management. Recent advancements in project management have introduced new methodologies and technologies aimed at improving project outcomes. Innovations such as data-driven decision-making, advanced project management software, and integrated stakeholder communication strategies are becoming more prevalent (PMI, 2017). These trends aim to address common project management challenges and enhance the effectiveness of health interventions.

Several theoretical frameworks underpin the study of project management practices. The Project Management Body of Knowledge (PMBOK) offers a comprehensive guide to project management, encompassing essential areas such as planning, execution, monitoring, and closing (PMI, 2018). This framework is particularly relevant for NGOs as it provides standardized practices that can be adapted to various project contexts. Additionally, the Theory of Constraints (TOC) is significant for understanding how to manage project constraints and optimize performance (McCleskey, 2020). These theories offer valuable insights into how project management practices influence project outcomes and help identify areas for improvement. Effective project management in NGOs, especially those focused on health, is crucial for enhancing public health outcomes. As NGOs work to address pressing health issues in Namibia, their ability to successfully complete projects directly impact the health and well-being of communities (Browning, 2018). Improving project management practices can lead to more efficient use of resources, better project outcomes, and increased overall effectiveness.

The significance of this study lies in its potential to provide actionable insights that can help NGOs overcome current challenges and improve project performance, ultimately contributing to better health outcomes in Namibia. Previous research has explored various aspects of project management within NGOs, including stakeholder involvement, risk management, and project performance (Aslami, 2019; Ouma, 2016). Studies have indicated that effective stakeholder engagement and rigorous monitoring and evaluation processes are critical for project success (Al-Rubaiei et al., 2018). However, there is a notable gap in research specifically examining how project management practices affect project completion rates within the healthcare sector of NGOs in Namibia (Nyamu & Owuor, 2022). This study aims to address this gap by investigating the impact of project management practices on project completion and offering recommendations for improvement.

The socio-economic and cultural context of Namibia significantly influences the challenges and opportunities for NGOs working in the health sector. Namibia's diverse population and varying levels of healthcare access present unique challenges for project implementation (Pillay, 2022). Understanding these contextual factors is essential for developing effective project management strategies tailored to local needs. Additionally, the collaboration between NGOs, the Ministry of Health, and other local stakeholders plays a crucial role in shaping project outcomes. Effective partnerships and institutional support are vital for the success and sustainability of health projects in Namibia (MacLachlan et al., 2022).

This study aims to address the issue of project completion within non-governmental health organizations in Namibia. Specifically, it seeks to explore how project management practices influence project completion rates and identify key factors that contribute to successful project outcomes. The objectives are to assess the current state of project management practices, evaluate their impact on project completion, and provide recommendations for improving project performance. By examining these factors, the research will contribute to a better understanding of project management practices and their impact on health project outcomes in Namibia.

1.3 PROBLEM STATEMENT

Inadequate project management practices can have significant consequences for organizations, often resulting in project retrenchment and causing substantial losses, including unemployment for project staff (Abatneh, 2020). Projects are temporary endeavors with specific timeframes for completion (Tall & Matarneh, 2021). However, many projects implemented by non-governmental health organizations struggle to meet their intended completion targets. Therefore, this study aimed to investigate the impact of project management practices on project completion in non-governmental health organizations. By

shedding light on this issue, the research sought to provide insights that would enable NGOs and project stakeholders to make informed decisions, leading to more sustainable and successful projects. The issue of inadequate project management practices and premature project closures is not confined to a specific region but is a global concern. For instance, in Uganda, where there are over 500 NGOs, approximately 35% of NGO projects fail in their early stages due to poor project management practices, as highlighted by Mkutano (2018). In a study conducted by Natnael Hezkias in 2019, which assessed the project management practices of the Gudina Tumsa Foundation in Ethiopia, 73.9% of respondents strongly agreed that project management practices played a critical role in the success of the foundation's projects.

Further evidence of challenges faced by NGOs can be found in the study conducted by Amiri and Pagheh (2019) on the problems and challenges faced by non-governmental organizations in Pune City, Maharashtra. The study examined 150 NGOs and identified financial, human resources, and administrative challenges that hindered project implementation. Regarding administrative challenges, 28% of respondents highlighted poor governance as a significant factor contributing to major administrative problems in NGOs. Additionally, 18% of respondents emphasized the lack of proper strategic planning as a root cause of these challenges. Ineffective networking and communication systems were identified by 25% of respondents as a major obstacle for NGOs. Lastly, 29% of respondents identified the interference of political parties in day-to-day activities as a source of difficulties in implementing development projects in specific regions or areas. Failing to adequately address these challenges can ultimately lead to the premature closure of projects

1. 4 Objectives of the Study

1.4.1 The main objective

The main objective of the study was to investigate the impact of project management practices on project completion in non-governmental health organizations.

1.4.2 Sub-objectives

- i. To assess the effect of stakeholder involvement on project completion in Non-Governmental Health organizations.
- ii. To examine the effect of the project plan on project completion in Non-Governmental Health organizations.

- iii. To evaluate the effect of project monitoring on project completion in Non-Governmental Health organizations.

1.5. Research question

1.5.1 Main research question

What is the impact of project management practices on project completion in non-governmental health organizations?

1.5.2 Sub Questions

- i. What is the effect of stakeholder involvement on project completion in Non-Governmental Health organizations?
- ii. What is the effect of the project plan on project completion in Non-Governmental Health organizations?
- iii. How does project monitoring influence project completion in Non-Governmental Health organizations?

1.6 Hypothesis

Based on the above objectives, the following relationships were hypothesized:

H0: There is no relationship between project management practices and project completion in Non-Governmental Health Organizations.

HA1: There is a relationship between project management practices and project completion in Non-Governmental Health Organizations.

H0: There is no relationship between stakeholder involvement and project completion in Non-Governmental Health Organizations.

HA2: There is a relationship between stakeholder involvement and project completion in Non-Governmental Health Organizations.

H0: There is no relationship between the project plan and project completion in Non-Governmental Health Organizations.

HA3: There is a relationship between the project plan and project completion in Non-Governmental Health Organizations.

H0: There is no relationship between project monitoring and project completion in Non-Governmental Health Organizations.

HA4: There is a relationship between project monitoring and project completion in Non-Governmental Health Organizations.

1.7 The study research model

The research model for this study was represented by the simple linear regression model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3;$$

Project Completion (Y) = $\beta_0 + \beta_1 * \text{Stakeholder Involvement (X1)} + \beta_2 * \text{Project Planning (X2)} + \beta_3 * \text{Project Monitoring (X3)}$

In this model:

- Project Completion (Y) represents the successful conclusion of projects within NGHOs in the Oshana Region, Namibia.
- Stakeholder Involvement (X1), Project Planning (X2), and Project Monitoring (X3) are the independent variables, each assessing the impact of specific project management practices on project completion within NGHOs in the Oshana Region.
- Miscellaneous allowances; β = gradient of the slope; β_0 = intercept of the graph on the y-axis; Y is the outcome variable and from X1 to X3 represents the independent variables

1.8 Significance of the Study

University

This research undertaking holds the promise of significantly elevating the profile and reputation of the Namibia University of Science and Technology (NUST). By addressing the challenges faced by non-governmental health organizations in project management, the study positions the university as a leader in tackling real-world issues through academic inquiry. Such a reputation can be instrumental in attracting accomplished faculty members who are eager to engage in impactful research, motivated students

seeking to contribute to meaningful projects, and substantial funding from both governmental and non-governmental sources.

The study's findings highlight NUST's commitment to producing research that not only meets rigorous academic standards but also addresses pressing global challenges. This alignment with internationally recognized academic standards enhances the university's standing on the global academic stage. Increased media attention and philanthropic backing are likely to follow, further solidifying NUST's position as a leading institution in the field of project management within healthcare NGOs. Such advancements can lead to an enriched academic environment, where innovative research practices and collaborations flourish.

Furthermore, the impact of this study extends to enhancing NUST's reputation as a hub for pragmatic and solution-oriented research. By contributing valuable insights into effective project management practices, the university can showcase its role in advancing knowledge and developing practical solutions that have tangible benefits for healthcare NGOs. This increased visibility and recognition on the global stage can foster partnerships with other leading institutions and organizations, creating new opportunities for collaborative research and development.

Non-Governmental Health Organizations

This study has the potential to revolutionize the operational methodologies of healthcare NGOs and their project managers. By providing actionable and practical insights into project management strategies, the research empowers these NGOs with valuable tools for navigating the complexities of project execution. The study's guidance extends beyond theoretical discussions, offering concrete benefits that can lead to more effective and sustainable health interventions.

For healthcare NGOs, particularly those operating in resource-constrained environments, the implications of improved project management practices are profound. The study equips these organizations with the knowledge to enhance their planning processes, optimize resource allocation, and execute projects more efficiently. This can result in more successful project completions, greater impact on community health outcomes, and increased sustainability of health programs. The transformative potential of this study lies in its ability to address common project management challenges faced by NGOs. By focusing on areas such as stakeholder involvement, project planning, and project monitoring, the study provides practical recommendations that can lead to substantial improvements in project execution. These enhancements

can help NGOs achieve their goals more effectively, ensuring that health interventions are delivered in a timely and impactful manner.

Moreover, the study's insights can facilitate a shift towards a more systematic and strategic approach to project management within healthcare NGOs. This shift can result in more coherent and structured project execution, ultimately fostering positive, enduring change within the communities these organizations serve. The study's role as a transformative force in bolstering operational efficiency underscores its importance in driving meaningful advancements in the field of healthcare.

Researchers

In the dynamic landscape of research, this study represents a significant contribution by addressing existing gaps related to project management strategies within healthcare NGOs. The research adds valuable knowledge to the academic discourse, enriching the understanding of effective project management practices in this specific context. By filling a noticeable void in comprehensive research on the topic, the study offers new perspectives and insights that extend beyond theoretical considerations.

The study's significance for researchers extends to its practical implications. The findings provide a framework for understanding how project management practices can influence project outcomes and completion rates. Researchers working in related fields, such as project management, organizational behavior, and healthcare administration, can draw on these insights to inform their own work and guide future investigations. Additionally, the study's focus on the Namibian context adds a unique dimension to the global body of research. By exploring project management practices within a specific regional context, the study offers comparative insights that can enhance the generalizability of its findings. This regional perspective contributes to a more nuanced understanding of how project management practices vary across different settings, providing a basis for further comparative research.

The study also underscores the importance of research that addresses real-world challenges faced by organizations. By offering actionable recommendations and practical guidance, the study demonstrates the value of academic research in informing and improving organizational practices. Researchers can use this approach as a model for conducting similar investigations in other contexts, contributing to the broader goal of enhancing organizational effectiveness and impact.

Stakeholders

The significance of this study for stakeholders involved in healthcare NGOs cannot be overstated. For donors and funding agencies, the research provides a comprehensive framework for assessing and prioritizing funding opportunities. By identifying and emphasizing effective project management practices, the study enables funders to make more informed decisions, ensuring that their financial support is directed towards initiatives with a proven track record of successful execution. This not only maximizes the impact of their investments but also promotes greater accountability and transparency in how funds are utilized. For community members and beneficiaries, the research translates into tangible improvements in the delivery of health services. Enhanced project management practices lead to more efficiently executed health programs, resulting in timely and effective interventions that address pressing health needs. This can enhance community trust and engagement, as well as ensure that health programs are responsive to the specific needs and challenges faced by the populations they serve. The direct benefits of improved project execution include better health outcomes, increased access to healthcare services, and a stronger overall impact on community well-being.

Policymakers and government agencies also stand to gain from the study's findings. The research offers evidence-based recommendations that can inform the development of public health policies and frameworks. By integrating effective project management practices into policy design, governments can improve the efficiency and effectiveness of public health programs, optimize resource allocation, and achieve better health outcomes on a larger scale. This can lead to more strategic and impactful public health initiatives that address both immediate and long-term health challenges. Moreover, the study's insights can enhance the engagement of other stakeholders, such as healthcare providers, advocacy groups, and local organizations, by providing a common understanding of best practices in project management. This shared knowledge can foster collaboration and coordination among various entities involved in health interventions, leading to more cohesive and integrated approaches to addressing health issues.

1.9 Limitations

Several limitations may have impacted the outcomes of this study, both directly and indirectly. Understanding these limitations is crucial for interpreting the results and guiding future research. One primary limitation is the potential for a low response rate from the sampled respondents. This issue may be attributed to concerns about victimization or negative repercussions from their organizations. Such apprehensions could have led to a lower level of participation, which might affect the representativeness and generalizability of the data collected. Although strategies were implemented to ensure the

confidentiality and privacy of respondents' data such as providing assurances regarding the anonymity of responses and emphasizing that data would be used solely for research purposes there remains a possibility of response bias. This bias could influence the accuracy of the study's findings and the reliability of the conclusions drawn.

Another significant limitation is the reliance on a limited body of literature specific to the Namibian context. Due to the scarcity of local research on project management practices in Namibian non-governmental health organizations, the study depended heavily on foreign literature to inform its findings and analysis. While international studies provided valuable insights, their applicability to the Namibian context may be constrained by differences in cultural, organizational, and environmental factors. This reliance on external literature could mean that the study's conclusions might not fully capture the unique dynamics and challenges faced by local organizations. This limitation underscores the need for more localized research to provide a richer and more contextually relevant understanding of the issues at hand.

The quality and accuracy of the data collected also pose a limitation. Despite efforts to ensure the reliability and validity of the data collection instruments, there remains a possibility of measurement errors or biases. Factors such as respondent misinterpretation of questions, inconsistencies in responses, or inaccuracies in data entry could impact the study's results. These potential errors might affect the validity of the findings and their implications for project management practices. To address this limitation, future research could benefit from utilizing a wider range of data sources and methodologies, including qualitative approaches or mixed-methods designs, to validate and enrich the study's findings.

The generalizability of the study's findings may also be limited. Given the specific focus on non-governmental health organizations in Namibia, the results may not be directly applicable to other sectors or geographical regions. Variations in organizational practices, cultural contexts, and external factors could lead to different outcomes in other settings. Therefore, while the study provides valuable insights into the Namibian context, caution should be exercised when extrapolating the findings to broader contexts.

Finally, constraints related to the research design and methodology may have impacted the study's outcomes. The design choices, such as the selection of research instruments and sampling techniques, might have influenced the nature of the data collected and its interpretation. While the study aimed to

employ rigorous methods, inherent limitations in the research design could affect the overall robustness of the findings. Future studies could explore alternative methodologies or refine the research design to enhance the depth and breadth of the analysis.

1.10 Delimitation

The scope of this study was intentionally narrowed to focus on non-governmental health organizations operating within the Oshana Region of Namibia. This specific delimitation was selected to enable a concentrated and detailed examination of project management practices within a clearly defined geographic and organizational context. By narrowing the focus, the study aimed to provide a thorough and contextually rich analysis of the factors that influence project management and completion in this particular region.

Focusing on the Oshana Region allowed the study to address the unique challenges and opportunities specific to this area. This geographic concentration enabled the research to deeply engage with the region's socio-economic, cultural, and infrastructural characteristics, which directly impact how NGOs operate and manage their health projects. The study analyzed local dynamics, including community engagement practices, resource availability, and the particular health challenges faced by the population in the Oshana Region. This provided a detailed understanding of the region's specific needs and the ways in which NGOs can best respond to them.

While the focused scope of this study allowed for an in-depth exploration of project management practices in the Oshana Region, it also introduced certain limitations. The findings, though valuable for understanding the specific context of the Oshana Region, may not be fully generalizable to NGOs operating in other parts of Namibia or different countries. The socio-economic conditions, cultural norms, and operational challenges vary significantly across regions, and these differences could lead to variations in project management practices not captured in this study. By focusing exclusively on the Oshana Region, the study did not explore how factors such as different governmental policies, levels of economic development, or varying health challenges in other regions might influence project management.

The decision to narrow the study's focus to the Oshana Region was made to ensure that the research could provide a detailed and accurate assessment of project management practices within a specific context. This focus allowed for a deeper analysis of the factors influencing project management and offered practical, context-specific recommendations for improving these practices. These insights are

particularly valuable for NGOs operating within the region and can serve as a model for similar organizations in comparable settings.

Recognizing the limitations of this study's narrow focus, future research could build upon these findings by expanding the geographic and organizational scope. Comparative regional studies could examine project management practices in other regions of Namibia, such as the Kunene, Kavango, or Khomas Regions, to identify regional variations and develop more generalizable conclusions. Additionally, expanding the research to include NGOs operating in different countries could provide valuable comparative insights, enhancing the understanding of how different contexts influence project management.

In conclusion, the delimitation of this study to non-governmental health organizations within the Oshana Region of Namibia was a strategic choice that allowed for a focused and detailed examination of project management practices in a specific context. While this focus provided valuable insights, it also highlighted the need for further research to explore project management in a broader range of contexts. Future studies that expand beyond this region could enhance the generalizability of the findings and contribute to a more comprehensive understanding of effective project management practices across diverse settings.

1.11 Assumption

Several key assumptions were integral to the conduct of this study, shaping its design and implementation throughout the research process. A fundamental assumption was that the data collection instrument, specifically the survey, would yield accurate and reliable outcomes. This assumption was grounded in the use of established survey methods and validated instruments that were designed to capture relevant information about project management practices and outcomes. The survey was meticulously crafted according to best practices in research methodology. It underwent rigorous pre-testing and validation to ensure that it effectively measured the intended variables and produced consistent results. The choice of validated measures aimed to enhance the reliability of the data, thus providing a solid foundation for analyzing the study's results.

Another critical assumption was that respondents would possess a thorough understanding of the survey questions and provide honest and accurate responses. The validity of the study's findings depended on the clarity of the questions and the truthfulness of the responses provided by participants. To support this assumption, the survey was designed with a focus on clarity and simplicity. Questions were formulated

using straightforward language to minimize the risk of misinterpretation. Additionally, a pre-test was conducted with a small sample to ensure that the questions were comprehensible and effectively captured the respondents' experiences and perspectives on project management.

It was also assumed that the researchers would successfully communicate the study's objectives and purpose to the respondents. Effective communication is essential for ensuring that participants understand the relevance of the study and feel motivated to provide meaningful feedback. The researchers made concerted efforts to clearly explain the study's aims and the significance of participants' contributions. Detailed introductory sections of the survey and accompanying communications were crafted to convey the study's goals and emphasize the importance of respondents' input. This approach was intended to foster a clear understanding of the research objectives and encourage active engagement from the participants.

An implicit assumption was that participants would be willing to engage with the survey process. It was anticipated that the target audience would be motivated to participate due to their interest in the study's relevance to their field or their belief in the value of contributing to research that could influence their practice. To enhance engagement, the researchers ensured that the survey was concise and relevant. Assurances of confidentiality and ethical handling of responses were provided to reinforce participants' willingness to provide thoughtful and genuine feedback.

The study also assumed that response bias would be minimal, allowing for an accurate representation of participants' views. Efforts were made to mitigate potential biases by employing randomized sampling techniques and administering the survey in a way that encouraged unbiased responses. Despite these efforts, the possibility of some level of response bias was acknowledged, and it was accounted for in the analysis and interpretation of the data. It was presumed that the sample size of 80 participants, with an expected response rate of at least 50%, would be sufficient to provide meaningful insights into project management practices. This assumption was based on established guidelines for sample sizes and response rates in similar research contexts. The researchers considered this sample size adequate for drawing valid conclusions and generalizing findings within the study's scope.

These assumptions were essential in shaping the study's design and methodology, and while they provided a framework for the research, they also required careful consideration and adjustment to ensure the study's findings were robust and actionable. By addressing these assumptions, the study aimed to produce reliable and valuable insights into project management practices within non-governmental

health organization

1.13 Organization of the Study

This research is systematically organized into five chapters, each meticulously addressing distinct aspects of the study to ensure a comprehensive examination of the research topic. Chapter One serves as the foundation of the study by setting the stage for the entire research. It begins with an introduction to the study's context, presenting the problem statement and defining the research purpose. This chapter clearly articulates the objectives and research questions that guide the study, establishing a roadmap for the investigation. Additionally, Chapter One highlights the significance of the research, outlining how it contributes to the field of project management within non-governmental health organizations. The chapter further delves into the study's scope, detailing the boundaries and extent of the research. It also acknowledges potential limitations that could impact the study's outcomes and identifies key assumptions that underpin the research design.

Chapter Two is dedicated to a thorough literature review, providing a comprehensive examination of existing research related to project management practices and project completion in non-governmental health organizations. This chapter critically analyzes prior studies, synthesizing findings to build a solid theoretical and conceptual foundation for the research. It explores various theories and frameworks relevant to the study, discussing their relevance and application to the research questions. By reviewing the literature, Chapter Two establishes the context for the study and identifies gaps in current knowledge that the research aims to address.

Chapter Three details the research design and methodology, outlining the approach taken to investigate the research questions. This chapter describes the target population and the criteria for selecting participants, providing a rationale for the choices made. It elaborates on the data collection techniques employed, including the use of surveys or other instruments, and explains how these methods are aligned with the study's objectives. Chapter Three also includes an assessment of the validity and reliability of the data collection instruments, ensuring that they accurately capture the intended information. The methodology section details the processes used to gather and analyze data, offering a transparent account of how the research was conducted.

Chapter Four is dedicated to the analysis, presentation, and interpretation of the collected data. This chapter presents the findings in a structured manner, using appropriate statistical and analytical techniques to explore the data. It provides a detailed examination of the results, highlighting significant patterns, trends, and insights related to project management practices in healthcare NGOs. The chapter interprets the data in the context of the research questions, drawing connections between the findings and the theoretical frameworks discussed in Chapter Two. It also discusses the implications of the results, offering insights into how they contribute to the understanding of effective project management within the sector.

Chapter Five concludes the study by summarizing the key findings and integrating them into a broader discussion. This final chapter reflects on the research outcomes, drawing conclusions based on the data analysis and addressing the initial research questions. It provides actionable recommendations for improving project management practices in non-governmental health organizations, based on the study's results. Additionally, Chapter Five identifies areas for future research, suggesting potential avenues for further investigation to build on the study's findings and address remaining gaps in knowledge. The chapter emphasizes the practical applications of the research and its contribution to advancing the field of project management in healthcare NGOs.

1.14 Conclusion

In this chapter, the foundation for the research study was established, setting the stage for a comprehensive investigation into the impact of project management practices on project completion NGOs in the Oshana Region. The primary mission was to explore how various aspects of project management influence the successful completion of health projects undertaken by NGOs in this specific region.

The chapter began by acknowledging the common challenges faced by NGOs, such as issues related to resource allocation and planning, which often lead to project closures and hinder successful outcomes. Understanding these challenges was essential for framing the research objectives and questions. The study aimed to address these issues by focusing on key aspects of project management, including stakeholder involvement, project planning, and project monitoring. Research objectives were clearly defined, with a central aim to assess how project management practices affect project completion rates. Subsidiary goals focused on specific areas of interest, such as the role of stakeholder involvement in project success, the effectiveness of project planning processes, and the impact of project monitoring on

project outcomes. Research questions were formulated to explore these areas in detail, providing a framework for investigating the relationships between project management practices and project completion.

Hypotheses were developed to empirically test the relationships between the variables under investigation. A simple linear regression approach was employed to illustrate these connections, allowing for an analysis of how various project management practices influence project completion rates. The use of this model provided a clear and structured approach to understanding the impact of project management strategies on project outcomes. Subsequent chapters will delve into a detailed review of existing literature, providing a comprehensive background on project management practices and their relevance to healthcare NGOs. Chapter Two will examine prior research and its findings, focusing on project management practices and completion in similar contexts. Chapter Three will outline the research design, including data collection methods and the assessment of instrument validity and reliability. Chapter Four will present the analysis of collected data, offering an in-depth exploration of the study's findings. Finally, Chapter Five will summarize the research, engage in discussions, draw conclusions, and provide recommendations for enhancing project management practices in NGOs.

The study's findings are anticipated to offer valuable insights into effective project management practices, contributing to a deeper understanding of how these practices can lead to successful project completion. The recommendations derived from the study will provide actionable guidance for NGOs, helping them to improve their project management strategies and achieve more impactful outcomes in their health initiatives. Ultimately, the study aims to foster positive and enduring change within the communities served by these organizations, highlighting the importance of effective project management in achieving sustainable and meaningful results. This chapter sets the stage for the detailed exploration of literature, methodology, and data analysis in the subsequent chapters, paving the way for a comprehensive understanding of the factors influencing project management practices and their impact on project completion rates in the Oshana Region.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

The literature review is designed to address the research questions by providing a thorough and systematic examination of how project management practices influence project completion within Non-Governmental Health Organizations. This comprehensive review will delve into various dimensions of project management, including stakeholder involvement, project planning, and project monitoring, to uncover their impact on project success and operational efficiency.

To begin with, the literature review will explore the concept of stakeholder involvement, examining how the engagement of different stakeholders affects project outcomes. By analyzing existing studies, theories, and models, this section aims to identify best practices for involving stakeholders effectively and understanding their role in ensuring project success. Insights from previous research will be used to assess how stakeholder contributions, expectations, and feedback influence project performance and completion rates in NGHOs. Next, the review will focus on project planning, a critical phase in the project management lifecycle. It will review literature related to project planning methodologies, tools, and techniques used in NGHOs. This section will evaluate how thorough and strategic project planning impacts the ability to meet project objectives and deadlines. By investigating various planning frameworks and their application within NGHOs, the study aims to provide a clearer understanding of how detailed planning contributes to project efficiency and success.

The literature review will also cover project monitoring, an essential component of project management that involves tracking progress and performance throughout the project lifecycle. This section will examine methodologies for effective project monitoring, including performance metrics, monitoring tools, and feedback mechanisms. The goal is to understand how continuous oversight and evaluation influence project outcomes, identify deviations early, and facilitate timely interventions. Through this literature review, the study seeks to contribute to the existing knowledge base by synthesizing findings from theoretical and empirical studies related to project management in NGHOs. By highlighting successful practices and identifying areas for improvement, the review aims to offer actionable recommendations for enhancing project management strategies within NGHOs.

The insights gained from this review will not only inform decision-making processes but also provide

practical guidance for improving the overall effectiveness of NGHO projects. Ultimately, the literature review will help in understanding the key factors that drive project completion and success, enabling NGHOs to achieve their goals more effectively and sustainably.

2.2 Non-Profit Health Organization

The term "non-governmental organization" broadly refers to a diverse array of non-profit entities engaged in a wide range of activities, including but not limited to health initiatives, religious work, cooperatives, women's groups, environmental advocacy, foundations, and community organizations. NGOs are characterized by their independence from government control, voluntary nature, and focus on addressing various social, economic, and environmental issues. The concept of NGOs was formally recognized by the United Nations in 1949, marking the beginning of their institutionalization on the global stage. Since then, the terminology has evolved to include various designations such as grassroots organizations, voluntary organizations, indigenous NGOs, and international NGOs, reflecting the diverse forms and functions these organizations have taken on over time (Colosio, 2020; Schofer & Longhofer, n.d.).

In the past three decades, NGOs have experienced substantial growth and development in Africa, significantly impacting the healthcare systems across the continent. This expansion has been driven by various factors, including the increasing recognition of the critical role that NGOs play in delivering essential health services, particularly in areas where government capacity is limited. The proliferation of NGOs in Africa has led to notable improvements in access to healthcare services, the quality of care provided, and overall public health outcomes. These organizations have become key players in addressing some of the most pressing health challenges in the region, including infectious diseases, maternal and child health, and health education (Schofer & Longhofer, n.d.; Pillay, 2022). The role of NGOs in healthcare is multifaceted and complex, encompassing a range of activities designed to strengthen and support health systems at various levels. According to the World Health Organization (2020), non-governmental health organizations often establish close working relationships with national and provincial departments of Health, contributing to both the direct delivery of healthcare services and the broader strengthening of health systems. These collaborations often involve several key activities that are critical to the functioning and improvement of healthcare systems.

One of the primary activities of NGOs in the healthcare sector is the provision of clinical services. NGOs often deploy healthcare professionals to underserved and remote areas, where access to medical services is limited. By providing direct medical care, these organizations help to bridge gaps in healthcare provision, ensuring that vulnerable populations receive the necessary health services. In addition to delivering clinical care, NGOs also support the overall healthcare infrastructure by contributing to the development and maintenance of health facilities, ensuring that they are equipped to provide quality care (World Health Organization, 2020).

Another critical area of NGO involvement is the support provided to community health workers (CHWs). NGOs often play a vital role in training and equipping CHWs, who are essential to the delivery of primary healthcare services, particularly in rural areas. These organizations provide stipends, facilitate training programs, and offer ongoing support to CHWs, enabling them to implement new clinical guidelines and assist patients in adhering to their treatment regimens. By empowering local health workers, NGOs enhance the effectiveness and reach of healthcare services, making them more accessible to the communities that need them most (Pillay, 2022). Pharmaceutical support is another area where NGOs make significant contributions. Effective pharmaceutical demand forecasting and supply chain management are crucial for ensuring that essential medicines are available and accessible to those in need. NGOs often bring expertise in these areas, helping to strengthen pharmaceutical systems and improve medication access. By addressing challenges related to the procurement, storage, and distribution of medicines, NGOs help to ensure that patients receive the treatments they require in a timely and efficient manner (Pillay, 2022; MacLachlan et al., 2022).

In addition to their work in clinical services and pharmaceutical support, NGOs also contribute to the enhancement of laboratory systems. Laboratories are a critical component of healthcare, as they provide the diagnostic services necessary for the accurate identification and monitoring of health conditions. NGOs often invest in the development of laboratory infrastructure, provide training for laboratory personnel, and support the implementation of quality control measures. These efforts lead to improved laboratory capabilities, which in turn result in better health outcomes through timely and accurate diagnoses (MacLachlan et al., 2022).

Improving health information systems is another key area of focus for NGOs. Effective information systems are essential for managing health data, tracking disease outbreaks, and making informed decisions about public health interventions. NGOs often assist in the development and implementation of information systems that enhance data collection, analysis, and reporting. By improving the utilization of health data, these systems contribute to more effective planning, monitoring, and evaluation of health programs (Pillay, 2022). Furthermore, NGOs play a significant role in information, education, and communication initiatives, which are crucial for creating demand for health services and promoting healthy behaviors. These programs aim to educate communities about health issues, raise awareness about available services, and encourage positive health behaviors. By fostering demand for health services and empowering individuals with knowledge, IEC initiatives help to improve health outcomes at the community level (Schofer & Longhofer, n.d.).

In Namibia, NGOs are integral to the public health landscape, with a significant portion of their funding coming from international donors. Key contributors to the funding of health-related NGOs in Namibia include bilateral donors such as the US President's Emergency Plan for AIDS Relief (PEPFAR) and the Global Fund. These donors provide essential financial resources that support a wide range of health interventions and initiatives led by NGOs. The involvement of international donors is crucial in sustaining and expanding the impact of NGOs in Namibia, enabling them to implement and scale up their projects, and ultimately contributing to improved health outcomes for the populations they serve (Pillay, 2022; MacLachlan et al., 2022). The financial backing from international donors allows NGOs in Namibia to engage in various health programs, including disease prevention, treatment services, and health system strengthening initiatives. These programs have had a profound impact on public health in Namibia, particularly in areas such as HIV/AIDS prevention and treatment, tuberculosis control, and maternal and child health. The continued support from international donors is essential for the ongoing success of these initiatives, as it ensures that NGOs have the resources needed to maintain and expand their activities, thereby contributing to the overall improvement of health outcomes in the country (Pillay, 2022; MacLachlan et al., 2022).

2.3 Definition of a Project

Projects, by definition, are temporary endeavors with a specific start and end date, undertaken to achieve particular goals or objectives (Project Management Institute, 2018). This definition emphasizes the distinct nature of projects, separating them from routine operations, which are continuous, repetitive, and aimed at maintaining ongoing business functions. Projects are unique in that they are driven by a clear purpose, have a defined scope, and require effective coordination and management to meet their

objectives within the constraints of time, cost, and resources. These characteristics collectively define what makes a project distinct and the specific challenges that come with managing them.

One of the fundamental characteristics of a project is its temporality. Unlike routine business operations that are ongoing and do not have a definitive end, projects are inherently temporary. They are bound by a finite timeframe, with a clear start and end date (Project Management Institute, 2018). This temporality ensures that there is a focused timeframe within which the project must be completed, allowing for concentrated efforts, efficient resource allocation, and a heightened sense of urgency among the project team. The temporary nature of projects also means that they go through a life cycle from initiation, planning, execution, and monitoring to closure each stage requiring specific management practices and decision-making processes to ensure the project's success (Kerzner, 2018). In addition to their temporal limitation, projects are driven by specific, well-defined objectives. Each project has a unique goal or outcome that serves as the cornerstone for all activities and decisions made throughout the project's lifecycle (Kerzner, 2018). This clarity of purpose is crucial because it defines the project's scope, guiding the efforts of the project team and ensuring that all activities are aligned towards achieving the desired results. The project's objectives provide a framework for planning, execution, and evaluation, helping to maintain focus and coherence in the face of challenges or changes that may arise. A well-defined objective also aids in managing stakeholders' expectations, as it provides a clear benchmark against which progress and success can be measured (Murungi, 2015).

The complexity of projects is another defining characteristic. Projects often involve a multitude of interrelated tasks, activities, and processes that must be meticulously planned, coordinated, and managed. This complexity can stem from various sources, such as the technical challenges involved, the breadth of the project's scope, the number of stakeholders, and the interactions between different project components (Natnael, 2019). Effective project management requires an understanding of these complexities and the ability to integrate all elements seamlessly to achieve the project's goals. This often involves detailed planning, risk management, and the ability to adapt to changes or unforeseen challenges that may arise during the project's execution (Englund & Graham, 2020). The interdivisional nature of many projects adds another layer of complexity. Projects often require collaboration across different divisions or departments within an organization, meaning that project teams are typically composed of members with diverse expertise and skills from various functional areas (Nyamu & Owuor, 2022). This diversity brings a wealth of knowledge and experience to the project, but it also requires effective communication and coordination to ensure that all contributions are harmonized. The success of a project

often depends on the ability of the project manager to facilitate collaboration and manage relationships across these divisions, ensuring that all team members are working towards the same objectives and that any potential conflicts or misunderstandings are resolved quickly and effectively (Natnael, 2019).

Projects also operate under various constraints, such as time, budget, and resources. These constraints are often interrelated, meaning that a change in one can have a significant impact on the others (Englund & Graham, 2020). Managing these constraints effectively is critical to the success of the project. This involves careful planning, resource allocation, and ongoing monitoring to ensure that the project stays on track and within its allocated resources. For example, project managers must continuously balance the scope of work with the available resources and the project's timeline, making necessary adjustments to avoid cost overruns, delays, or scope creep. Effective management of these constraints requires a thorough understanding of the project's goals, a well-thought-out plan, and the ability to make informed decisions quickly (Murungi, 2015). Another important characteristic of projects is their uniqueness. Unlike routine operations that often involve repetitive tasks and established processes, projects are typically designed to create something new or deliver a distinct product, service, or result that has not been previously realized (Murungi, 2015). This uniqueness sets projects apart, as they require creative problem-solving, innovative thinking, and strategic planning to achieve the desired outcomes. The novel nature of projects often means that there is a higher degree of uncertainty and risk, which must be carefully managed through effective project management practices. This can involve everything from identifying potential risks early in the project's lifecycle to developing contingency plans and continuously monitoring progress to ensure that the project stays on course (Natnael, 2019).

Projects are dynamic by nature and often operate in environments that are constantly changing, whether due to shifts in stakeholder requirements, changes in external conditions, or new challenges that arise during the project's execution. This dynamism requires project managers to be flexible and adaptive, capable of responding to changes quickly and effectively without losing sight of the project's overall objectives (Nyamu & Owuor, 2022). The ability to manage change is a critical component of successful project management, as it ensures that the project can navigate the complexities and uncertainties inherent in its execution while still delivering the desired results on time and within budget (Englund & Graham, 2020).

2.4 Project Management

In recent years, the scope of project management has expanded beyond its traditional roots in construction and engineering to encompass a variety of industries, including media, health, and automotive sectors (Mkutano, 2018). This evolution reflects a growing recognition of the value of project management principles in diverse fields. According to the Project Management Institute (PMI), project management (PM) is defined as the application of knowledge, skills, tools, and techniques to project activities with the aim of fulfilling project requirements. It involves a comprehensive range of activities, including planning, organization, monitoring, and controlling all aspects of a project, as well as managing, leading, and motivating all stakeholders involved (Aslami, 2019).

The overarching objective of project management is to achieve the project's goals within agreed-upon parameters such as time, cost, quality, safety, and performance criteria. Abenezer (2023) further elaborates on project management as a broad set of managerial functions and organizational methodologies that encompass the initiation, definition, planning, control, and conclusion of projects. This characterization underscores the systematic approach required to manage projects effectively. Project management involves the coordination of various individuals and the strategic allocation of resources to ensure the successful execution of project tasks. It is not merely about overseeing tasks but also about integrating various components of the project to align with its objectives and deliver the desired outcomes.

Meredith et al. (2017) describe project management as a collection of processes and a structured framework that enhances the likelihood of achieving successful project outcomes. This perspective highlights the importance of a systematic approach to project management, where each process and framework contributes to the overall success of the project. The structured nature of project management provides a clear roadmap for managing complex projects, ensuring that all elements are aligned and contributing towards the project's objectives. To fully grasp the intricacies of project management, one must understand the essential Project Management Knowledge Areas (PMKAs). These knowledge areas are crucial for managing projects effectively and include Project Integration Management, Project Scope Management, Project Schedule Management, Project Cost Management, Project Quality Management, Project Resource Management, Project Communication Management, Project Risk Management, Project Procurement Management, and Project Stakeholder Management (Project Management Institute, 2017).

Each PMKA encompasses specific inputs, outputs, processes, tools, and techniques that work together to meet the project's overall goals and expectations (Perić et al., 2021).

2.4.1 Project Integration Management

Project Integration Management is an essential component of project management that focuses on the effective coordination and integration of all project elements to ensure seamless interaction and optimal efficiency. Its primary goal is to align all project components, including scope, timeline, budget, resources, and risks, to facilitate cohesive and successful project execution (Natnael, 2019). This involves creating a comprehensive project plan that serves as a blueprint for the project team, guiding them through each phase and aligning their efforts towards achieving the project's objectives (Perić et al., 2021).

The process of Project Integration Management begins with project initiation, where the project is defined and authorized. This includes the development of the project charter, identification of stakeholders, and the establishment of project direction and objectives. Proper initiation ensures that the project has a clear purpose and the necessary approval to proceed (Project Management Institute, 2017). Following initiation, the project planning phase entails the creation of a detailed plan that outlines how the project will be executed, monitored, and controlled. This plan encompasses various aspects such as scope, schedule, cost, quality, resources, and risk management. Effective planning is crucial for establishing a roadmap and setting expectations for all project activities, ensuring that the project team understands what needs to be done and how it will be achieved (Englund & Graham, 2020).

The execution phase involves implementing the project plan by coordinating resources, managing stakeholder expectations, and performing the tasks defined in the project scope. This phase relies on the integration of all project components and the efficient management of activities to produce the desired deliverables (Murungi, 2015). Effective execution requires constant alignment of team efforts and resources to ensure that project goals are met. Monitoring and control are continuous processes that track project progress and performance against the plan. This phase involves measuring performance, identifying variances, and implementing corrective actions to address any deviations. Monitoring and control are essential for ensuring that the project remains on track, adheres to its objectives, and stays within its constraints (Perić et al., 2021).

The final phase, project closure, involves completing all project activities, formalizing the acceptance of deliverables, and closing out the project. This includes documenting lessons learned, releasing project resources, and conducting a final review to evaluate project success and performance. Proper closure ensures that all project aspects are finalized and provides valuable insights for future projects (Project Management Institute, 2017). Effective Project Integration Management enhances coordination among team members and stakeholders by providing a unified approach to managing various project aspects. It facilitates better decision-making and resource allocation, contributing to successful project outcomes. Additionally, it plays a critical role in managing changes and unforeseen challenges, allowing project managers to address issues, adjust plans, and keep the project on track. This proactive approach helps mitigate risks, manage stakeholder expectations, and achieve project objectives efficiently and effectively (Natnael, 2019; Englund & Graham, 2020).

2.4.2 Project Scope Management

One of the most crucial tasks that a project manager must do is managing the scope of the project, which has a significant influence on the success of project management as a whole. Project scope management is a crucial knowledge area that focuses on establishing, managing, and regulating the scope of a project. It entails deciding on and recording the project's precise deliverables, goals, limitations, and boundaries as well as managing changes to the project's scope throughout its lifecycle (Derenskaya, 2018). Project scope management's main purpose is to ensure that the project includes all the necessary work to achieve its objectives (Al-Rubaiei, Nifa, & Musa, 2018). The primary activities encompassed within Project Scope Management consist of collecting requirements, defining scope, creating a Work Breakdown Structure (WBS), validating scope, and controlling scope.

Collecting requirements involves gathering detailed information on what stakeholders need and expect from the project, which is critical for defining the project's scope accurately. Defining scope entails developing a detailed project scope statement that outlines the project's deliverables and the work required to create those deliverables. The work breakdown structure is a key tool that breaks down the project into smaller, more manageable components or tasks, making it easier to estimate costs, allocate resources, and schedule activities. Validating scope involves obtaining formal acceptance of the completed project deliverables from the stakeholders, ensuring that the project meets their expectations and requirements. Controlling scope is an ongoing process that involves monitoring the project's status

and managing any changes to the scope baseline, ensuring that any deviations are properly addressed and documented (Perić et al., 2021).

Project Scope Management is closely linked to on-time project completion, and for a project to be completed on schedule, project scope management is essential. It establishes clear project objectives, facilitates efficient time management, streamlines change control, and encourages stakeholder alignment (Perić et al., 2021). When project teams have a clear understanding of the scope, they can effectively plan and carry out their work, leading to accurate resource allocation and realistic project durations. This clarity reduces the likelihood of schedule overruns and helps manage stakeholder expectations, ensuring that all parties are aligned and working towards common goals (Derenskaya, 2018). Furthermore, effective scope management facilitates better risk management by identifying potential scope changes early and allowing for proactive adjustments, thereby enhancing the overall success rate of the project. Proper scope management ensures that the project remains focused on its objectives, avoiding scope creep and maintaining the integrity of the project's goals and deliverables.

2.4.3 Project Schedule Management

Effective project schedule management is vital for time management as it involves creating, controlling, and managing a project schedule to ensure on-time project completion. It entails listing all project activities, deliverables, and milestones, then organizing them into a well-structured timetable (Perić et al., 2021). During the planning phase, the project schedule is established, encompassing start and end dates, milestones, task details, costs, resources, dependencies, and assigned team members (Natnael, 2019). This comprehensive approach allows project managers to visualize the entire project timeline, identify critical paths, and allocate resources effectively.

A well-constructed project schedule serves as a roadmap that guides the project team through each phase of the project, ensuring that tasks are completed in a timely and efficient manner. It helps in identifying potential bottlenecks and allows for the implementation of contingency plans to mitigate any delays. Regular monitoring and updating of the schedule are essential to accommodate any changes or unforeseen events that may impact the project's progress. Selecting the right project scheduling software is crucial for effective schedule management. According to Perić et al. (2021), important aspects to consider include real-time tracking of schedules, resources, budgets, and assets. The software should also offer collaborative updating and viewing capabilities, enabling all team members to stay informed and aligned with the project's progress. Advanced scheduling tools provide features such as Gantt charts,

critical path analysis, and automated alerts, which enhance the project manager's ability to maintain control over the project timeline. Moreover, effective project schedule management fosters better communication among team members and stakeholders. By having a clear and shared understanding of the project timeline, everyone involved can coordinate their efforts, leading to increased productivity and a higher likelihood of meeting project deadlines. This structured approach to managing time ensures that the project remains on track, within budget, and aligned with the overall project objectives.

2.4.4 Project Cost Management

Project cost management is a crucial aspect of project management that focuses on the meticulous planning, estimating, budgeting, financing, and managing of project costs. This process involves a series of procedures and actions designed to ensure that a project is completed within the authorized spending limit while meeting the necessary goals and standards of quality (Perić et al., 2021). Effective cost management helps to prevent budget overruns and mitigate financial risks by ensuring that expenditures are properly planned, tracked, and controlled throughout the project's lifecycle. This enables project managers to make informed decisions regarding resource allocation, procurement, and opportunities for cost savings. According to Hezkias (2019), project cost management encompasses several fundamental processes, each playing a vital role in maintaining financial control.

The first step is cost management planning, which involves outlining the methods and strategies for estimating, budgeting, managing, monitoring, and controlling costs throughout the project's duration. This plan serves as a roadmap for managing project finances and sets the framework for all subsequent cost management activities. The next process is cost estimation, where an initial budget is developed to estimate the total costs required to complete the project. This involves identifying and quantifying all necessary resources, materials, labor, and other expenses. Cost estimation provides a preliminary financial picture that helps stakeholders understand the potential financial commitment of the project (Hezkias, 2019). Following cost estimation is budget determination, a process that involves aggregating the estimated costs for individual activities or work segments to establish an approved cost baseline. This baseline serves as a reference point against which actual project performance can be measured (Hezkias, 2019). Cost control is the ongoing process of monitoring the project's status, updating cost figures, and managing changes to the established cost baseline. Cost control ensures that any deviations from the budget are identified early and addressed promptly, helping to keep the project on track financially (Hezkias, 2019). By integrating these processes, project cost management allows for efficient and effective

financial oversight, ensuring that projects are delivered within budget while achieving their intended outcomes (Perić et al., 2021; Hezkias, 2019).

2.4.5 Project Quality Management

Project quality management focuses on ensuring that project deliverables align with stakeholder expectations and required quality standards, involving procedures and activities aimed at planning, executing, and achieving project goals while maintaining the desired level of quality (Project Management Institute, 2017). This process encompasses quality planning, quality assurance, and quality control. Quality planning involves identifying relevant quality standards and determining how to meet them. Quality assurance focuses on evaluating overall project performance to ensure that it meets the relevant quality standards. Quality control involves monitoring specific project results to determine if they comply with quality standards and identifying ways to eliminate causes of unsatisfactory performance.

In project quality management, project managers are crucial as they are responsible for creating the quality management strategy, informing the project team about the criteria for quality, and overseeing the execution of the quality process. They also collaborate with stakeholders, subject matter experts, and quality specialists to ensure quality is regulated throughout the project's course (Perić et al., 2021). Project managers must ensure that quality standards are met through effective communication, thorough planning, and meticulous execution of quality management processes. According to Baker (2018), effective project quality management is essential for project success as it helps prevent flaws, mistakes, and rework, thereby increasing customer satisfaction and reducing costs. Furthermore, it ensures that project deliverables meet stakeholder expectations, adhere to industry standards, and support the project's overall objectives (Kerzner, 2018). By effectively managing project quality, project managers can improve project outcomes, enhance stakeholder trust, and increase the likelihood of project success (Browning, 2018). Effective quality management also promotes a culture of continuous improvement within the project team, encouraging proactive problem-solving and innovation (PMI, 2018). It involves regular feedback loops and adjustments based on performance metrics and stakeholder input, which helps in maintaining high standards and achieving excellence in project deliverables (Derenskaya, 2018; Fleming, 2022). By effectively managing project quality, project managers can improve project outcomes, enhance stakeholder trust, and increase the likelihood of project success (Browning, 2018).

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2.4.6 Project Resource Management

Project resource management focuses on efficiently locating, obtaining, and managing the resources needed for a project's successful completion. This encompasses all procedures and actions involving the people, supplies, tools, and facilities required to achieve the project's goals (Project Management Institute, 2017). Effective project resource management ensures that the right resources are available at the right times and in the correct quantities to carry out project activities and deliverables. It plays a pivotal role in maximizing resource utilization, minimizing bottlenecks, and enhancing overall project efficiency. According to Perić et al. (2021), successful project resource management is critical for ensuring that resources are used effectively, thus enabling projects to meet their objectives within the constraints of time, budget, and scope. Proper management of resources helps in avoiding delays, reducing costs, and improving the quality of project outcomes.

By optimizing the use of available resources, project teams can work more productively and address any issues that arise promptly, ensuring smooth project execution. Project managers, along with their teams and functional managers, are responsible for determining resource requirements, procuring the necessary resources, and managing their allocation and usage throughout the project lifecycle (Hezkias, 2019). This involves detailed planning and continuous monitoring to ensure resources are used efficiently and effectively (Kerzner, 2018). Resource management includes activities such as identifying resource needs, developing a resource plan, acquiring resources, and managing and controlling resource utilization (PMI, 2018). Effective resource management also involves anticipating potential resource shortages or conflicts and developing contingency plans to address them (Fleming, 2022). By maintaining a balanced and well-coordinated approach to resource management, project managers can ensure that all project tasks are completed on time and to the required standards (Derenskaya, 2018). This strategic approach not only enhances project performance but also contributes to the overall success of the organization by optimizing the use of its resources (Svensson & Dollerup, 2020; Meredith, Shafer, & Mantel, 2017).

2.4.7 Project Communication Management

Project communication management focuses on organizing, carrying out, and managing the information flow within a project. It involves procedures and actions that ensure timely and effective communication among project stakeholders, enabling successful project outcomes (Perić et al., 2021). According to Kerzner (2018), efficient project communication management is crucial for a project's success as it promotes information exchange, fosters efficient teamwork, and enhances stakeholder engagement. Effective communication ensures that expectations are managed, conflicts are resolved, and all stakeholders and the project team are aligned. Clear and timely communication is essential to keeping everyone informed and on the same page (Derenskaya, 2018).

Managing project communication is a critical function of project managers. They are responsible for developing the communication management plan, establishing communication channels, and ensuring stakeholders are adequately informed throughout the project lifecycle. This involves determining the information needs of stakeholders, creating a communication schedule, and selecting appropriate communication methods and tools. Project managers act as the central point of contact for addressing communication issues and resolving conflicts that may arise during the project (Kerzner, 2018).

Effective project communication management also includes the creation of communication protocols and standards to ensure consistency and clarity (Englund & Graham, 2020). This involves documenting communication processes, establishing feedback mechanisms, and regularly updating stakeholders on project progress, risks, and changes (Kerzner, 2018). By maintaining open and transparent communication, project managers can build trust and collaboration among team members and stakeholders, which is vital for the project's success (Fleming, 2022). Additionally, project managers must be adept at handling various communication styles and cultural differences within the project team and stakeholders (Colosio, 2020).

This requires a good understanding of interpersonal communication skills and the ability to adapt communication strategies to suit different audiences (Schofer & Longhofer, n.d.). By effectively managing project communication, project managers can enhance team performance, improve stakeholder satisfaction, and increase the likelihood of project success (Al-Rubaiei, Nifa, & Musa, 2018; PMI, 2017).

2.4.7 Project Risk Management

Project risk management is a crucial discipline within project management that focuses on identifying, assessing, and responding to uncertain events or conditions that may impact one or more project objectives (Project Management Institute, 2017). According to Chapman (2019), effective risk management involves systematically addressing risks throughout the project's lifecycle, particularly in high-stakes environments where uncertainty is prevalent. The primary aim of project risk management is to reduce the likelihood of failing to meet project objectives and to capitalize on potential opportunities. This process is integral to project success as it helps project managers set priorities, allocate resources effectively, and implement measures that mitigate the risk of project failure (Kerzner, 2018).

The Project Management Institute (2017) outlines several key activities within project risk management, each contributing to a robust risk management strategy. The initial phase, planning risk management, involves establishing a strategy and methodology for conducting risk management activities. This foundational step ensures that all subsequent risk management efforts are guided by a clear and consistent approach (PMI, 2017). It defines how risk management will be integrated into the overall project management process and outlines the roles and responsibilities associated with managing risks. Identifying risks is another critical step, where the focus is on recognizing potential risks that could affect the project. This process includes documenting the characteristics of identified risks, which forms the basis for further analysis and action (PMI, 2017). Effective risk identification requires a comprehensive approach, incorporating input from various stakeholders and leveraging historical data, expert judgment, and brainstorming sessions to uncover potential risks.

Once risks are identified, the next step is conducting qualitative risk analysis. This involves assessing the impact and likelihood of each identified risk, often using risk matrices or probability-impact charts to prioritize risks based on their severity (PMI, 2017). Quantitative risk analysis follows, providing numerical estimates of the overall effect of risks on project objectives. This analysis typically involves techniques such as Monte Carlo simulations or sensitivity analysis to quantify the potential impact and assist in decision-making (Kerzner, 2018). Planning risk responses is a vital component of risk management, where options and actions are developed to enhance opportunities and mitigate threats to project objectives. This involves formulating strategies for managing both overall project risk exposure and individual risks. Response strategies might include risk avoidance, mitigation, transfer, or acceptance, depending on the nature and severity of the risks identified (Kerzner, 2018). Developing robust risk response plans ensures that the project team is prepared to address risks effectively as they arise.

The execution of risk response plans is the next phase, involving the implementation of the agreed-upon strategies and actions. This requires coordination and communication among project team members to ensure that risk responses are carried out as planned (PMI, 2017). Effective execution also involves monitoring the effectiveness of these responses and making adjustments as necessary to address any new or evolving risks. Monitoring risks is an ongoing process that involves tracking identified risks, identifying new risks, and evaluating the effectiveness of risk management strategies throughout the project's duration (Chapman, 2019). This continuous oversight ensures that the project remains resilient and adaptable to changes in the risk environment. It involves regular risk reviews, updating risk registers, and revising risk management plans as needed to address emerging risks or changes in project conditions (PMI, 2017).

Integrating these processes into a comprehensive risk management framework enhances the likelihood of project success and builds resilience against potential disruptions. By proactively addressing risks, making informed decisions, and maintaining control over the project's trajectory, project managers can better navigate uncertainties and achieve project objectives (PMI, 2017; Kerzner, 2018; Chapman, 2019). This holistic approach to risk management is essential for ensuring that projects can adapt to challenges and capitalize on opportunities, ultimately contributing to successful project outcomes

2.4.8 Project Procurement Management

Project Procurement Management refers to the processes and activities involved in acquiring goods, services, or works from external sources to support project execution. It encompasses the planning, selection, contracting, and management of vendors or suppliers to obtain the necessary resources for a project (Perić et al., 2021). Effective project procurement management ensures that resources are acquired in a timely manner, at the best possible cost, and with the desired quality. This involves considering several critical factors such as risk assessment, vendor selection criteria, negotiation strategies, and contract management (Fleming, 2022). In the planning phase, procurement needs are identified and documented, which includes conducting a make-or-buy analysis to determine whether project needs can be met internally or must be procured externally (PMI, 2017). The selection phase involves evaluating potential vendors based on predefined criteria to ensure they can meet project requirements (Kerzner, 2018). This phase includes issuing requests for proposals (RFPs), evaluating responses, and selecting the best vendor (Fleming, 2022). Once a vendor is selected, the contracting phase begins. This involves negotiating contract terms to ensure that both parties agree on the scope, cost,

schedule, and quality requirements (Hezkias, 2019). Effective negotiation strategies are crucial to secure favorable terms that align with project objectives (Svensson & Dollerup, 2020).

The management phase involves overseeing the vendor's performance to ensure compliance with the contract. This includes monitoring deliverables, managing changes, and resolving any disputes that arise during the execution of the contract (Browning, 2018). Proper contract management ensures that vendors fulfill their obligations and that any issues are promptly addressed to avoid project delays or cost overruns (Hezkias, 2019). Effective procurement management contributes to successful project execution by ensuring that project teams have access to the required resources and that contractual obligations are met. It also helps in mitigating risks associated with procurement and enhances the likelihood of achieving project goals within the stipulated budget and timeline (PMI, 2017).

2.4.9 Project Stakeholder Management

Project Stakeholder Management is a fundamental aspect of project success, encompassing a systematic and strategic approach to identifying, analyzing, and engaging stakeholders throughout the project lifecycle (Perić et al., 2021). Stakeholders, which may include individuals, groups, or organizations, possess the ability to influence or be influenced by the project's execution and outcomes. Effective management of these stakeholders is crucial for securing support, aligning expectations, and addressing issues in a timely manner, all of which are vital for the project's overall success (Magassouba et al., 2019). The process of stakeholder management begins with identifying all relevant stakeholders and understanding their interests, influence, and potential impact on the project. This initial step involves mapping out stakeholder groups, assessing their needs and concerns, and evaluating how they may affect or be affected by the project. A comprehensive stakeholder analysis helps project managers prioritize engagement efforts and tailor strategies to address the specific needs and expectations of different stakeholders (Perić et al., 2021). Once stakeholders are identified, the focus shifts to engaging them effectively. Transparent and inclusive engagement is essential for fostering cooperation, reducing resistance to change, and enhancing the likelihood of achieving project objectives. Regular communication with stakeholders helps in building and maintaining trust, ensuring that their concerns are addressed promptly and that they remain informed about project progress and developments (Kombusinye, 2017). This open dialogue allows stakeholders to provide valuable feedback, which can be instrumental in refining project plans and strategies.

Active listening is a critical component of stakeholder management. By genuinely considering stakeholders' input and incorporating their feedback into project decisions, project managers can address potential issues before they escalate. This proactive approach to stakeholder engagement not only resolves conflicts but also enhances stakeholder satisfaction and support for the project (Magassouba et al., 2019). Adapting engagement strategies to fit the specific characteristics and preferences of different stakeholder groups ensures that their diverse needs are met and that their contributions are effectively utilized. Furthermore, maintaining a dynamic approach to stakeholder management throughout the project lifecycle is essential. As projects evolve, new stakeholders may emerge, and existing stakeholders' needs and concerns may change. Project managers must continuously reassess stakeholder relationships and adjust their engagement strategies accordingly. This flexibility allows for the effective management of evolving stakeholder dynamics and helps in navigating the complexities of project execution (Perić et al., 2021).

2.5 The concept of Project Management Practices

Project management practices form the bedrock of effective project execution, providing a structured methodology for managing the complexities of various projects. As Nyamu and Owuor (2022) highlight, these practices are essential tools that facilitate professional project implementation across organizations. The essence of project management lies in its ability to deliver successful projects consistently, a feat that is achievable when organizations have a well-defined understanding of what success entails (Kerzner, 2018). Central to project management practices are several key elements, including meticulous planning, clear communication, stringent budget control, ongoing monitoring, and rigorous tracking of project processes. Each of these practices plays a critical role in ensuring that projects are completed successfully and meet the desired objectives. Planning involves outlining the project's scope, setting achievable goals, and devising strategies for resource allocation. Effective planning sets a solid foundation for project execution by defining clear objectives and outlining the steps necessary to achieve them (Kerzner, 2018). Communication is another pivotal practice in project management. It involves the dissemination of information among stakeholders, team members, and other relevant parties. Effective communication fosters collaboration, aligns expectations, and facilitates the timely resolution of issues. It also ensures that all stakeholders are informed of project progress, changes, and any potential risks that could impact the project's success (Kerzner, 2018). Budget control is integral to managing project costs and ensuring that the project remains within its financial constraints. By monitoring expenditures and comparing them against the project budget, project managers can identify

any deviations and take corrective actions to prevent budget overruns. This financial oversight helps in maintaining the project's financial health and supports its successful completion (Englund & Graham, 2020). Monitoring and tracking project processes are essential for assessing the project's progress and performance. These practices involve evaluating whether the project is adhering to its planned schedule and objectives.

Regular monitoring allows for the identification of potential issues early on, enabling timely interventions to keep the project on track. Additionally, tracking project performance provides valuable insights into the effectiveness of project strategies and helps in refining future practices (Kerzner, 2018). Change management is a critical component of project management practices, as projects often encounter unforeseen challenges and changes in scope. Effective change management involves assessing the impact of changes, communicating them to stakeholders, and implementing adjustments in a controlled manner. This practice helps in managing the uncertainties and ensuring that changes do not derail the project's progress (Englund & Graham, 2020). Incorporating these practices into project management promotes continuous learning and improvement. By conducting post-project evaluations and identifying lessons learned, organizations can refine their processes and enhance their project management capabilities. This reflective approach not only contributes to the success of future projects but also drives overall business growth by optimizing project outcomes and meeting stakeholder expectations (Mkutano, 2018). Ultimately, project management practices are fundamental to achieving project success. They provide a structured framework that enables organizations to effectively plan, execute, and control projects. By adhering to these practices, organizations can achieve higher success rates, ensure stakeholder satisfaction, and drive significant business growth. The implementation of these practices ensures that projects are managed efficiently, resources are utilized effectively, and objectives are met in a timely and cost-effective manner (Nyamu & Owuor, 2022; Kerzner, 2018).

2.5.1 Project Plan

The project plan is a crucial project management process, that involves the creation of a detailed and precise roadmap for carrying out a project (Kerzner, 2018). A project plan encompasses essential elements that collectively outline the framework for successful project execution, it provides a comprehensive roadmap for the project's lifecycle, including project objectives, scope, task breakdown, dependencies, timeline, resource allocation, risk assessment, communication strategy, quality standards, budget management, stakeholder engagement, change procedures, monitoring, and project closure (Englund &

Graham, 2020). It guarantees adequate resource allocation, assures a clear understanding of roles and duties among project team members, and promotes efficient coordination and communication. According to Browning (2018) an effective project plan raises the chance of project success by allowing stakeholders to have a common knowledge of project expectations. The likelihood that a project will be finished on time is increased by a thorough project plan with achievable deadlines and efficient monitoring procedures. According to Kernzer (2018), a well-written project plan contains a thorough timetable that lists the order of tasks and their projected times of completion, the timetable is used to monitor development and make sure that project activities are finished on time. The project plan assists in detecting and controlling any delays or bottlenecks by clearly defining deadlines, milestones, and dependencies.

It serves as a point of reference for tracking project progress, spotting deviations from the plan, and taking the appropriate corrective measures to get the project back on track (Browning, 2018). Numerous tools are accessible for project planning, and selecting the appropriate tool for the project is crucial. These tools provide various functions that address different aspects of planning, allowing project managers and teams to make informed decisions and achieve desired results (Meredith et al., 2017). The chosen tool can streamline tasks, enhance collaboration, visualize timelines, allocate resources effectively, and manage potential risks, all contributing to a well-structured and carefully planned project. According to Meredith et al. (2017) the project planning tools includes:

1. **Network Diagrams:** Network diagrams are essential for visualizing the sequence and dependencies of project tasks. By representing tasks as nodes and their dependencies as connecting lines, these diagrams help project managers understand the workflow and identify potential bottlenecks. They are instrumental in scheduling and coordinating tasks, allowing for a clearer picture of the project's progress and interdependencies.
2. **Gantt Charts:** Gantt charts provide a visual timeline of the project, displaying tasks along a horizontal time axis. This graphical representation shows task durations, start and end dates, and dependencies between tasks. Gantt charts are widely used for their simplicity and effectiveness in scheduling, allowing team members and stakeholders to see the overall project timeline and track progress against planned milestones.
3. **Microsoft Project:** Microsoft Project is a widely-used project management software that supports comprehensive planning and control. It allows project managers to create detailed project

schedules, allocate resources, track progress, and analyze workloads. Its advanced features facilitate the integration of various project management processes, making it a valuable tool for managing complex projects.

4. **Collaborative Planning Tools:** These tools are designed to enhance team collaboration by providing a centralized platform for communication and document sharing. Collaborative planning tools enable real-time updates and transparent reporting, which are crucial for maintaining alignment among team members and stakeholders. Features such as shared calendars, task assignments, and collaborative document editing promote efficiency and coordination.
5. **Risk Management Tools:** Risk management is a critical component of project planning, and various tools assist in identifying and mitigating potential risks. Risk registers, risk matrices, and risk assessment tools help project managers systematically evaluate risks, develop mitigation strategies, and monitor risk management activities throughout the project lifecycle. These tools are essential for anticipating challenges and ensuring that risks are managed proactively.
6. **Budget Planning Tools:** Budget planning tools are used to estimate and control project costs. They include spreadsheets, accounting software, and specialized project management software that facilitate the creation of detailed budgets, track expenses, and manage financial resources. Effective budget planning tools help ensure that the project remains within financial constraints and supports financial decision-making.
7. **Procurement Planning Tools:** Procurement planning involves managing the acquisition of goods and services required for the project. Tools such as procurement management software and contract management software streamline the procurement process by automating vendor selection, contract management, and purchase orders. These tools help ensure that procurement activities are efficiently managed and aligned with project needs.

2.5.2 Project Monitoring

Project monitoring entails tracking, reviewing, and evaluating the status of a project in relation to its intended goals, schedule, and deliverables, it attempts to make sure the project is moving forward, spot any deviations or hazards, and implement prompt corrective measures to keep it on course (Murungi, 2105). According to Kerzner (2018) project monitoring involves the systematic and continuous tracking of

project activities, progress, and performance against established plans and targets, as a critical aspect of project management, it plays a significant role in ensuring that projects are executed effectively, resources are optimized, and objectives are achieved. Within NGHOs, effective project monitoring is indispensable for overseeing healthcare interventions, ensuring adherence to project timelines, and fostering accountability (Murungi, 2105). The profound influence of robust project monitoring techniques on project completion within NGHOs is significant. Monitoring empowers organizations to proactively identify obstacles, distribute resources judiciously, and make well-informed adjustments to maintain project progress furthermore, it enables organizations to promptly enact corrective measures, thereby averting risks that could potentially undermine project finalization (Browning, 2018).

While project monitoring offers significant benefits, non-governmental healthcare organizations (NGHOs) face obstacles like complex data collection, the need for well-trained monitoring staff, and the requirement for flexible monitoring procedures to adapt to shifting project dynamics (Peterman, 2016). To surmount these challenges, NGHOs must tailor their monitoring strategies to their unique situations and leverage technological tools to simplify data gathering and analysis. According to the Project Management Institute (2018), effective project monitoring is essential for ensuring that a project remains on track and achieves its objectives. Key techniques used to monitor project performance include performance metrics and KPIs, progress tracking, status reporting, risk management, resource allocation and management, budget tracking, quality control, stakeholder engagement, change management, and communication and collaboration tools. Each of these techniques plays a crucial role in maintaining control over the project's progress and outcomes.

Performance Metrics and Key Performance Indicators (KPIs): Performance metrics and KPIs are fundamental for assessing project progress. These indicators cover various dimensions, such as financial expenditure, task completion rates, resource utilization, and adherence to quality benchmarks (PMI, 2017). Metrics might include cost performance index (CPI), schedule performance index (SPI), and resource efficiency ratios (Kerzner, 2018). By selecting and monitoring relevant KPIs, project managers can gain a comprehensive view of the project's health. This practice allows for informed decision-making, early identification of potential issues, and timely corrective actions (Englund & Graham, 2020). For example, if a KPI indicates that a project is running over budget, managers can investigate and address the underlying causes before they escalate. Overall, KPIs ensure that the project remains aligned with its goals and objectives, facilitating successful completion.

Progress Tracking: Monitoring progress involves keeping track of the project's advancement through various tools and techniques. This includes updating project schedules, Gantt charts, or other visual representations that depict the project's trajectory (Browning, 2018). Progress tracking tools provide insights into task completion, milestone achievement, and overall project timeline. For instance, Gantt charts illustrate tasks along a time axis, showing their start and end dates and dependencies. By regularly updating these tools, project managers can identify delays, deviations from the plan, and areas needing attention (Svensson & Dollerup, 2020). This visibility helps in making timely adjustments and maintaining momentum throughout the project lifecycle.

Status Reporting: Regular status reporting is crucial for communicating the project's progress to stakeholders. Status reports, which can be generated on a weekly or monthly basis, provide a snapshot of accomplishments, ongoing challenges, and upcoming actions (Fleming, 2022). These reports facilitate transparency and ensure that all stakeholders are informed about the project's status. Effective status reporting promotes collaboration among team members and stakeholders, enabling well-timed decision-making (Meredith, Shafer, & Mantel, 2017). For example, a status report might highlight a critical issue that requires stakeholder input or approval, ensuring that necessary actions are taken promptly.

Risk Management: Proactive risk management involves identifying, evaluating, and mitigating potential risks that could impact project success (PMI, 2018). Risk management tools, such as risk registers and risk matrices, help in systematically assessing risks and developing mitigation strategies (Schofer & Longhofer, n.d.). By continuously monitoring risks throughout the project's lifecycle, project managers can address potential issues before they become critical problems. This proactive approach helps in minimizing the impact of risks on project completion and ensures that contingency plans are in place (Chapman, 2019).

Resource Allocation and Management: Effective resource management involves ensuring that resources are allocated optimally and utilized efficiently (Kerzner, 2018). This includes monitoring resource availability, workload distribution, and preventing overutilization or underutilization (Fleming, 2022). Tools such as resource management software and resource histograms can assist in tracking resource deployment and adjusting allocations as needed (Derenskaya, 2018). For example, if a particular team member is overloaded with tasks, adjustments can be made to balance the workload and prevent burnout. Efficient resource management contributes to the smooth execution of project tasks and the achievement of project goals (Kombusinye, 2017).

Budget Tracking: Vigilant budget tracking is essential for managing project finances and ensuring that expenditures remain within the allocated budget (Hezkias, 2019). This involves tracking expenses, forecasting future costs, and managing budget adjustments (Singh, 2017).

Budget tracking tools, such as financial software and cost management systems, help in monitoring budget performance and identifying potential financial issues (Pinha & Ahluwalia, 2019). For instance, if project expenditures exceed the budget, managers can investigate the reasons and make necessary adjustments to stay within financial constraints. Adhering to budget tracking practices helps in preventing overspending and ensuring financial stability throughout the project (PMI, 2017).

Quality Control: Establishing and monitoring quality standards is crucial for ensuring that project deliverables meet predefined criteria (Browning, 2018). Quality control involves regular assessments and audits to verify that project activities adhere to quality benchmarks (Derenskaya, 2018). Tools such as quality checklists, inspection reports, and quality management software support this process. By maintaining rigorous quality control, project managers can ensure that the project's outputs meet the desired standards and satisfy stakeholder expectations (Baker, 2018). This contributes to overall project success and enhances stakeholder satisfaction (Meredith, Shafer, & Mantel, 2017).

Stakeholder Engagement: Consistent stakeholder engagement is vital for maintaining transparency and alignment throughout the project (McGrath & Whitty, 2017). This involves regular communication, updates, and mechanisms for feedback (Magassouba, Tambi, Alkhlaifat, & Abdullah, 2019). Engaging stakeholders ensures that their concerns are addressed, and their input is considered in decision-making processes (McCleskey, 2020). Tools such as stakeholder management software and communication platforms can facilitate engagement and feedback collection. Active stakeholder involvement promotes trust and collaboration, contributing to the successful execution of the project (Alshari, Ntim, & Fiddler, 2019).

Change Management: Proactively managing changes to the project's scope or objectives is crucial for maintaining focus and preventing scope creep (Hezkias, 2019). Change management involves assessing change requests, evaluating their potential impacts, and implementing necessary adjustments (Fleming, 2022). Tools such as change request forms and change control boards support this process. By effectively managing changes, project managers can ensure that the project remains coherent and adaptable to evolving requirements while still achieving its objectives (Khatri, 2020).

Communication and Collaboration Tools: Leveraging specialized tools for communication and collaboration enhances information sharing and coordination among team members (PMI, 2017). These tools include project management software, messaging platforms, and document-sharing systems (Englund & Graham, 2020). They enable real-time monitoring of project activities, facilitate effective communication, and improve responsiveness to emerging developments (Svensson & Dollerup, 2020). By using these tools, project managers can streamline collaboration, enhance team coordination, and ensure that all members are aligned with project goals (McCleskey, 2020).

2.5.3 Stakeholders involvement

Stakeholder participation is a fundamental project management technique that plays a critical role throughout the project lifecycle. It involves engaging individuals or organizations with a vested interest or influence in the project to ensure their needs and expectations are met (Magassouba et al., 2019). According to Dwivedi and Dwivedi (2021), effective stakeholder participation requires actively involving these stakeholders in various stages of the project, including planning, requirement analysis, scope management, work breakdown, and scheduling. This continuous engagement is essential for understanding their requirements, expectations, and concerns, which directly impacts the project's success.

Identifying key stakeholders early in the project is crucial. Their insights, knowledge, and attributes provide valuable information that can guide the project towards success. By crafting a strategic approach that addresses stakeholder needs, project managers can overcome potential obstacles and promote harmonious collaboration. This proactive engagement helps in effective problem-solving and achieving shared goals, leading to increased stakeholder satisfaction and a smoother path to project completion. Active stakeholder participation influences all aspects of project management, from execution to supervision and conclusion. Engaging stakeholders ensures they have a clear understanding of project goals, limits, and priorities, which facilitates better decision-making and reduces conflicts. It also helps in managing expectations and securing support, thereby minimizing the likelihood of conflicts or late-stage changes that could cause delays.

Moreover, stakeholders often contribute valuable resources, skills, and ideas that are crucial for project success. As noted by Dwivedi and Dwivedi (2021), their involvement helps in aligning the project with their requirements and can lead to enhanced project outcomes. Effective engagement fosters positive relationships by establishing trust and transparent communication, as highlighted by Kombusinye (2017).

This trust and openness are essential for managing relationships and ensuring that stakeholder interests are continuously addressed throughout the project lifecycle.

Stakeholder participation is integral to achieving project success. It involves understanding and addressing stakeholder needs, fostering positive relationships, and leveraging their contributions to support project objectives. This comprehensive approach to stakeholder engagement ensures alignment, minimizes conflicts, and enhances overall project performance.

2.5.4 Resource Management

Resource management is the systematic planning, allocation, usage, and optimization of diverse resources within an organization to meet certain goals and objectives efficiently (Sanghera, 2019). These resources include people resources, financial assets, physical infrastructure, technology, time, and other tangible and intangible assets (Pinha & Ahluwalia, 2019). Allocating, employing, and regulating project resources in an effective and efficient manner is a crucial component of resource management (Svensson & Dollerup, 2020). In order to execute project tasks and deliverables, resource management makes sure the appropriate resources are accessible at the appropriate times and in the appropriate quantities. Resource management and project completion on schedule are strongly correlated. The planning and progress of a project are significantly influenced by effective resource management (Sanghera, 2019). When resources are effectively managed, project teams stick to scheduled timeframes, avoid delays, and prevent bottlenecks that may develop as a result of resource limitations. According to Svensson and Dollerup (2020), Project managers utilize several strategies to anticipate, plan, distribute, balance, and optimize resources throughout the project lifecycle. These strategies ensure that resources are used efficiently and align with project goals.

Resource Forecasting: This strategy involves estimating the resources required for a project and aligning these needs with the organization's existing plans. Accurate resource forecasting begins with defining the project scope to identify all tasks and their corresponding resource requirements. Project managers analyze the project's demands to predict the amount and type of resources needed, including human resources, materials, and equipment. This foresight helps in preparing for resource acquisition and allocation, ensuring that the project is adequately supported from the outset.

Resource Allocation: Resource allocation focuses on assessing the available resources, their capacity, schedules, and the requirements of various tasks. By evaluating these factors, project managers identify

team members with the most relevant skills and allocate resources accordingly. This strategy ensures that resources are distributed effectively and that team members have access to the necessary tools and support when needed. Effective resource allocation maximizes productivity and helps prevent bottlenecks by ensuring that the right resources are in place for each task.

Resource Leveling: Resource leveling is a technique used to address over-allocation or scheduling conflicts. This strategy involves reassigning tasks among team members to balance the workload and resolve any discrepancies in resource allocation. By understanding the abilities and availability of team members, project managers can redistribute tasks based on individual strengths and capacities. This approach helps in optimizing resource efficiency and ensuring that no team member is overwhelmed, leading to more effective project execution.

Resource Utilization: Monitoring resource utilization is essential for identifying and addressing inefficiencies. Project managers track how resources are being used throughout the project to ensure they are not underutilized. If certain resources are not being fully utilized, they can be reallocated to other tasks or projects, or adjustments can be made to the resource management plan. This strategy helps in optimizing resource use and avoiding waste, ensuring that all resources contribute effectively to project objectives.

Resource Smoothing: Resource smoothing involves postponing non-critical tasks to ensure that the project is completed on time with the available resources. This approach uses slack or float time on non-critical tasks, allowing them to be delayed without impacting the project's critical path. By prioritizing resource allocation for critical path tasks, project managers ensure that essential activities are completed as scheduled. This strategy helps in managing resource constraints and maintaining project timelines, while less critical tasks are addressed as resources become available.

By employing these resource management strategies, project managers can effectively plan, allocate, and utilize resources, leading to improved project performance and successful outcomes. Each strategy plays a vital role in addressing resource-related challenges and ensuring that resources are used efficiently throughout the project lifecycle.

2.5.5 Capacity building

Developing the knowledge, talents, skills, and resources of people and organizations participating in project execution is the main goal of the project management technique known as capacity development

(Ika & Donnelly, 2017). It attempts to improve their ability to efficiently organize, carry out, and maintain project operations. Initiatives to enhance capacity frequently involve offering training courses, mentorship, information exchange, and resources and tools (Ouma, 2016). The relationship between capacity building and on-time completion of projects is significant. By investing in capacity building, project teams, and stakeholders acquire the necessary skills and expertise to carry out project tasks efficiently and effectively (Ouma, 2016). By improving technical skills, project planning and management capabilities, stakeholder empowerment, and risk mitigation, capacity building enhances project efficiency, effectiveness, and coordination. It equips project teams and stakeholders with the necessary tools and knowledge to overcome challenges, adhere to timelines, and achieve on-time project completion (Ika & Donnelly, 2017). According to Ouma (2016), capacity building significantly influences the timely completion of projects through several key mechanisms. By enhancing skills and processes within project teams and among stakeholders, capacity building contributes to more efficient and effective project execution. Here's how capacity building impacts on-time project completion:

Enhanced Technical Skills: Capacity building equips project team members with the specialized knowledge and technical skills required for effective project execution. Through training and development activities, team members gain expertise in handling complex tasks, applying appropriate techniques, and navigating challenges (Ouma, 2016). Improved technical capabilities enable team members to execute their responsibilities more efficiently, manage intricate tasks with greater precision, and overcome obstacles effectively. This heightened proficiency leads to increased productivity, allowing project teams to meet milestones and deadlines more consistently (Kerzner, 2018).

Improved Project Planning and Management: A core objective of capacity building is to enhance project management skills, including planning, coordination, monitoring, and evaluation (Ouma, 2016). By developing these skills, project managers and team members become adept at creating practical project plans, allocating resources effectively, and tracking progress (PMI, 2017). Enhanced project planning and management capabilities lead to more accurate scheduling, better resource utilization, and improved decision-making. As a result, projects are more likely to stay on track and meet their deadlines, as the team can anticipate and address potential issues before they escalate (Svensson & Dollerup, 2020).

Stakeholder Empowerment: Capacity building extends beyond the project team to include local partners, beneficiaries, and other stakeholders. By empowering these groups through training and engagement, they become more actively involved in project activities (Ouma, 2016). This increased involvement fosters

a sense of ownership and responsibility for project outcomes. Empowered stakeholders contribute more effectively, improving project coordination and communication. Their active participation helps ensure that project objectives are met and that the project progresses according to schedule. This collaborative approach enhances the likelihood of on-time project completion by aligning efforts and resources across all involved parties (Alshari, Ntim, & Fiddler, 2019).

Risk Mitigation and Problem Solving: Capacity building provides project teams with the tools and techniques needed to identify, manage, and resolve risks that may arise during project execution (Ouma, 2016). Through targeted training in risk management and problem-solving, teams are better equipped to anticipate potential issues, develop mitigation strategies, and address challenges proactively (Hezkias, 2019). Improved problem-solving skills and risk management techniques enable teams to handle difficulties efficiently, minimize disruptions, and maintain project momentum. This proactive approach to risk management supports timely project completion by reducing the likelihood of delays and ensuring that problems are resolved swiftly (Chapman, 2019).

2.6 Empirical Literature

Project management practices have received extensive attention in research, with numerous studies exploring their impact on project outcomes in various contexts. Three notable studies provide valuable insights into how project management practices influence project performance across different sectors and locations. Samuel Mkutano (2018) conducted a comprehensive study on the relationship between project management practices and the performance of non-governmental organization (NGO) projects in Nairobi City County, Kenya. His research focused on understanding how communication, project planning, stakeholder involvement, and monitoring and evaluation affect project outcomes. The study used a descriptive research design and involved 100 NGOs selected through stratified and simple random sampling from a target group of 201. Data was collected via questionnaires, and both quantitative and qualitative analysis methods were employed. Quantitative analysis included descriptive statistics, correlation, and regression analysis, while qualitative analysis utilized thematic coding and content analysis.

Mkutano's findings highlighted the critical role of structured communication, robust planning, stakeholder engagement, and thorough monitoring and evaluation in improving project performance. Effective communication was shown to facilitate clearer understanding and coordination among project team members and stakeholders. Comprehensive project planning ensured that all aspects of the project were

considered and addressed proactively. Engaging stakeholders effectively throughout the project lifecycle was found to enhance project support and mitigate potential issues. Additionally, meticulous monitoring and evaluation allowed for timely adjustments and improvements. The study concluded that these management practices significantly positively impacted project outcomes, emphasizing the need for consistent and proactive implementation of these strategies. Recommendations included fostering active communication networks, increasing stakeholder awareness about project management processes, and ensuring thorough involvement of stakeholders throughout the project lifecycle. This study contributed valuable insights into effective project management strategies, particularly within the NGO sector in Nairobi.

In a separate study, Ahmed (2021) explored the impact of monitoring and evaluation (M&E) on project performance within NGOs in Hargeisa, Somaliland. The study aimed to investigate M&E practices, tools, techniques, and their influence on project outcomes. Utilizing a descriptive research design, Ahmed collected data from 33 M&E team members and 17 project team leaders through stratified random sampling. The research highlighted the importance of collaborative M&E plan development, involving various stakeholders in the process. It noted that budget allocation for M&E activities varied among respondents, and commonly used tools included logical frameworks, theory-based evaluations, surveys, and participatory methods.

The study established a positive relationship (85% agreement) between M&E practices and project performance. Effective M&E practices were linked to improved project outcomes through better planning, quality control, skills enhancement, problem identification, and environmental analysis. Ahmed's recommendations emphasized the need for intensified focus on M&E within NGOs to enhance project performance. This includes understanding the operational context and fostering continuous improvements through robust M&E practices.

Another significant study aimed to explore how project management practices influence the execution of health projects funded by donors in Mombasa County. Drawing from open system theory, project management theory, stakeholders' theory, skills acquisition theory, and triple constraint theory, the research employed a descriptive research design involving a sample of 89 individuals. Respondents were selected using stratified random sampling, ensuring they had relevant knowledge. Quantitative data analysis was conducted using SPSS version 25, with correlation and regression analysis applied to evaluate relationships among variables, maintaining a confidence interval of 95%.

The findings from this study revealed positive and significant relationships between project monitoring, project management skills, stakeholder engagement, project management tools, and the effective execution of donor-funded health projects. Effective project monitoring and management skills were crucial for managing complex health projects, ensuring that project goals were met and that resources were used efficiently. Engaging stakeholders effectively and utilizing appropriate project management tools were also found to be important for project success. The study recommended enhancing organizational capabilities, prioritizing stakeholder engagement, adopting efficient data tools for monitoring, and integrating Work Breakdown Structure as a valuable project management tool. These recommendations aim to improve the implementation process and ensure the successful execution of donor-funded health projects in Mombasa County.

These studies collectively underscore the importance of various project management practices in influencing project performance. Effective communication, robust planning, stakeholder engagement, and monitoring and evaluation are critical for achieving successful project outcomes. Enhanced technical skills, improved planning and management, stakeholder empowerment, and effective risk mitigation contribute to timely and successful project completion. By implementing these practices, organizations can improve their project management processes and achieve better results in their projects.

2.7 Theoretical Framework

This study is influenced by two theories: Theory of Constraints and the Contingency theory. These theories shape the study's approach to understanding how non-governmental health organizations address the complexities of project completion. The study acknowledges the significance of adjusting strategies based on specific contexts and following established project management principles in order to effectively tackle the challenges involved.

2.7.1 Theory of Constraints

The Theory of Constraints, developed by Eliyahu Goldratt, is a project management and organizational performance enhancement approach focused on identifying and addressing critical limitations or bottlenecks. This theory aims to maximize overall performance by systematically improving the flow of work and resources, thereby achieving organizational objectives more effectively (Mishra, 2020). TOC provides a structured methodology for enhancing output and throughput while minimizing waste and optimizing workflows by targeting the most significant constraints (Thaddee, Prudence, & Valens, 2020).

According to Mishra, (2020) the Theory of Constraints involves a systematic approach with five fundamental stages for identifying and eliminating constraints:

Identifying the Constraint: The initial step involves pinpointing the specific limitation or bottleneck that is restricting the performance of the project or system. This constraint could be a resource, process, policy, or any factor that impedes the smooth flow of work. Identifying the constraint requires a thorough analysis of the project's processes and performance metrics to determine where delays or inefficiencies are occurring. This step is crucial as it sets the stage for targeted interventions that will address the root cause of inefficiencies.

Exploiting the Constraint: Once the constraint has been identified, the focus shifts to optimizing its use and effectiveness. This involves enhancing the constraint's capacity, improving its efficiency, and reducing any unnecessary downtime or interruptions. Exploiting the constraint means making the most of the existing resources or processes to maximize their contribution to the project's goals. This could include streamlining workflows, improving operational procedures, or implementing immediate fixes to ensure that the constraint operates at its maximum potential.

Subordinating Non-Constraints: In this stage, other elements or resources within the system are adjusted to support the identified constraint. Non-constraint components are synchronized and aligned to complement the constraint's functioning. This alignment ensures that the entire system works in harmony, preventing other parts of the project from causing delays or inefficiencies. Subordinating non-constraints helps maintain a smooth flow of work and ensures that the constraint is supported by all other aspects of the project, thereby optimizing overall performance.

Elevating the Constraint: If optimizing the constraint does not suffice to meet the project's needs, efforts are made to elevate or eliminate the constraint. This stage involves investing in additional resources, technology, or process changes to increase the capacity of the constraint or remove it entirely. Elevating the constraint may require substantial changes, such as upgrading equipment, adding personnel, or redesigning processes. The goal is to enhance the constraint's capability to meet the demands of the project and improve overall performance.

Repeat the Process: After addressing the initial constraint, a new constraint may emerge in other parts of the project or system. The process then cycles back to identifying and addressing the new constraint. This iterative approach ensures continuous improvement and adaptation, as each constraint is resolved and

new ones are identified and managed. By repeating the process, organizations can perpetually enhance their performance and efficiency, continually refining their operations to achieve optimal results.

The Theory of Constraints offers a methodical approach to enhancing project and organizational performance by systematically addressing and resolving bottlenecks (McCleskey, 2020). By focusing on identifying, exploiting, subordinating, and elevating constraints, and then repeating the process, organizations can achieve significant improvements in output and efficiency (Mishra, 2020). TOC provides a structured framework for continuous improvement, ensuring that limitations are effectively managed and overall performance is optimized (McGrath & Whitty, 2017).

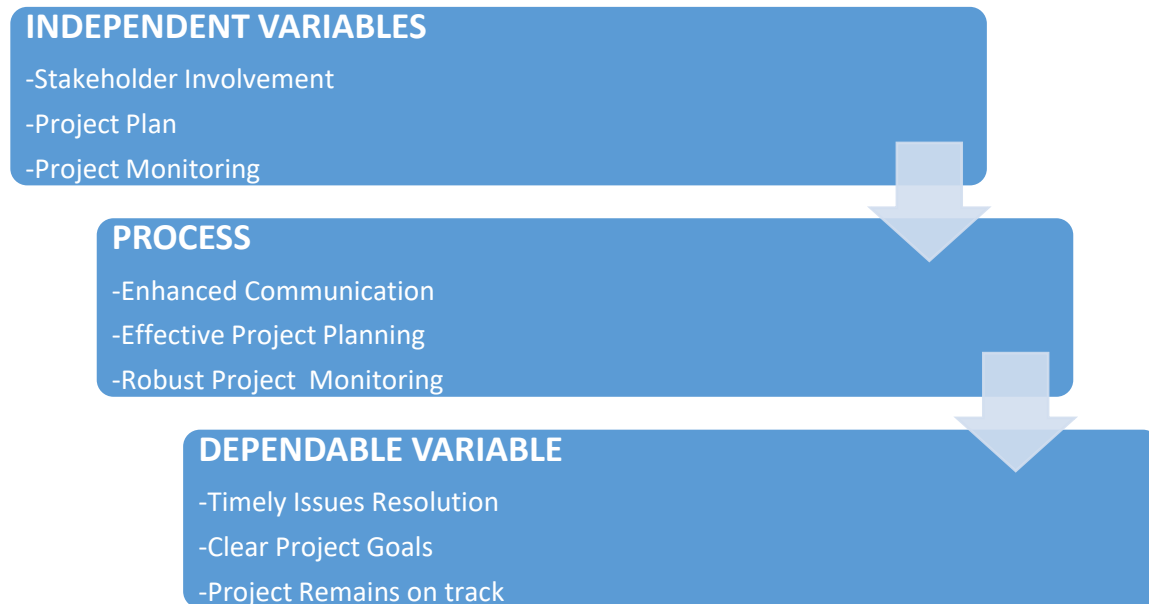
2.7.2 Contingency Theory

The Contingency Theory, proposed by Fred Edward Fiedler in 1964, is a fundamental concept in management and project management that asserts there is no single best way to handle a situation or manage a project (Alsharif, Ntim, & Fiddler, 2019). Instead, the effectiveness of management practices depends on various situational factors, making it essential to adapt approaches based on specific project conditions and requirements. Contingency Theory posits that project success is influenced by a combination of variables, including the project's unique characteristics, environment, and the alignment between management strategies and these variables (Mkutano, 2018).

According to this theory, the efficiency of managerial techniques is contingent on understanding and adapting to the particular context in which a project operates. This means that there is no universal management approach suitable for all projects; instead, project managers must tailor their methods to fit the specific demands and circumstances of each project. The theory emphasizes the importance of evaluating and comprehending the unique aspects of a project, including its objectives, key stakeholders, constraints, and external factors. Project managers are encouraged to be adaptable and responsive, modifying their management tactics, procedures, and decision-making processes to align with the project's environment. Factors such as project size, complexity, technology, organizational culture, and team dynamics play a crucial role in shaping the most effective management practices (Martinsuo & Gerald, 2020). For instance, a large, complex project with numerous stakeholders may require a different management approach compared to a smaller, more straightforward project. The former may benefit from detailed planning, extensive communication, and robust risk management, while the latter may be managed effectively with simpler procedures and less formalized processes. Additionally, organizational culture and team dynamics can influence how management strategies are implemented and received,

highlighting the need for flexibility and customization in project management practices. Contingency Theory underscores the necessity of adapting management strategies to fit the specific characteristics and needs of each project. By recognizing that there is no one-size-fits-all solution, project managers can enhance their effectiveness by tailoring their approaches to the unique circumstances and challenges of their projects, leading to better outcomes and more successful project execution.

2.8 Conceptual framework



Source: Researcher's own conceptualization

Figure 1: Conceptual Framework

The conceptual framework focuses on the relationship between three independent variables and project completion which is the dependent variable. The independent variables are as follows:

1. **Project Plan:** This variable refers to the quality and effectiveness of the project plan. A well-developed project plan encompasses the project's objectives, tasks, resources, and timelines necessary for successful project execution (Englund & Graham, 2020).
2. **Project Monitoring:** This variable highlights the importance of continuously monitoring and controlling the project's progress. Project monitoring involves tracking performance, providing regular status updates, and identifying deviations or issues (Murungi, 2015).

3. Stakeholder Involvement: This variable represents the active participation and engagement of relevant stakeholders in the project. Stakeholders can include individuals or groups who have a vested interest or influence in the project's outcome, such as clients, team members, or sponsors (Perić et al., 2021).

The processes underlying this framework are:

1. Effective Project Planning: This process highlights the significance of developing a comprehensive and well-structured project plan. According to Englund and Graham (2020), an effective project plan serves as a roadmap, guiding the project team's actions and ensuring alignment with project objectives.
2. Robust Project Monitoring: This is an essential process that entails diligent and proactive oversight of project progress. This process involves various activities, such as tracking and analyzing key performance indicators, identifying potential risks or deviations from the project plan, and implementing timely corrective actions to maintain project alignment and control (Murungi, 2015).
3. Enhanced Communication: This process emphasizes the importance of effective communication practices among project stakeholders. Open and regular communication facilitates information sharing, collaboration, and coordination, ultimately contributing to project success.

This conceptual framework outlines the interrelationships between stakeholder involvement, effective project planning, robust project monitoring, and their collective impact on project completion. By understanding and analyzing these connections, researchers and project managers can gain insights into the key factors that contribute to successful project outcomes and can develop strategies to enhance project completion rates.

2.9 Gaps in the literature

Despite the valuable insights provided by existing studies on project management practices, several gaps remain in the literature. One significant gap is the insufficient focus on context-specific challenges faced by Non-Governmental Health Organizations. Many studies tend to generalize findings without considering the unique environmental, cultural, and operational factors that influence project management practices in different settings. This lack of context-specific analysis means that the nuanced difficulties experienced by NGHOs in varying regions are not thoroughly addressed. Another notable gap is the limited exploration of stakeholder engagement techniques. While the importance of stakeholder involvement is widely recognized, there is a lack of detailed investigation into specific methods and strategies for effective

engagement. Research often emphasizes the need for stakeholder participation but does not provide an in-depth analysis of how different engagement strategies impact project outcomes. Understanding which techniques are most effective for engaging various stakeholder groups is crucial for enhancing project success.

Resource management strategies also remain underexplored in the context of NGOs. Although resource management is acknowledged as a key factor in project success, there is limited research on how various resource management strategies are adapted to the unique constraints faced by NGOs. More research is needed to explore how techniques such as resource forecasting, allocation, leveling, and utilization are specifically applied within the NGO sector, where resources are often limited and varied. Capacity building, a critical component for improving project performance, also warrants further investigation. Although the link between capacity building and project success is established, there is insufficient exploration of how different capacity-building initiatives impact specific aspects of project execution and completion.

The literature lacks detailed studies on the effectiveness of various training, mentorship, and resource provision strategies in enhancing project outcomes within NGOs. In addition, there is a notable lack of comprehensive empirical evidence linking resource management practices directly to project success metrics. While theoretical frameworks and case studies offer some insights, empirical research validating the effectiveness of different resource management strategies is limited. More rigorous empirical studies are needed to assess how specific resource management practices influence timely and successful project completion. The literature also lacks longitudinal studies that track the evolution of project management practices over time. Most research provides cross-sectional insights, but there is a need for longitudinal analysis to understand how these practices impact long-term project outcomes and sustainability. Such studies could offer a deeper understanding of the effects of project management practices on long-term success. Furthermore, there is a gap in exploring the integration of various theoretical frameworks.

While individual theories like the Theory of Constraints and Contingency Theory are examined, there is limited research on how these theories can be combined to address complex project management challenges in NGOs. Integrating insights from multiple theories could provide a more comprehensive approach to managing projects in diverse and dynamic environments. The impact of emerging project management tools and technologies is not sufficiently addressed in the literature. With advancements in project management software and methodologies, there is a need for research on how these tools

influence project planning, monitoring, and overall success in the NGO sector. Understanding the role of these tools in enhancing project management practices is crucial for adapting to evolving project demands. Addressing these gaps can provide a more nuanced understanding of project management practices and their impact on project success in NGOs, leading to the development of more effective strategies and improved project outcomes.

2.10 Conclusion

In summary, Chapter 2 has provided a comprehensive exploration of the literature surrounding the impact of project management practices within Non-Governmental Health Organizations. The chapter thoroughly examined existing scholarly work, industry reports, and case studies, offering a deep dive into the significance of project management practices and their crucial role in ensuring the successful completion of projects. This chapter began by presenting a detailed overview of the current state of knowledge in the field, identifying gaps in the literature and positioning this research within the broader context of project management in the health sector. It highlighted how effective project management practices are integral to the success of projects, particularly in environments where resources are limited, and the stakes are high, as is often the case in NGOs. The review also provided clarity on key terminology and concepts that are foundational to the study, drawing from a wide range of sources to ensure a shared understanding of these terms. This was crucial for establishing a common language through which the research findings could be discussed and interpreted.

In exploring the theoretical underpinnings relevant to project management in NGOs, the chapter drew upon various established theories, including those related to project management frameworks, stakeholder engagement, resource allocation, and risk management. These theories were meticulously evaluated, drawing connections between theoretical constructs and practical applications in NGOs. The chapter demonstrated how these theories have been applied in previous research and practice, offering critical insights into their relevance and effectiveness. Moreover, the literature review crafted a compelling narrative that underscored the inherent connection between project management practices and their direct influence on project outcomes. It emphasized that successful project management goes beyond the timely delivery of projects—it also significantly impacts the overall efficiency, effectiveness, and sustainability of NGOs. The review illustrated how robust project management practices contribute to better resource utilization, enhanced stakeholder satisfaction, and improved project outcomes, thereby reinforcing the organization's ability to achieve its mission. Furthermore, the chapter explored

the broader implications of these practices for the productivity and strategic success of NGOs. By linking project management practices to organizational performance, the review highlighted how these practices can serve as a catalyst for organizational growth, innovation, and long-term impact.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter delves into the comprehensive strategies and methodologies implemented to effectively address the research objectives. It elaborates on the chosen approach for conducting the study, offering insights into how this approach aligns with and supports the research goals. The chapter details the rationale behind selecting this particular approach, including its strengths and potential limitations in relation to the study's aims. The chapter further explores the demographic focus of the research, providing an in-depth examination of the specific population under study. It outlines the characteristics of this demographic, explaining why it was selected and how its unique attributes are pertinent to the research objectives. This section underscores the significance of understanding the demographic context to ensure that the research findings are relevant and applicable to the intended population.

Additionally, the chapter describes the systematic process employed for participant inclusion in the study. It covers the criteria used for selecting participants, the methods of recruitment, and the steps taken to ensure a representative sample. The chapter also addresses any challenges encountered during the participant selection process and how these challenges were managed. Ethical considerations related to participant inclusion are discussed, including measures taken to ensure informed consent and protect participant confidentiality. The chapter continues by outlining the various tools and techniques utilized for data collection. It provides a detailed description of the instruments used, such as surveys, interviews, or observation methods, and explains their suitability for capturing the necessary data. The development, validation, and implementation of these tools are also covered, emphasizing their role in ensuring the accuracy and reliability of the collected data.

Following data collection, the chapter explains the detailed steps involved in analyzing the data. It describes the methods used for data processing, coding, and statistical analysis. The chapter elaborates on how the data were interpreted and the criteria applied to draw meaningful conclusions from the findings. This section highlights the analytical procedures that were used to ensure the robustness and validity of the results. The chapter addresses the elements related to the reliability and consistency of the study's conclusions. It discusses the strategies implemented to ensure the reliability of both data collection and analysis processes.

Measures taken to minimize bias, enhance result validity, and verify the consistency of the findings are outlined. This section underscores the importance of methodological rigor in drawing credible and generalizable conclusions from the study.

3.1 Research Philosophy

In research, the selected philosophy to guide the study's approach is crucial as it fundamentally influences the research design, methodologies, and ultimate outcomes. For this study, Positivism has been chosen as the guiding philosophy. This choice is based on several key considerations that underscore its appropriateness and effectiveness for the research objectives. Positivism is grounded in the belief that knowledge can be derived from empirical observation and the application of scientific methods. It posits that objective facts and truths exist and can be uncovered through systematic, structured research processes (Khatri, 2020). This philosophical stance is rooted in the conviction that reality can be understood through measurable and observable phenomena, and that scientific inquiry can yield objective, generalizable knowledge.

One of the principal reasons for adopting Positivism in this study is its commitment to precision and objectivity. Positivism provides a clear, structured framework for research, characterized by well-defined procedures and methodologies that aim to minimize biases and ensure the reliability of results (Apuke, 2017). This framework includes rigorous data collection methods, systematic analysis, and the use of statistical tools, all of which contribute to producing objective and reproducible findings. In a research landscape that highly values objectivity, Positivism offers a robust foundation that aligns well with the study's goals. Additionally, Positivism's alignment with the quantitative research approach used in this study further supports its selection. Quantitative research emphasizes the collection of numerical data that can be quantified and subjected to statistical analysis. Positivism complements this approach by providing a philosophical basis for collecting and interpreting empirical data through objective measures. This alignment ensures that the research methodology is consistent with the philosophical stance, enhancing the credibility and validity of the findings. Positivism also supports the use of structured research instruments and standardized procedures, which facilitate systematic data collection and analysis. This approach allows for the generation of empirical evidence that can be tested and verified, contributing to the development of generalizable conclusions. By adhering to Positivism, the study benefits from a methodological rigor that strengthens its overall research design and supports the achievement of its research objective

3.2 Research Design

The cross-sectional research design selected for this study offers several notable benefits that contribute to the overall quality and effectiveness of the research process. This design entails gathering data from a defined population at a specific point in time, thus providing a snapshot of their characteristics, attitudes, or behaviors during that moment (Wang & Cheng, 2020). This approach is advantageous for capturing a precise understanding of the current state of the population, making it particularly useful for studies aimed at examining specific phenomena or trends within a designated timeframe (Apuke, 2017). One of the key strengths of the cross-sectional design is its ability to provide immediate insights into the prevailing conditions and perspectives of the population under study. By capturing data at a single point in time, the research can effectively reflect the current status and dynamics of the subjects involved, allowing for an accurate assessment of their existing characteristics and viewpoints. This temporal snapshot is instrumental in identifying patterns or trends that may be relevant for the research objectives. The choice to utilize primary data as the principal source of information underscores the study's commitment to obtaining accurate and relevant insights. Structured questionnaires have been employed strategically for data collection, providing a systematic and organized method to gather information from participants (Majid, 2018). These questionnaires are meticulously designed to align with the research objectives, ensuring that the data collected is directly relevant to the study's goals. This deliberate alignment minimizes the risk of collecting extraneous or irrelevant data, thereby streamlining the research process and enhancing the accuracy and relevance of the information obtained (Cohen, Manion, & Morrison, 2017).

Additionally, the structured nature of the questionnaires contributes to consistency in data collection. Each participant responds to the same set of questions, which ensures uniformity across the data-gathering process and mitigates the potential for response bias (Bryman, 2016). This consistency is crucial for conducting comparative analyses, allowing for the identification of patterns and drawing meaningful conclusions from the data. By maintaining uniformity in the responses, the study upholds the integrity of the findings and supports the validity of its conclusions (Fowler, 2014). The cross-sectional design, combined with the use of structured questionnaires, provides a robust framework for data collection and analysis. This method delivers a clear and current snapshot of the population's state, ensuring that the information gathered is both accurate and consistent. The advantages of this approach position the study to effectively meet its research objectives and yield valuable insights into the subject matter, ultimately contributing to a deeper understanding of the phenomena under investigation.

3.3 Research approach

In this study, a quantitative research approach was chosen for its substantial benefits, which significantly enhance the strength and reliability of the research process. The decision to adopt this approach was based on several critical factors that underscore its advantages. The quantitative approach allows for the investigation of large sample sizes. By collecting and analyzing data from a substantial number of participants, quantitative research provides a more comprehensive understanding of the research topic and increases statistical power. This capability is particularly beneficial for addressing complex research questions or aiming to generalize findings to broader populations (John, 2014). The extensive data collection not only enhances the depth of insights but also strengthens the overall validity of the study's conclusions (Majid, 2018).

Quantitative research is also valued for its scientific rigor. Its systematic and structured nature adheres to rigorous methodologies, using standardized data collection instruments such as surveys or questionnaires. These tools are meticulously crafted to generate precise and quantifiable data, which in turn bolsters the reliability and credibility of the research findings (John, 2014). The adherence to scientific standards ensures that the results are not only accurate but also reproducible, reinforcing the study's overall robustness (Majid, 2018).

Another significant advantage of the quantitative approach is its ability to facilitate systematic data collection and analysis. Researchers employ well-defined processes and statistical techniques to examine patterns, relationships, and trends within the data. This methodical approach enhances the ability to draw meaningful conclusions and identify statistical significance, thereby uncovering nuanced insights that might be missed with less structured methods (Majid, 2018). By using statistical analyses, researchers can effectively explore correlations, causations, and other key factors that contribute to a deeper understanding of the research topic. Overall, the quantitative research approach provides a strong foundation for conducting rigorous and reliable research. Its ability to handle large sample sizes, adhere to scientific standards, and facilitate systematic analysis makes it a valuable method for obtaining comprehensive and credible findings. By leveraging these strengths, the study is well-positioned to offer valuable insights and contribute meaningfully to the existing body of knowledge.

3.4 Population

In this study, the target population consisted of 85 employees from Non-Governmental Health Organizations operating within the Oshana Region (Project Hope, I-TECH, Intrahealth, and Society for Family Health Catholic Aids Action). This population was meticulously selected to align with the research objectives, offering a focused group from which meaningful insights and conclusions could be derived. The population encompassed several distinct categories of employees, including heads of departments, project directors, district team leads, monitoring and evaluation officers, and project coordinators. Each of these roles is integral to the effective functioning of NGOs, and their inclusion in the study was intended to provide a broad perspective on project management practices within these organizations.

Heads of departments were included due to their strategic oversight and leadership responsibilities. Their role in shaping organizational policies and directing overall operations provides valuable insights into the strategic aspects of project management. Project directors, who manage specific projects, offer perspectives on project execution and the challenges faced during project implementation. District team leads, responsible for coordinating activities at the regional level, contribute to understanding how regional dynamics influence project management and operations. Monitoring and evaluation officers play a crucial role in assessing project performance and outcomes. Their involvement in evaluating the effectiveness and efficiency of projects provides critical insights into the success factors and areas for improvement.

Project coordinators, who manage the daily activities related to project execution, offer detailed views on the operational challenges and successes encountered in the course of project implementation. By including these diverse roles, the study aimed to capture a comprehensive view of NGOs' operations and project management practices. This approach ensures that the perspectives of various stakeholders are considered, allowing for a more nuanced understanding of how different roles contribute to the overall effectiveness of NGOs. The inclusion of multiple categories of employees helps to illuminate the complexities of project management within NGOs, providing a well-rounded perspective on the practices and challenges faced by these organizations.

The deliberate choice to encompass a range of roles within the target population allows for a more thorough examination of project management practices. This inclusive approach facilitates a richer analysis of the interplay between different stakeholders and their contributions, ultimately enhancing the

study's ability to provide actionable insights and recommendations for improving project management within NGOs.

3.5 Sample Size and Method

In the pursuit of gathering data for this study, a census sampling method was employed, involving the collection of data from every member of the defined population. A census sampling method is characterized by its comprehensive approach, wherein data is gathered from all elements within the population being studied, as opposed to selecting a subset (Schoot & Miočević, 2020; Creswell, 2014). For this study, data was systematically collected from all 85 employees within the selected Non-Governmental Health Organizations (NGHOs) operating in the Oshana Region.

The choice of a census approach was driven by several strategic considerations aimed at bolstering the research's integrity and robustness. One of the primary reasons for adopting this method was to ensure inclusivity across the entire workforce. By involving every single member, the study aimed to avoid any potential bias or exclusion that might occur with traditional sampling methods, where only a subset of the population is selected (Fink, 2013). This comprehensive inclusion was crucial for capturing a holistic and representative view of the population's characteristics, perspectives, and experiences. In addition to mitigating potential biases, the census approach enhances the accuracy and reliability of the research findings. When data is collected from the entire population, it reduces the likelihood of sampling error, which is a common issue in studies relying on smaller, non-representative samples (Kumar, 2019). This thoroughness ensures that the research results reflect the true distribution of opinions, behaviors, and conditions within the target group, rather than being skewed by incomplete or selective data. Furthermore, utilizing a census approach facilitates a more detailed analysis of the data. With complete information from every member of the population, researchers can perform more nuanced analyses and uncover insights that might be obscured in studies using smaller, non-representative samples (Neuman, 2014). This approach allows for a deeper understanding of the dynamics and factors influencing project management practices within NGOs, providing a richer context for interpreting the results.

The decision to implement a census sampling method underscores a commitment to research rigor and validity. By ensuring that every individual within the target population has the opportunity to participate, the study maximizes its potential for generating accurate, generalizable, and meaningful findings. This inclusive strategy not only supports the study's objectives but also enhances its overall credibility and relevance in the field of project management within non-governmental health organizations.

3.6 Data collection

The data collection process for this study utilized structured questionnaires as the primary method, chosen for their notable advantages in terms of expediency, cost-effectiveness, and efficiency in gathering substantial amounts of data within a limited timeframe (Apuke, 2017). Given the scale of the study, involving a substantial population of employees in Non-Governmental Health Organizations (NGHOs), structured questionnaires were particularly well-suited for handling the volume of data required. This method offers a standardized format that facilitates uniform responses, enhancing the consistency and comparability of the collected data (Singh, 2017).

To accommodate the respondents' busy schedules, Google Forms was employed as the platform for administering the questionnaires. This digital approach allowed participants to complete the surveys at their convenience, minimizing disruptions to their daily responsibilities (Apuke, 2017). Google Forms was selected for its user-friendly interface and accessibility, enabling participants to respond to the questionnaires online at any time that suited them (Schoot & Miočević, 2020). This method not only streamlined the data collection process but also ensured that responses were gathered efficiently and conveniently. The design of the structured questionnaires was meticulously aligned with the research objectives. Each question was formulated to extract specific and relevant information pertinent to the study's aims, ensuring that the responses collected would directly address the research questions and enhance the relevance and applicability of the data (Abu-Bader, 2021). By focusing on key aspects of project management practices within NGHOs, the structured questionnaires helped to avoid collecting extraneous or irrelevant information (Meredith, Shafer, & Mantel, 2017). The use of Google Forms also supported the effectiveness of the data collection method by providing a consistent and systematic format for responses. The platform's features allowed for straightforward data entry and analysis, facilitating the comparison and statistical examination of the responses (Kombusinye, 2017). This digital approach contributed to the robustness of the research findings and the overall success of the study by aligning closely with the research objectives and requirements (Browning, 2018; PMI, 2018).

3.7 Data analysis

The data analysis phase in this study was integral to transforming raw data into actionable insights, enabling the extraction of meaningful conclusions from the information collected. A systematic and structured approach was adopted to ensure that the analysis was thorough and accurate. The core methodology used was quantitative analysis, facilitated by the Statistical Package for Social Sciences

(SPSS) software, which is renowned for its capability to handle complex data sets and perform a wide range of statistical analyses.

SPSS was instrumental in generating various forms of results, including graphs, pie charts, diagrams, and tables. These visual representations were crucial for interpreting and analyzing the study's data, making complex information more accessible and easier to understand. The process of quantifying the data was essential for systematic interpretation, as it allowed for rigorous statistical scrutiny and the drawing of valid conclusions. Before delving into the analysis, meticulous preparation of the data was undertaken. This preparation involved assigning appropriate variable names and data types within SPSS to ensure accurate representation and manipulation of the data. Additionally, a thorough data cleaning process was conducted to identify and correct any errors or inconsistencies in the dataset. This rigorous cleaning was crucial for eliminating inaccuracies and ensuring that the data used for analysis was reliable and precise, thus enhancing the validity of the study's findings.

The research framework for this study was illustrated using a straightforward linear regression model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

where Y represents Project Completion, β_0 is the intercept, and β_1 , β_2 , and β_3 are the coefficients for Stakeholder Involvement (X_1), Project Planning (X_2), and Project Monitoring (X_3), respectively. This model was employed to explore the relationships and dependencies among the key variables and their impact on project completion.

Data modeling was a significant aspect of the analysis, with regression analysis being a robust statistical technique used to understand how various factors or variables interacted and influenced the research outcomes. This technique allowed for the assessment of the strength and direction of relationships between variables, providing insights into how changes in one factor might affect project completion. Descriptive statistics were used to provide a comprehensive summary of the data, including measures of central tendency (such as mean and median), variability (such as standard deviation and range), and the distribution of data points. These statistics were essential for understanding the overall characteristics of the dataset and identifying patterns or trends.

In addition to descriptive statistics, inferential tests were conducted to evaluate the statistical significance of the findings. These tests determined whether the observed relationships or differences were likely due

to chance or if they were statistically significant. By assessing p-values and confidence intervals, the analysis provided insights into the reliability and validity of the results, ensuring that the conclusions drawn were based on robust statistical evidence. The data analysis phase was crucial for transforming collected data into meaningful insights. Through meticulous preparation, systematic quantitative analysis, and the use of sophisticated statistical techniques, the study was able to provide valuable findings and contribute to a deeper understanding of the research questions.

3.8 Validity and reliability

Ensuring the validity and reliability of data collection instruments is crucial for the integrity and credibility of research findings. In this study, significant effort was invested in validating the structured questionnaires used for data collection, leveraging established methodologies to guarantee their robustness. One of the primary techniques employed was Cronbach Alpha testing, a renowned method for evaluating the reliability and internal consistency of questionnaire items (Singh, 2017). This approach was selected due to its well-documented efficacy in assessing how well the items on a questionnaire measure the intended variables.

Cronbach Alpha testing is particularly valued for its capacity to measure the degree to which individual items on a questionnaire correlate with each other, indicating how consistently they capture the underlying construct being investigated (Singh, 2017). By calculating the Cronbach Alpha coefficient, researchers can determine whether the items collectively measure the same concept or if any items are unreliable or inconsistent. This is essential in ensuring that the instrument reliably reflects the variables of interest and that responses are accurately captured. To execute the Cronbach Alpha testing, we selected a small, representative sample of individuals who resembled the target population. Despite the study involving the entire population due to its relatively small scale, this sub-sample provided a critical assessment of the questionnaire's clarity and relevance. Engaging this sub-sample allowed us to gather detailed feedback on the questionnaire items, which was invaluable in identifying potential issues or ambiguities.

The feedback from the sub-sample led to an iterative process of refinement. Based on the insights gathered, we made necessary adjustments to improve the clarity and appropriateness of the questions. This iterative refinement not only enhanced the reliability of the questionnaire by addressing identified issues but also bolstered its validity. By aligning the instrument more closely with the research objectives, we ensured that it effectively measured the constructs of interest without introducing errors or confusion.

Through this rigorous validation process, the structured questionnaires were optimized to provide accurate and reliable data. The application of Cronbach Alpha testing, coupled with iterative refinement based on sub-sample feedback, reinforced the robustness of the data collection instrument. This meticulous approach ensured that the final questionnaire was both reliable and valid, thereby enhancing the overall credibility and integrity of the research findings (Singh, 2017).

3.9 Ethical considerations

Ethical considerations are a fundamental aspect of the research process, underpinning the integrity and credibility of any study. In this research endeavor, a deliberate and conscientious approach to ethics was essential to safeguard the rights and well-being of all participants and stakeholders. The research adhered to established ethical standards from the outset, beginning with the acquisition of ethical clearance from the Namibia University of Science and Technology. This formal approval confirmed that the study met the institution's ethical guidelines and demonstrated a commitment to conducting research responsibly and with respect for all involved.

An essential component of ethical research is the proper acknowledgment of sources. The study adhered to rigorous standards of academic integrity by ensuring that all sources of information were accurately cited and attributed. Proper citation upholds the academic tradition of respecting intellectual property and provides a transparent and traceable basis for the research findings, acknowledging the contributions of previous scholars and avoiding issues of plagiarism. Another critical ethical consideration was the handling of participant information. The research prioritized maintaining transparency and confidentiality throughout the study. Participants were clearly informed about the confidentiality of their personal information, ensuring that their identities and responses would be protected from unauthorized disclosure. This commitment to privacy was vital in building trust and encouraging honest and open participation, essential for the validity of the research findings.

Participants were also made aware of the specific purposes for which their data would be used. They were informed that the data collected would be employed solely for the production of the research thesis and might be considered for publication in academic journals. This clarity regarding the use of their data reinforced ethical standards by ensuring that participants understood how their information would be utilized and were comfortable with its application. In addition to these measures, the study emphasized informed consent, ensuring that participants voluntarily agreed to participate in the research with a full understanding of the study's aims, procedures, and any potential risks. By securing informed consent, the

research maintained the ethical principle of respect for autonomy, allowing participants to make knowledgeable decisions about their involvement. The study will uphold the five ethical principles by implementing the following measures:

Respect for Persons: Ensuring that participants are provided with clear information about the research and their role in it, securing their informed consent, and respecting their autonomy throughout the study.

Beneficence: Committing to minimizing any potential harm and maximizing the benefits of the research. This involves carefully designing the study to avoid unnecessary risks to participants and ensuring that the research outcomes contribute positively to the field.

Non-Maleficence: Taking steps to prevent any potential harm or discomfort to participants. This includes maintaining strict confidentiality and implementing procedures to handle sensitive information responsibly.

Justice: Ensuring that the benefits and burdens of the research are distributed fairly among participants. This involves providing equal opportunity for participation and avoiding any form of discrimination or exploitation.

Integrity: Upholding the highest standards of honesty and transparency in conducting and reporting the research. This includes accurate reporting of findings, proper citation of sources, and disclosing any potential conflicts of interest.

These ethical considerations are integral to ensuring that the research is conducted with the highest standards of integrity and respect.

3.10 Conclusion

In summary, this chapter provides a comprehensive overview of the methodology that underpins the research study. The research philosophy adopted for this study emphasizes objectivity and adherence to rigorous guidelines to ensure that the results are impartial and credible. The choice of a cross-sectional research design, facilitated through surveys, allows for a snapshot of the target group's perspectives at a specific point in time. This approach is both systematic and scientific, enabling the collection and analysis of a broad array of responses to provide a well-rounded understanding of the research topic.

The study targets employees of non-governmental health organizations across various roles, ensuring a diverse range of perspectives. This inclusivity is crucial for capturing a comprehensive view of the subject

matter and avoiding bias. By incorporating a wide spectrum of viewpoints, the study aims to provide a balanced representation of the issues at hand. Surveys have been utilized as the primary data collection tool, designed to be clear and straightforward. The use of computer-based tools, such as Statistical Package for Social Sciences (SPSS), supports the systematic analysis of the data, enhancing the accuracy and efficiency of the results. To ensure the reliability and validity of the surveys, extensive checks were conducted, including Cronbach Alpha testing, which confirmed the consistency and relevance of the questionnaire items.

Furthermore, ethical principles were rigorously upheld throughout the research process. Ethical clearance was obtained from the Namibia University of Science and Technology, underscoring the study's commitment to responsible research practices. Participants' rights were protected through measures ensuring confidentiality and informed consent, reinforcing the study's ethical foundation. This chapter establishes the methodological framework for the research, detailing the philosophical approach, research design, data collection methods, and ethical considerations. By adhering to these rigorous standards, the study aims to contribute meaningful and reliable insights into the field, supported by a robust and ethical research process.

CHAPTER FOUR:

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter provides an in-depth exploration of the data collected throughout the study, presenting and analyzing the results to achieve a comprehensive understanding of the research findings. The objective is to translate raw data into meaningful insights that align with the study's aims and objectives.

Initially, the chapter will present the collected data systematically, utilizing various statistical tools such as tables, charts, and graphs to visualize the key metrics. This presentation will highlight trends, distributions, and notable patterns observed during the data collection phase. Following the data presentation, the chapter will proceed with a thorough analysis of the findings. This section will involve detailed statistical examination, including regression analyses and hypothesis testing, to assess the significance and relationships between variables. The analysis will interpret the data in the context of the research questions, providing insights into how different factors influence project completion in non-governmental health organizations.

The final segment of this chapter will engage in a discussion of the findings, relating them to existing literature and theoretical frameworks. This discussion will explore the implications of the results for project management practices, drawing connections between the study's outcomes and broader industry trends. It will also identify potential areas for further research, offering recommendations for how future studies can build on these findings to advance understanding and improve practices within the field. Overall, this chapter aims to provide a clear and structured presentation of the research data, coupled with a rigorous analysis and thoughtful discussion, to offer valuable insights into the effectiveness of project management practices in non-governmental health organizations.

4.2 The main research objective and sub-objectives

The main objective of the study was to investigate the impact of project management practices on project completion in non-governmental health organizations.

The study's specific objectives were as follows:

- i. To assess the effect of stakeholder involvement on project completion in Non-Governmental Health organizations.

- ii. To examine the effect of the project plan on project completion in Non-Governmental Health organizations.
- iii. To evaluate the effect of project monitoring on project completion in Non-Governmental Health organizations.

4.3 Data Presentation

4.3.1 Response Rate

Authorization to collect data was requested from four organizations: Project Hope, I-TECH, Intra Health, and Society for Family Health Catholic Aids Action. Out of these four organizations, permission to proceed with data collection was granted by three. The study team distributed the Google Form to a total of 65 employees across the participating organizations. Despite these efforts, only 51 employees completed and returned the questionnaires.

The achieved response rate of 78.5% is indicative of a relatively high level of engagement among the employees of the participating organizations. This response rate is advantageous for the study, providing a solid base of data for analysis and helping ensure the findings are representative of the employee perspectives within these organizations. Nonetheless, the fact that not all invited employees responded suggests potential barriers that could have influenced participation. Possible reasons for non-response might include the timing of the survey, perceived relevance, or the survey's length and complexity. Understanding these factors could be critical in refining data collection methods for future studies to increase participation rates and gather more comprehensive data. Overall, the 51 responses provide valuable insights, but addressing the reasons behind the non-responses could further enhance the robustness and reliability of future research outcomes.

4.3.2 Section A: Demographic Information

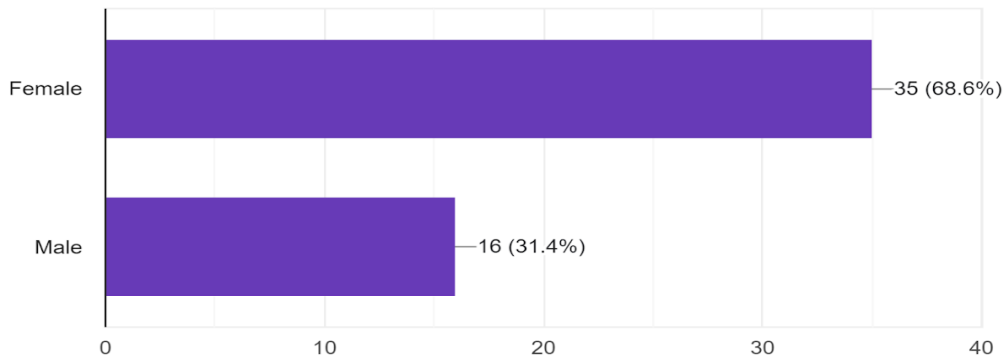


Figure 2: Demographic Information

The data collected from the 51 respondents reveals a pronounced gender disparity, with 16 males (31.4%) and 35 females (68.6%). This substantial imbalance indicates that females are significantly more represented in the sample compared to males. Such a gender distribution is indicative of a broader trend within the non-governmental health organizations surveyed, where women appear to make up a larger proportion of the workforce. This gender imbalance could reflect several underlying factors. In many NGOs, women might be more prevalent in various roles, potentially due to historical, cultural, or sector-specific trends that favor higher female participation. For instance, roles within health and social services, commonly represented in NGOs, may traditionally attract more female employees due to societal norms and the nature of the work involved.

The predominance of female respondents has several implications for the study. Firstly, it influences the perspectives and experiences captured in the research. The gender composition of the sample can shape the findings, as different genders may have varying viewpoints, experiences, and challenges within the NGO sector. Understanding this gender composition is crucial for accurately interpreting the study's outcomes and recognizing any gender-specific trends or issues. Additionally, the higher representation of females could impact various aspects of the workplace environment, including organizational culture, policies, and practices. For example, workplace culture and dynamics might be influenced by the predominance of female employees, leading to unique challenges and opportunities that may not be as prevalent in male-dominated environments.

This gender disparity highlights the need for organizations to consider gender-specific strategies and support systems to address the distinct needs and challenges faced by their predominantly female workforce. The gender distribution observed in this study underscores the importance of incorporating gender considerations into research findings and organizational practices. Tailored approaches that address the specific needs of female employees, as well as recognition of the unique contributions they make, can help enhance workplace satisfaction and effectiveness. Overall, understanding and addressing the implications of gender composition in NGOs is vital for developing comprehensive and inclusive strategies that support all employees effectively.

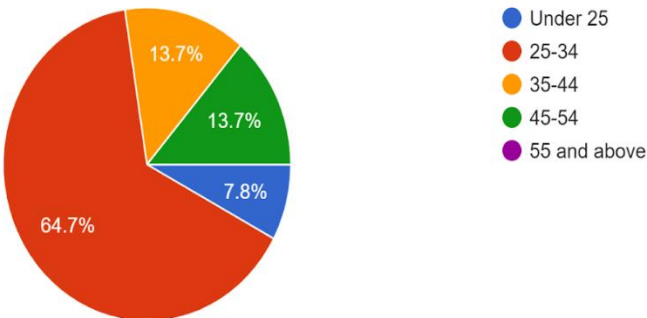


Figure 3: Age Group for the Respondents

The data on age distribution among the 51 respondents provides a detailed view of the workforce's demographic composition. The majority of respondents, totaling 33 individuals or 64.7%, fall within the age range of 25-34 years. This group represents the largest segment of the sample, indicating that a significant proportion of the workforce is relatively young and likely in the early to mid-stages of their careers. This demographic suggests that the organizations surveyed are likely benefiting from the energy and innovation often associated with younger employees. In contrast, the age groups of 35-44 years and 45-54 years each comprise 13.7% of the respondents, with 7 individuals in each age bracket.

This indicates a notable presence of more experienced individuals within the workforce. These respondents bring a wealth of experience and potentially more seasoned perspectives to their roles, which can be invaluable for mentoring younger colleagues and contributing to strategic decision-making. The smallest group, those under 25 years of age, comprises only 7.8% of the respondents, or 4 individuals. This suggests that the entry-level workforce is relatively limited in size within the surveyed organizations. It could imply that these organizations are either focused on hiring individuals with more experience or

that opportunities for younger professionals are less prevalent. Overall, this age distribution highlights a workforce that is predominantly young, with a substantial proportion of mid-career professionals. The combination of youthful energy and experienced insight can contribute to a dynamic and balanced work environment. Understanding this distribution helps in assessing the potential needs and characteristics of the workforce, such as training requirements, career development opportunities, and succession planning.

Table 1. Years of Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 1 year	8	15.7	15.7	15.7
1-3 years	26	51.0	51.0	66.7
4-6years	13	25.5	25.5	92.2
7-10 years	3	5.9	5.9	98.0
More than 10 years	1	2.0	2.0	100.0
Total	51	100.0	100.0	

The data on years of experience among the 51 respondents reveals a workforce predominantly characterized by relatively recent experience. The largest segment, comprising 51.0% or 26 respondents, has between 1 and 3 years of experience. This indicates a junior workforce, with a substantial portion of individuals who are likely early in their careers. This group may bring fresh perspectives and energy to their roles, yet they might also require ongoing training and development to fully enhance their skills and expertise. Following this, 25.5% of respondents, or 13 individuals, have between 4 and 6 years of experience. This intermediate experience level suggests that a quarter of the workforce has a more developed skill set and greater familiarity with their roles compared to those with less experience. These individuals are likely to have a solid understanding of their job functions and may be in positions of increased responsibility or specialized roles within their organizations.

The segment with less than 1 year of experience consists of 15.7% of respondents, or 8 individuals. This relatively small group reflects those who are just starting their careers, possibly as recent graduates or new entrants to the field. Their limited experience may indicate a period of learning and adjustment as they gain practical skills and industry knowledge.

Only a small fraction of the workforce has 7-10 years of experience, accounting for 5.9% or 3 respondents. This indicates that experienced professionals with nearly a decade of experience are relatively rare in this sample. Their presence suggests a degree of stability and depth of knowledge, but their limited numbers may imply that turnover or career progression is affecting the availability of such seasoned professionals. Finally, just 2.0% of respondents, or 1 individual, has more than 10 years of experience. This small proportion highlights that very experienced professionals are few within this sample. Such individuals likely possess significant expertise and can offer valuable insights, but their rarity suggests that the majority of the workforce is relatively young and less experienced. This distribution points to a workforce with a significant proportion of relatively junior and moderately experienced individuals, with very few having extensive experience. This composition has implications for organizational development strategies, including the need for targeted training programs, mentorship opportunities, and succession planning to support and develop the growing talent within the workforce.

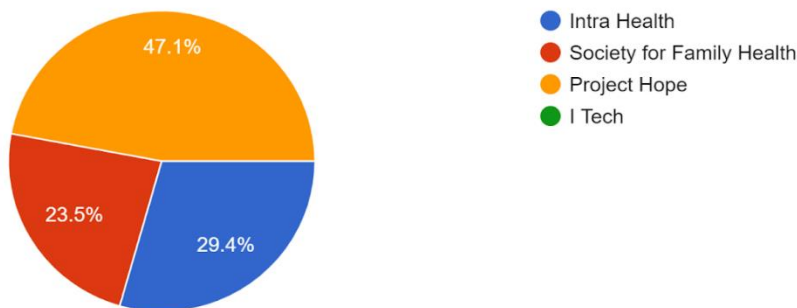


Figure 4: Organization currently working for

The data on respondents' current organizations highlights the distribution across three key entities within the study. The largest segment of respondents, representing 47.1% or 24 individuals, is affiliated with Project Hope. This predominant representation suggests that Project Hope has a considerable presence in the study, which may be indicative of its larger scale, broader scope, or a greater engagement with the research topic. The substantial number of respondents from this organization could provide a more extensive perspective on the issues being studied, potentially reflecting the organization's significant role or influence in the relevant sector.

Intra Health, with 29.4% of the respondents (15 individuals), represents the second-largest group. This presence indicates that Intra Health is also a major player in the research context, though not as dominant as Project Hope. The size of this group might reflect Intra Health’s size or its specific relevance to the research focus. Society for Family Health is represented by 23.5% of the respondents, totaling 12 individuals. While this is the smallest of the three groups, it still constitutes a meaningful proportion of the sample. This representation suggests that Society for Family Health has a notable, though lesser, presence in the context of the study. The distribution of respondents across these organizations highlights differences in representation, which could be influenced by various factors such as organizational size, research engagement, or relevance to the study’s focus. The varying proportions of respondents from each organization provide valuable insights into the breadth of perspectives and experiences captured in the study. Understanding these dynamics can help contextualize the findings and provide a clearer picture of the contributions and influences of each organization within the research.

Table 2: Highest Qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
Certificate	5	9.8	9.8	9.8
Bachelor’s Degree	37	72.5	72.5	82.4
Masters	6	11.8	11.8	94.1
Diploma	1	2.0	2.0	96.1
Honours Degree	2	3.9	3.9	100.0
Total	51	100.0	100.0	

The data on respondents' highest qualifications reveals a predominantly well-educated workforce within the organizations surveyed. A substantial majority, comprising 72.5% of respondents (37 individuals), hold a Bachelor's Degree. This indicates a strong educational foundation among the workforce, suggesting that most individuals have achieved at least an undergraduate level of education. This level of qualification is typically associated with a good level of professional competence and theoretical knowledge, reflecting a workforce that is well-equipped to handle various tasks and responsibilities. Following this, 11.8% of respondents (6 individuals) possess a Master’s degree. This group represents those who have pursued further academic qualifications beyond the undergraduate level, potentially bringing advanced expertise

and specialized knowledge to their roles. The presence of individuals with Master's degrees suggests that the workforce includes a segment with higher academic achievements, which may contribute to more in-depth insights and enhanced problem-solving capabilities.

The category of Certificate holders makes up 9.8% of the respondents (5 individuals). While this is a smaller proportion compared to those with Bachelor's or Master's degrees, it highlights the presence of individuals with foundational or specialized training in specific areas. These individuals might bring practical skills and targeted knowledge that complement the broader academic qualifications of their peers. Only 3.9% of respondents (2 individuals) hold an Honours Degree, and just 2.0% (1 individual) has a Diploma. These figures indicate that while a few respondents have achieved these qualifications, they represent a relatively minor proportion of the sample. The presence of Honours Degrees and Diplomas reflects a range of educational backgrounds, though these qualifications are less common among the respondents.

The distribution of qualifications indicates a highly educated workforce, with the majority holding at least a Bachelor's Degree. This educational background suggests that the organizations benefit from a team that is likely well-prepared for professional challenges and capable of contributing effectively to organizational goals. The diversity in qualifications also points to a blend of theoretical knowledge and practical skills within the workforce, which can be advantageous for tackling complex tasks and fostering a well-rounded approach to project management and organizational development

Table 3: Number of NGHO worked for

	Frequency	Percent	Valid Percent	Cumulative Percent
1	11	21.6	21.6	21.6
2	19	37.3	37.3	58.8
Valid 3	12	23.5	23.5	82.4
More than 3	9	17.6	17.6	100.0
Total	51	100.0	100.0	

The data concerning the number of healthcare projects respondents are involved in provides insight into the level of engagement and workload distribution among the participants. The distribution reveals that a significant proportion of respondents, specifically 37.3% (19 individuals), are engaged in two healthcare projects. This indicates a moderate level of involvement, suggesting that these respondents manage a balanced workload with a focus on a couple of key projects. This level of engagement is likely to offer them sufficient experience and insights into project management within healthcare settings.

In contrast, 23.5% of respondents (12 individuals) are involved in three healthcare projects. This group demonstrates a higher degree of project involvement, potentially requiring them to juggle multiple responsibilities and manage more complex project dynamics. Their experience could provide a broader perspective on managing several projects simultaneously, highlighting their capacity for handling increased workloads.

A smaller portion of respondents, 21.6% (11 individuals), are engaged in just one healthcare project. This lower level of involvement may suggest a more focused role or specialization within a single project, which might allow for deeper expertise and concentration on specific project outcomes. Additionally, 17.6% of respondents (9 individuals) are involved in more than three healthcare projects. This group represents the most heavily engaged individuals, possibly managing a diverse range of projects and dealing with multiple challenges concurrently. Their involvement in numerous projects may reflect a high level of experience and adaptability, but it could also indicate a risk of overextension if not managed carefully.

The data shows a varied range of project involvement among respondents, with the majority engaged in two projects. This distribution highlights the different levels of engagement and responsibility within the organizations, offering a snapshot of the workload and experience levels among healthcare project professionals. The variation in project involvement underscores the complexity and diversity of project management roles in non-governmental health organizations, and suggests that both moderate and high levels of engagement are present within the respondent pool.

Table 4: How familiar are you with PMP

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Slightly Familiar	10	19.6	19.6	19.6
Moderately Familiar	17	33.3	33.3	52.9
Very Familiar	24	47.1	47.1	100.0
Total	51	100.0	100.0	

The data on familiarity with Project Management Practices (PMP) reflects a spectrum of understanding among the respondents, indicating a diverse range of expertise in project management within the surveyed non-governmental health organizations. A notable portion of respondents, 47.1% (24 individuals), reported being very familiar with PMP. This significant proportion suggests that these individuals have a robust understanding of project management principles, tools, and techniques. Their high level of familiarity is likely to contribute positively to the effectiveness of project management within their organizations. Their expertise may facilitate more efficient project execution, improved problem-solving, and better alignment with project goals and standards.

In contrast, 33.3% of respondents (17 individuals) indicated that they are moderately familiar with PMP. This level of familiarity suggests that while these individuals have a solid grasp of project management concepts, they might still be developing their skills or may not be as deeply immersed in advanced project management practices. Their understanding is likely to be sufficient for managing projects effectively but may benefit from additional training or experience to reach the same level of proficiency as their more familiar counterparts.

A smaller segment, 19.6% (10 individuals), reported being slightly familiar with PMP. This group represents those with a basic or introductory knowledge of project management principles. Their limited familiarity could imply a need for further development in project management practices to enhance their effectiveness in managing projects. They may benefit from additional training or mentorship to improve their understanding and application of project management concepts.

The distribution of familiarity with PMP among the respondents indicates a generally knowledgeable workforce, with nearly half being very familiar with project management practices. This high level of familiarity is likely to positively impact the management and execution of projects within their organizations. However, the presence of respondents with varying degrees of familiarity highlights areas where further training or support could enhance overall project management capabilities.

4.3.3 Section B: The impact of project management practices on project completion

Table 5. The Respondents view on the impact of Project management on project completion in our organization.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	32	62.7	62.7	62.7
Agree	13	25.5	25.5	88.2
Neither Agree nor Disagree	2	3.9	3.9	92.2
Disagree	3	5.9	5.9	98.0
Neither Agree nor Disagree	1	2.0	2.0	100.0
Total	51	100.0	100.0	

The data on the impact of project management practices on project completion reflects a strong consensus among respondents that these practices are beneficial. A substantial majority, 62.7% (32 respondents), strongly agree that project management practices positively influence project completion within their organizations. This indicates a robust belief in the effectiveness of project management strategies and tools in enhancing project outcomes.

These respondents likely view structured project management practices as essential for meeting deadlines, achieving project goals, and ensuring successful project delivery. In addition, 25.5% (13 respondents) agree with the statement, further reinforcing the positive perception of project management practices. This group supports the notion that project management practices contribute favorably to project completion, although their agreement is not as emphatic as those who strongly agree. Nonetheless, their affirmative response adds to the overall positive view of the impact of project management practices. On the other hand, a smaller segment of respondents, 3.9% (2 respondents),

neither agree nor disagree with the statement. This neutral position suggests uncertainty or a lack of strong opinion about the impact of project management practices on project completion. These respondents might require additional information or experiences to form a more definitive viewpoint.

A small percentage, 5.9% (3 respondents), disagree with the statement, indicating that they believe project management practices may not have a significant positive impact on project completion. Their disagreement could stem from various factors, such as negative past experiences with project management practices or a perception that other factors are more influential in project success. Lastly, 2.0% (1 respondent) neither agree nor disagree again, reflecting an additional neutral stance on the issue. This repeated neutral response further emphasizes the presence of some uncertainty among a few respondents regarding the impact of project management practices.

The data highlights a prevailing belief among respondents that effective project management practices are crucial for successful project completion. With 88.2% of respondents either strongly agreeing or agreeing with the positive impact of project management practices, there is a clear consensus on their importance. However, the presence of neutral and disagreeing responses suggests that there may be varying experiences and perceptions that warrant further exploration to understand the diverse viewpoints on the effectiveness of project management practices.

Table 6: Respondents’ Perspectives on Stakeholder Involvement and Its Influence on Project Completion

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	29	56.9	56.9	56.9
Agree	14	27.5	27.5	84.3
Neither Agree nor Disagree	4	7.8	7.8	92.2
Disagree	3	5.9	5.9	98.0
Neither Agree nor Disagree	1	2.0	2.0	100.0
Total	51	100.0	100.0	

The data on stakeholder involvement in project management reveals a significant consensus on its positive impact on project completion. Specifically, 56.9% (29 respondents) strongly agree that involving stakeholders has a beneficial effect on the successful completion of projects within non-governmental health organizations. This strong agreement reflects a robust belief in the value of stakeholder engagement, suggesting that these respondents view active stakeholder participation as crucial to project success. In addition to those who strongly agree, 27.5% (14 respondents) also agree with the statement. This combined total of 84.3% indicates a clear majority of respondents who recognize the positive influence of stakeholder involvement. This suggests that a significant portion of the workforce in these organizations supports the idea that engaging stakeholders contributes to achieving project goals, enhancing coordination, and facilitating problem-solving.

A smaller group of respondents, 7.8% (4 respondents), neither agree nor disagree with the statement. This neutral stance may indicate uncertainty or a lack of sufficient evidence or experience to form a strong opinion on the impact of stakeholder involvement. These respondents might not have encountered significant stakeholder engagement or may not have observed its effects on project completion. Furthermore, 5.9% (3 respondents) disagree with the statement, suggesting that they do not believe stakeholder involvement has a positive impact on project completion. This disagreement could be attributed to various reasons, such as past experiences where stakeholder involvement did not yield expected results or a belief that other factors are more critical to project success.

Finally, 2.0% (1 respondent) again neither agree nor disagree, reflecting an additional neutral opinion on the matter. This response further reinforces the presence of some level of uncertainty among a few respondents regarding the role of stakeholder involvement in project completion. The data strongly supports the notion that stakeholder involvement is viewed as a key factor in achieving project success in non-governmental health organizations. With 84.3% of respondents either strongly agreeing or agreeing on the positive impact of stakeholder engagement, it is evident that there is a widespread recognition of its benefits. However, the presence of neutral and disagreeing responses highlights the need for further investigation into specific cases or contexts where stakeholder involvement might be less impactful, providing a more nuanced understanding of its role in project management.

Table 7: Respondents' Views on the Impact of Effective Project Planning on Successful Project Completion

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	31	60.8	60.8	60.8
Agree	12	23.5	23.5	84.3
Neither Agree nor Disagree	4	7.8	7.8	92.2
Disagree	3	5.9	5.9	98.0
Neither Agree nor Disagree	1	2.0	2.0	100.0
Total	51	100.0	100.0	

The data reveals a strong consensus among respondents regarding the crucial role of effective project planning in achieving successful project completion within non-governmental health organizations. Specifically, 60.8% (31 respondents) strongly agree that effective project planning is a key contributor to project success, while an additional 23.5% (12 respondents) agree with this statement. This combined total of 84.3% highlights a widespread recognition of the importance of meticulous planning in ensuring project success. Effective project planning encompasses several critical elements, including defining clear objectives, setting realistic timelines, allocating appropriate resources, and anticipating potential risks. By emphasizing these aspects, organizations can better manage their projects, align activities with strategic goals, and address issues proactively.

The high level of agreement among respondents underscores the value placed on these planning components and suggests that organizations that prioritize detailed and strategic planning are more likely to see successful outcomes. On the other hand, 7.8% (4 respondents) neither agree nor disagree, indicating a level of uncertainty or neutrality regarding the impact of project planning on project success. This neutrality could reflect varying experiences or perspectives on how planning is implemented and its effectiveness in different contexts. For these respondents, the link between planning and success may not be as evident, potentially due to differences in how project planning processes are structured or executed

within their specific projects. A small percentage, 5.9% (3 respondents), disagree with the statement, suggesting that there may be instances where planning alone does not guarantee success. These dissenting opinions might arise from experiences where other factors, such as execution challenges, resource constraints, or external influences, played a significant role in determining project outcomes. It's important for organizations to recognize that while effective planning is essential, it must be complemented by strong execution, ongoing monitoring, and adaptability to address unforeseen challenges.

The data strongly supports the notion that effective project planning is integral to project success in non-governmental health organizations. To leverage this insight, organizations should continue to focus on developing comprehensive project plans that address all critical aspects of project management. This includes setting clear goals, defining roles and responsibilities, establishing communication protocols, and preparing for potential risks. By doing so, they can enhance their ability to complete projects successfully and achieve their organizational objectives.

Table 8: Respondents' Opinions on the Role of Teamwork and Collaboration in Enhancing Project Completion

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	28	54.9	54.9	54.9
Agree	17	33.3	33.3	88.2
Valid Neither Agree nor Disagree	2	3.9	3.9	92.2
Disagree	4	7.8	7.8	100.0
Total	51	100.0	100.0	

The data highlights a strong consensus on the value of teamwork and collaboration in enhancing project completion. A significant majority, with 54.9% of respondents strongly agreeing and 33.3% agreeing, underscores the positive impact of these factors on project outcomes. This combined total of 88.2% reflects a robust endorsement of teamwork and collaboration as critical elements in achieving project success. Effective teamwork often leads to better problem-solving, improved communication, and a more

cohesive approach to project tasks, resulting in more innovative solutions and increased efficiency. However, there is a small minority—3.9% who are neutral and 7.8% who disagree—suggesting that not everyone experiences or recognizes the benefits of collaboration. These differing views could be attributed to challenges in team dynamics, previous negative experiences, or individual working styles.

To address this, it may be useful to investigate these individuals’ specific experiences to understand their perspectives better. Organizations should continue to foster effective teamwork by enhancing problem-solving, improving communication, and increasing efficiency. For the small percentage of respondents with concerns, examining team dynamics, providing targeted support, and gathering feedback can help address potential issues and improve collaboration. The data supports the importance of sustaining and promoting teamwork and collaboration to ensure successful project completion.

Table 9: Respondents’ Insights on the Contribution of Regular Feedback and Performance Evaluations to Project Completion

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	34	66.7	66.7	66.7
Agree	9	17.6	17.6	84.3
Valid Neither Agree nor Disagree	5	9.8	9.8	94.1
Disagree	3	5.9	5.9	100.0
Total	51	100.0	100.0	

The data reveals a clear and strong consensus on the role of regular feedback and performance evaluations in enhancing project completion. A substantial 66.7% of respondents strongly agree that these practices are crucial, while an additional 17.6% agree, bringing the total to 84.3%. This overwhelming agreement underscores the significant impact that systematic feedback and performance reviews have on achieving project goals. Regular feedback helps teams stay aligned with project objectives, provides opportunities for early identification of issues, and fosters continuous improvement. Performance evaluations contribute to recognizing and addressing areas of improvement, ensuring that team members meet their objectives and contribute effectively to project success.

On the other hand, a small portion of respondents, 9.8%, neither agree nor disagree, and 5.9% disagree, suggesting some ambivalence or differing perspectives on the effectiveness of these practices. This minority may have experienced challenges with feedback mechanisms or performance evaluations, such as inconsistent application or lack of constructive outcomes. To address these concerns, it might be beneficial to review and refine the feedback and evaluation processes to ensure they are perceived as fair and constructive by all team members. The data highlights the value of incorporating regular feedback and performance evaluations into project management practices. By maintaining a focus on these areas, organizations can foster a culture of continuous improvement, enhance project outcomes, and ensure that team members are supported in their efforts to achieve project goals.

Table 10: Respondents’ Views on the Positive Impact of Recognition and Appreciation on Project Completion

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	18	35.3	35.3	35.3
Agree	26	51.0	51.0	86.3
Valid Neither Agree nor Disagree	4	7.8	7.8	94.1
Disagree	3	5.9	5.9	100.0
Total	51	100.0	100.0	

The data highlights a strong consensus on the positive impact of recognition and appreciation on project completion. Specifically, 35.3% of respondents strongly agree, and 51.0% agree that acknowledging and valuing contributions significantly boosts project success, leading to a combined total of 86.3%. This substantial agreement underscores the importance of creating a work environment where team members feel valued and recognized for their efforts. Recognition can lead to higher motivation, increased job satisfaction, and a greater commitment to project goals, all of which contribute to improved performance and successful project outcomes. On the contrary, 7.8% of respondents are neutral, and 5.9% disagree, indicating that not everyone perceives the same level of impact from recognition practices. For some, the effects of recognition might not be as pronounced, or they may have experienced instances where recognition did not translate into noticeable improvements in project outcomes. These differing

perspectives suggest that while recognition is broadly valued, its effectiveness can vary based on individual experiences and the manner in which it is implemented.

The data reinforces the notion that recognition and appreciation are critical components of effective project management. Organizations that actively foster a culture of recognition are likely to see enhanced team performance, greater project success, and a more engaged and motivated workforce. However, it is essential to tailor recognition practices to address the diverse needs and preferences of team members to maximize their positive impact.

Table 11: Respondents’ Perspectives on the Positive Impact of Management Decisions and Support on Project Completion

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	28	54.9	54.9	54.9
Agree	15	29.4	29.4	84.3
Neither Agree nor Disagree	5	9.8	9.8	94.1
Disagree	2	3.9	3.9	98.0
Neither Agree nor Disagree	1	2.0	2.0	100.0
Total	51	100.0	100.0	

The data clearly demonstrates that management decisions and support are highly regarded as pivotal to project completion. A majority of respondents, 54.9%, strongly agree, and 29.4% agree that effective management decisions and robust support significantly influence the successful completion of projects, totaling 84.3%. This overwhelming consensus underscores the critical role that leadership plays in guiding projects to success. When management provides clear direction, allocates resources effectively, and offers necessary support, it enhances the likelihood of achieving project goals.

Conversely, 9.8% of respondents are neutral, and 3.9% disagree, indicating that while the majority see management's impact as positive, there are varied experiences and perceptions. The neutral responses

could reflect situations where management's influence is either not strongly felt or not perceived as impactful due to other factors. The small percentage of disagreement suggests that in some cases, management decisions and support might not be perceived as positively affecting project outcomes, potentially due to ineffective leadership or insufficient support. The data reinforces the importance of strong and supportive management in project success. Effective decision-making and active support from leadership not only steer projects in the right direction but also foster an environment conducive to achieving project objectives. To maximize project success, it is crucial for management to engage actively, make informed decisions, and provide the necessary support throughout the project lifecycle.

Table 12: Respondents’ Opinions on the Crucial Role of Open and Effective Communication in Project Completion

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	32	62.7	64.0	64.0
Valid Agree	10	19.6	20.0	84.0
Valid Neither Agree nor Disagree	3	5.9	6.0	90.0
Valid Disagree	4	7.8	8.0	98.0
Valid Neither Agree nor Disagree	1	2.0	2.0	100.0
Valid Total	50	98.0	100.0	
Missing System	1	2.0		
Total	51	100.0		

The data underscores the significant importance of open and effective communication between project teams and management for successful project completion. A substantial majority, 62.7% (32 respondents), strongly agree, and 19.6% (10 respondents) agree that communication is crucial, summing up to 84.0%. This indicates a strong consensus among respondents that maintaining clear and effective lines of communication is essential for ensuring that projects are completed successfully.

Effective communication facilitates the flow of information, helps in aligning project goals with team efforts, and ensures that any issues or changes are addressed promptly. It also supports better coordination, reduces misunderstandings, and enhances the overall efficiency of project management. When project teams and management engage in open dialogue, it fosters a collaborative environment

where challenges can be addressed more effectively, and progress can be monitored and guided accurately. However, a smaller segment of respondents, 5.9% (3 respondents), neither agree nor disagree, and 7.8% (4 respondents) disagree. These responses suggest that while the majority recognizes the value of communication, there are varying experiences and perceptions.

The neutral responses may reflect situations where communication practices are perceived as adequate but not exceptionally effective, while the disagreement could indicate instances where communication barriers or inefficiencies have impacted project outcomes. The data emphasizes that fostering open and effective communication between project teams and management is not just beneficial but essential for achieving project success. To improve project completion rates, organizations should prioritize enhancing communication channels, ensuring that all team members and stakeholders are informed, engaged, and able to collaborate effectively

4.3.4 Section C: Impact of stakeholder involvement on project completion

Table 13: Respondents’ Views on Active Stakeholder Engagement During the Project Planning Phase

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	15	29.4	29.4	29.4
Agree	20	39.2	39.2	68.6
Neither Agree nor Disagree	11	21.6	21.6	90.2
Disagree	4	7.8	7.8	98.0
Neither Agree nor Disagree	1	2.0	2.0	100.0
Total	51	100.0	100.0	

The data on stakeholder engagement during the project planning phase reveals a generally positive perception among respondents, with notable variability in opinions. Specifically, 29.4% (15 respondents) strongly agree that stakeholders are actively engaged in the planning phase, indicating a robust

endorsement of stakeholder involvement in this critical early stage of project development. Additionally, 39.2% (20 respondents) agree with the statement, contributing to a combined total of 68.6% who acknowledge active stakeholder participation during planning. This majority reflects a positive view of stakeholder engagement practices, suggesting that for a significant portion of respondents, stakeholder involvement is perceived as a key component of effective project planning. Such engagement is crucial as it allows for diverse perspectives, enhances buy-in, and helps in identifying potential issues early in the planning process, ultimately contributing to more comprehensive and feasible project plans.

However, there is a notable proportion of respondents who have a more neutral or less favorable view of stakeholder engagement during planning. Specifically, 21.6% (11 respondents) neither agree nor disagree with the statement, which could indicate a lack of clarity or insufficient evidence about the extent of stakeholder involvement in their own project experiences. This neutrality suggests that these respondents may not have observed or participated in sufficiently documented or structured stakeholder engagement during the planning phase. Furthermore, 7.8% (4 respondents) disagree with the statement, suggesting that they do not believe stakeholder engagement is actively occurring during the planning phase. This disagreement could reflect experiences where stakeholder involvement was minimal or ineffective, highlighting potential gaps in engagement practices or challenges in implementing them effectively. An additional 2.0% (1 respondent) again neither agree nor disagree, contributing to the broader category of neutral responses. This reinforces the idea that while most respondents view stakeholder involvement positively, there are areas where perceptions and practices might not align fully with the majority view.

The data demonstrates that while a substantial majority of respondents recognize the importance and presence of stakeholder engagement in project planning, there remains a significant minority with mixed or negative views. This disparity underscores the need for continuous improvement in stakeholder engagement practices, ensuring that all stakeholders are effectively involved and that their contributions are valued and integrated into the planning process. Enhanced engagement strategies could address the concerns of those who are neutral or disagree, leading to more consistent and effective stakeholder involvement across all projects.

Table 14: Respondents' Perspectives on the Integration of Stakeholders' Expectations and Requirements into the Project Plan

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	12	23.5	23.5	23.5
Agree	24	47.1	47.1	70.6
Neither Agree nor Disagree	10	19.6	19.6	90.2
Disagree	4	7.8	7.8	98.0
Neither Agree nor Disagree	1	2.0	2.0	100.0
Total	51	100.0	100.0	

The data regarding the incorporation of stakeholders' expectations and requirements into project plans reveals a generally positive outlook among respondents, though there are areas for improvement. Specifically, 23.5% (12 respondents) strongly agree that stakeholders' expectations and requirements are clearly defined and integrated into the project plan. This strong endorsement indicates that these respondents view the process of aligning project plans with stakeholder needs as effective and thorough. In addition, 47.1% (24 respondents) agree with the statement, bringing the total proportion of respondents who believe that stakeholder expectations are well addressed in project plans to 70.6%. This majority view reflects a recognition that many organizations are successfully incorporating stakeholder requirements into their project plans, which is crucial for ensuring that the projects meet stakeholder needs and expectations effectively.

However, a significant portion of respondents, 19.6% (10 respondents), neither agree nor disagree with the statement. This neutrality suggests uncertainty or lack of clarity regarding how well stakeholder expectations are defined and integrated into their project plans. These respondents might not have sufficient information or may not be directly involved in the planning process where such details are established. Their neutral stance could indicate variability in practices or a need for improved communication about how stakeholder requirements are addressed. Moreover, 7.8% (4 respondents) disagree with the statement, pointing to concerns or experiences where stakeholder expectations were not clearly defined or incorporated into the project plan. This disagreement suggests that for these

respondents, there are gaps in the process that hinder the effective alignment of project plans with stakeholder needs. Addressing these gaps could involve better stakeholder consultation, clearer documentation of requirements, and more rigorous inclusion of these requirements in project planning.

An additional 2.0% (1 respondent) again neither agree nor disagree, which further supports the idea that while a substantial majority acknowledges the integration of stakeholder expectations into project plans, there are notable instances where this process may fall short. This highlights the importance of continually assessing and enhancing stakeholder engagement and requirement definition processes to ensure comprehensive and effective incorporation into project plans. While the data indicates that most respondents perceive stakeholder expectations and requirements as being well-defined and incorporated into project plans, the presence of neutral and negative responses underscores the need for ongoing efforts to improve clarity and inclusion. By addressing these concerns, organizations can enhance their project planning processes, better meet stakeholder needs, and improve overall project outcomes.

Table 15: Respondents’ Views on the Establishment of Regular Communication Channels to Keep Stakeholders Informed

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	14	27.5	27.5	27.5
Agree	17	33.3	33.3	60.8
Valid Neither Agree nor Disagree	16	31.4	31.4	92.2
Disagree	4	7.8	7.8	100.0
Total	51	100.0	100.0	

The data on the establishment of regular communication channels to keep stakeholders informed about project progress indicates a mixed but generally positive view among respondents. Specifically, 27.5% (14 respondents) strongly agree that their organizations have effective communication channels in place for keeping stakeholders updated on project progress. This strong agreement suggests that these respondents experience a high level of satisfaction with the communication practices used in their projects, recognizing the importance of keeping stakeholders informed and engaged. In addition, 33.3% (17 respondents) agree with the statement, which further supports the view that many organizations do

have established channels for regular communication with stakeholders. This total of 60.8% (31 respondents) who either strongly agree or agree reflects a substantial portion of the respondents who believe that their organizations are proactive in maintaining stakeholder communication. Effective communication is crucial for ensuring that stakeholders are aware of project developments, can provide timely feedback, and remain aligned with project goals.

However, 31.4% (16 respondents) neither agree nor disagree with the statement, indicating a significant portion of respondents who are uncertain or neutral about the effectiveness of communication channels. This neutrality may arise from varying experiences with communication practices or a lack of clear, consistent communication channels across different projects or teams. The substantial proportion of neutral responses highlights potential inconsistencies or gaps in how communication is managed within organizations. Furthermore, 7.8% (4 respondents) disagree with the statement, suggesting that they perceive shortcomings in the establishment of regular communication channels. These respondents may experience inadequate updates or insufficient information sharing about project progress, which can lead to misunderstandings, misaligned expectations, and reduced stakeholder engagement. While the majority of respondents acknowledge that regular communication channels are established and used to keep stakeholders informed, the presence of a significant neutral and a small percentage of disagreement suggests areas where improvements could be made. Addressing these concerns involves ensuring that communication channels are consistently effective, transparent, and accessible to all stakeholders. By enhancing communication practices, organizations can better keep stakeholders informed, foster stronger relationships, and improve overall project performance.

Table 16: Respondents’ Opinions on Stakeholder Feedback and Input During Project Execution

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	16	31.4	31.4	31.4
Agree	17	33.3	33.3	64.7
Neither Agree nor Disagree	13	25.5	25.5	90.2
Disagree	4	7.8	7.8	98.0
Neither Agree nor Disagree	1	2.0	2.0	100.0
Total	51	100.0	100.0	

The data on stakeholder feedback and input during project execution reflects a generally positive outlook among respondents. Specifically, 31.4% (16 respondents) strongly agree that stakeholders have the opportunity to provide feedback and input throughout the project execution phase. This strong agreement indicates that these respondents feel that their organizations actively facilitate stakeholder participation, enabling valuable contributions that can influence project outcomes and improvements. Additionally, 33.3% (17 respondents) agree with the statement, suggesting that they also perceive opportunities for stakeholder feedback, though perhaps not as strongly. Together, these responses totaling 64.7%—indicate that a majority of respondents acknowledge and appreciate mechanisms for stakeholder engagement during project execution. Effective feedback channels are essential for capturing insights, addressing concerns, and ensuring that the project aligns with stakeholder expectations and requirements.

However, 25.5% (13 respondents) neither agree nor disagree with the statement. This significant proportion of neutral responses may reflect uncertainty or variability in experiences regarding stakeholder feedback mechanisms. These respondents might be unsure about the extent of stakeholder involvement or might have inconsistent experiences with feedback processes across different projects or teams. Furthermore, 7.8% (4 respondents) disagree with the statement, suggesting that these individuals perceive limitations or inadequacies in how their organizations facilitate stakeholder feedback during project execution. This disagreement highlights potential areas for improvement, as inadequate feedback mechanisms can lead to missed opportunities for enhancement and stakeholder dissatisfaction.

while a majority of respondents recognize the importance and presence of stakeholder feedback mechanisms, the substantial neutral and small disagreement percentages suggest that there are areas where practices could be strengthened. Addressing these issues involves ensuring that feedback channels are effectively implemented, accessible, and actively utilized to maximize stakeholder engagement and project success. Enhancing these feedback mechanisms can contribute to better project alignment with stakeholder needs, improved problem-solving, and a more collaborative project environment.

Table 17: Respondents' Views on the Inclusion of Stakeholder Feedback in Decision-Making Throughout the Project

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	14	27.5	27.5	27.5
Agree	15	29.4	29.4	56.9
Neither Agree nor Disagree	17	33.3	33.3	90.2
Disagree	5	9.8	9.8	100.0
Total	51	100.0	100.0	

The data on the consideration of stakeholder feedback in decision-making processes reflects a mixed but generally positive perception among the respondents. Specifically, 27.5% (14 respondents) strongly agree that stakeholder feedback is integrated into decision-making throughout the project. This strong agreement indicates that these respondents feel that their organizations actively value and incorporate stakeholder input into key decisions, which can enhance project outcomes and align them more closely with stakeholder expectations. An additional 29.4% (15 respondents) agree with the statement, suggesting that they also recognize the importance of stakeholder feedback in decision-making, though perhaps not as emphatically.

This combined total of 56.9% indicates that a majority of respondents believe that stakeholder feedback plays a role in shaping project decisions, underscoring its perceived value in the decision-making process. However, 33.3% (17 respondents) neither agree nor disagree with the statement. This significant proportion of neutral responses might reflect varying experiences or perceptions regarding the extent to which stakeholder feedback is considered in decision-making. These respondents could be uncertain about the effectiveness of feedback integration, or they might have encountered inconsistent practices across different projects or teams. Furthermore, 9.8% (5 respondents) disagree with the statement, indicating that these individuals perceive a lack of incorporation of stakeholder feedback in decision-making. This disagreement suggests that there may be gaps or shortcomings in how stakeholder input is utilized, which could impact stakeholder satisfaction and project alignment with their needs.

While a majority of respondents acknowledge that stakeholder feedback is considered in decision-making processes, the significant proportion of neutral and the small percentage of dissenting views highlight areas where practices could be improved. Ensuring that stakeholder feedback is consistently and effectively integrated into decision-making can enhance project outcomes, foster stakeholder engagement, and contribute to more responsive and adaptable project management practices. Addressing these gaps involves refining feedback mechanisms, enhancing communication channels, and actively seeking and utilizing stakeholder input to drive better decision-making throughout the project lifecycle.

Table 18: Respondents’ Perspectives on the Timely Addressing of Stakeholders’ Concerns and Issues

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	12	23.5	23.5	23.5
Agree	19	37.3	37.3	60.8
Neither Agree nor Disagree	14	27.5	27.5	88.2
Disagree	5	9.8	9.8	98.0
Neither Agree nor Disagree	1	2.0	2.0	100.0
Total	51	100.0	100.0	

The data on how timely stakeholders' concerns and issues are addressed within the projects reveals a generally favorable view but also highlights areas for potential improvement. Specifically, 23.5% (12 respondents) strongly agree that stakeholders' concerns and issues are addressed promptly, reflecting a strong positive perception among this segment of the respondents. This indicates that these individuals have experienced or observed effective and timely responses to stakeholder issues, contributing to smoother project execution and greater stakeholder satisfaction. Additionally, 37.3% (19 respondents) agree with the statement, which further supports the notion that a significant portion of the respondents sees stakeholder concerns being handled in a timely manner. This combined total of 60.8% suggests that a majority of respondents recognize efforts to address stakeholder issues promptly, which is crucial for maintaining positive relationships and ensuring that project objectives align with stakeholder

expectations. However, 27.5% (14 respondents) neither agree nor disagree. This substantial proportion of neutral responses may indicate uncertainty or variability in experiences regarding how issues are managed. These respondents might have encountered inconsistent practices or may not have sufficient information to form a definitive opinion. This neutrality highlights the need for more consistent and transparent issue resolution processes across projects.

Furthermore, 9.8% (5 respondents) disagree with the statement, suggesting that they perceive delays or inadequacies in how stakeholder concerns are addressed. This small but notable percentage indicates that there are areas where improvements are necessary to ensure that all stakeholders feel their issues are handled effectively and in a timely manner. Delayed or insufficient responses to stakeholder concerns can lead to dissatisfaction and potentially impact project success. Overall, while a majority of respondents acknowledge that stakeholder concerns are addressed in a timely manner, the significant proportion of neutral and dissenting views points to potential gaps in practice. To enhance stakeholder satisfaction and project effectiveness, organizations should focus on streamlining processes for addressing concerns, ensuring consistent and prompt responses, and improving communication channels to better meet stakeholder expectations. Implementing feedback mechanisms to assess and improve how concerns are managed can further support timely issue resolution and strengthen stakeholder relationships.

Table 19: Respondents’ Views on the Impact of Stakeholder Involvement on Project Timelines and Outcomes

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	16	31.4	31.4	31.4
Agree	20	39.2	39.2	70.6
Valid Neither Agree nor Disagree	10	19.6	19.6	90.2
Disagree	5	9.8	9.8	100.0
Total	51	100.0	100.0	

The data on stakeholder involvement and its impact on project timelines and outcomes reveals a largely favorable view, with a substantial majority of respondents recognizing its positive effects. Specifically,

31.4% (16 respondents) strongly agree that stakeholder involvement has a beneficial influence on both project timelines and outcomes. This strong endorsement indicates that these respondents have experienced or observed significant advantages in project performance as a result of active stakeholder engagement. Additionally, 39.2% (20 respondents) agree with the statement, further supporting the assertion that stakeholder involvement contributes positively to project success. This combined total of 70.6% highlights a consensus among a majority of respondents on the importance of stakeholder participation. Effective involvement is often associated with improved project planning, better resource allocation, and more timely problem resolution, all of which contribute to achieving project goals within set timelines.

However, 19.6% (10 respondents) neither agree nor disagree. This neutrality might reflect uncertainty or a lack of direct experience with the effects of stakeholder involvement on project outcomes. These respondents may have encountered varying levels of engagement in different projects or might not have had the opportunity to fully assess the impact of stakeholder involvement. Furthermore, 9.8% (5 respondents) disagree with the statement, suggesting that they do not perceive stakeholder involvement as having a positive impact on project timelines and outcomes. This dissenting view may point to instances where stakeholder engagement did not lead to the anticipated benefits, potentially due to ineffective communication, misalignment of expectations, or insufficient involvement. Addressing these issues could involve enhancing stakeholder engagement strategies, ensuring clear communication, and aligning stakeholder expectations with project objectives.

The data indicates a strong belief in the value of stakeholder involvement, with most respondents acknowledging its positive influence on project timelines and outcomes. However, the presence of neutral and dissenting opinions highlights the need for a more nuanced understanding of how stakeholder involvement can be optimized. To maximize the benefits of stakeholder engagement, organizations should focus on improving the quality of interactions, addressing any concerns or barriers, and ensuring that all stakeholders are effectively involved throughout the project lifecycle.

Table 20: Respondents' Perspectives on the Existence of a Documented Stakeholder Engagement Strategy

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	11	21.6	21.6	21.6
Agree	13	25.5	25.5	47.1
Neither Agree nor Disagree	20	39.2	39.2	86.3
Disagree	6	11.8	11.8	98.0
Neither Agree nor Disagree	1	2.0	2.0	100.0
Total	51	100.0	100.0	

The data on the existence of a documented stakeholder engagement strategy presents a mixed picture regarding the formalization and effectiveness of stakeholder management practices. Specifically, 21.6% (11 respondents) strongly agree that a documented stakeholder engagement strategy is in place, while 25.5% (13 respondents) agree with this statement, bringing the total to 47.1%. This indicates that nearly half of the respondents recognize the presence of a formal strategy for engaging stakeholders. The acknowledgment of such a strategy suggests that these organizations have made efforts to systematically manage stakeholder relationships, which can contribute to more structured and effective engagement throughout the project lifecycle.

However, a significant portion of respondents, 39.2% (20 respondents), are neutral on the matter, indicating uncertainty or lack of clarity about the existence or comprehensiveness of a documented strategy. This neutrality may reflect varying levels of awareness among respondents or inconsistencies in how the strategy is communicated and implemented within the organization. For these respondents, there may be a need for clearer communication and documentation of the stakeholder engagement process to ensure that all team members are informed and aligned.

Additionally, 11.8% (6 respondents) disagree with the statement, suggesting that these individuals either do not perceive the presence of a formal strategy or believe that the existing strategy is not well-

documented or effectively utilized. This dissent highlights potential gaps in stakeholder engagement practices, such as the absence of formal guidelines, inadequate implementation, or insufficient training on the engagement strategy. Addressing these issues might involve developing or updating stakeholder engagement documents, providing training for staff, and ensuring that the strategy is effectively integrated into project management processes.

While there is a recognition of a documented stakeholder engagement strategy among a significant portion of respondents, the substantial number of neutral and dissenting opinions points to potential areas for improvement. To enhance stakeholder engagement, organizations should focus on formalizing and clearly documenting their strategies, improving communication and awareness among staff, and ensuring that the strategy is effectively implemented and aligned with project objectives. This will help ensure that stakeholder engagement practices are consistently applied and that all stakeholders are effectively involved throughout the project lifecycle.

4.3.5 Section D: To examine the relationship between the project plan and project completion

Table 21: Respondents’ Views on the Inclusion of a Detailed Breakdown of Tasks, Responsibilities, and Timelines in the Project Plan

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	34	66.7	66.7	66.7
Agree	11	21.6	21.6	88.2
Neither Agree nor Disagree	2	3.9	3.9	92.2
Disagree	3	5.9	5.9	98.0
Neither Agree nor Disagree	1	2.0	2.0	100.0
Total	51	100.0	100.0	

The data indicates that a substantial majority of respondents, specifically 66.7% (34 respondents) who strongly agree and 21.6% (11 respondents) who agree, believe that their project plans include a detailed breakdown of tasks, responsibilities, and timelines. This combined total of 88.3% highlights a strong consensus on the significance of having a meticulously detailed project plan. Such comprehensive planning is seen as a critical factor in ensuring effective project management and successful project execution.

However, there is a smaller fraction of respondents 3.9% (2 respondents) who neither agree nor disagree, and 5.9% (3 respondents) who disagree reflecting some level of disagreement or uncertainty about the presence and effectiveness of detailed planning in their projects. This suggests that while a majority are confident in the thoroughness of their project plans, there remains a notable minority who either have reservations or do not experience the same level of detailed planning. These differing perspectives may be attributed to variations in project complexity, the specific methodologies employed by different organizations, or personal experiences with project management processes. Thus, while the data underscores the general importance of detailed project planning, it also points to potential areas where the application or perception of such planning could be inconsistent.

Table 22: Respondents’ Perspectives on the Clarity of Project Goals and Objectives in the Project Plan

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	37	72.5	72.5	72.5
Agree	10	19.6	19.6	92.2
Valid Disagree	3	5.9	5.9	98.0
Neither Agree nor Disagree	1	2.0	2.0	100.0
Total	51	100.0	100.0	

The data reveals that a significant majority of respondents believe that project goals and objectives are clearly defined in the project plan. Specifically, 72.5% (37 respondents) strongly agree with this statement, and an additional 19.6% (10 respondents) agree, bringing the total to 92.1%. This overwhelming consensus underscores the importance placed on having well-defined goals and objectives as fundamental components of effective project planning. Only 5.9% (3 respondents) disagree with the assertion, and a minimal 2.0% (1 respondent) neither agree nor disagree. This low level of disagreement indicates that, for most respondents, the clarity of goals and objectives in project plans is not a major concern. The strong agreement among the majority suggests that clear, specific goals and objectives are widely recognized as essential for guiding project execution, ensuring alignment among team members, and facilitating successful project outcomes.

The data highlights that a clearly articulated project plan with defined goals and objectives is viewed as a critical factor in achieving project success. This emphasis on clarity helps in setting expectations,

measuring progress, and ensuring that all stakeholders are aligned with the project's intended outcomes. The minimal disagreement points to a high level of satisfaction with how project goals are communicated and managed, although the slight minority of dissenting views suggests that there may still be room for improvement in how goals and objectives are defined and communicated in some projects.

Table 23: Respondents’ Views on the Regular Review and Updating of the Project Plan to Reflect Changes

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	22	43.1	43.1	43.1
Agree	19	37.3	37.3	80.4
Valid Neither Agree nor Disagree	8	15.7	15.7	96.1
Disagree	2	3.9	3.9	100.0
Total	51	100.0	100.0	

The data indicates that a majority of respondents acknowledge the importance of regularly reviewing and updating the project plan to accommodate changes or new information. Specifically, 43.1% (22 respondents) strongly agree, and 37.3% (19 respondents) agree with the statement, bringing the total to 80.4%. This reflects a strong consensus on the necessity of keeping the project plan current and adaptable.

The fact that 15.7% (8 respondents) neither agree nor disagree, coupled with 3.9% (2 respondents) who disagree, suggests that while a significant proportion of respondents recognize the value of regular updates, there is a minority who either do not fully perceive this need or may not experience it in their own practice. The relatively high level of agreement points to an understanding that regularly reviewing and updating the project plan is crucial for addressing evolving project conditions, managing unforeseen issues, and ensuring that the project stays aligned with its goals despite changes. This practice helps in maintaining project relevance and effectiveness by incorporating the latest information and adjustments needed to navigate complex project dynamics.

However, the presence of neutral and dissenting views indicates that there may be inconsistencies in how frequently and effectively project plans are reviewed and updated across different projects or organizations. This suggests that while many respondents see the value in regular updates, there may be

varying levels of implementation and adherence to this practice, highlighting an area where improvements could be made to ensure that all projects benefit from continuous alignment with current conditions and requirements.

Table 24: Respondents’ Perspectives on Resource and Budget Considerations in the Project Plan

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	14	27.5	27.5	27.5
Agree	26	51.0	51.0	78.4
Neither Agree nor Disagree	6	11.8	11.8	90.2
Disagree	4	7.8	7.8	98.0
Neither Agree nor Disagree	1	2.0	2.0	100.0
Total	51	100.0	100.0	

The data demonstrates a clear majority opinion on the inclusion of resources and budgets in project planning. Specifically, 27.5% (14 respondents) strongly agree, and 51.0% (26 respondents) agree that the project plan effectively considers available resources and budgets, amounting to a total of 78.5%. This high percentage reflects a general consensus that integrating resource availability and budget considerations is a critical component of successful project planning.

The remaining respondents present a more varied perspective: 11.8% (6 respondents) neither agree nor disagree, and 7.8% (4 respondents) disagree with the statement. This indicates that while the majority recognize the importance of aligning project plans with available resources and financial constraints, there is a segment of respondents who are either unsure or do not believe that this aspect is adequately addressed in their projects. The presence of neutral and dissenting views highlights potential areas for improvement. For those who are neutral, it may indicate a lack of clarity or awareness regarding how well resources and budgets are factored into the planning process. For those who disagree, it may suggest actual deficiencies in how resources and budgets are managed within their projects.

While the data supports the notion that project plans generally consider resources and budgets, the presence of differing opinions points to variability in practice and possibly uneven implementation across different projects or organizations. This suggests that enhancing the consistency and thoroughness of resource and budget considerations in project planning could benefit from additional focus to ensure that all projects are adequately supported and managed within their financial and resource constraints.

Table 25: Respondents’ Views on the Establishment of Key Performance Indicators (KPIs) in the Project Plan

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	15	29.4	29.4	29.4
Agree	19	37.3	37.3	66.7
Neither Agree nor Disagree	14	27.5	27.5	94.1
Disagree	2	3.9	3.9	98.0
Neither Agree nor Disagree	1	2.0	2.0	100.0
Total	51	100.0	100.0	

The data reveals that a substantial portion of respondents acknowledge the importance of key performance indicators (KPIs) in project management. Specifically, 29.4% (15 respondents) strongly agree and 37.3% (19 respondents) agree that KPIs are established within the project plan to measure progress, reflecting a total of 66.7%. This majority indicates a strong belief in the value of KPIs for tracking and evaluating project performance. However, 27.5% (14 respondents) neither agree nor disagree, suggesting a level of uncertainty or a lack of visibility regarding the use of KPIs in their projects. This neutral stance might be due to varying degrees of experience with KPI implementation or differences in how KPIs are applied across different projects or teams. A smaller proportion, 3.9% (2 respondents), disagree with the notion that KPIs are established in their project plans. This dissent indicates that a few respondents may perceive deficiencies in the integration of performance metrics into their project management practices.

The presence of neutral and dissenting views underscores potential areas for improvement. The neutral responses could indicate that some respondents are unsure of the KPI practices in their projects or may not have clear visibility into how KPIs are utilized. For those who disagree, it may highlight actual gaps in the adoption or effectiveness of KPI frameworks. While there is significant support for the use of KPIs in

measuring project progress, the data suggests that enhancing the clarity, consistency, and application of KPIs across all projects could help address the concerns of those who are neutral or disagree. Improved communication and standardization of KPI practices could ensure that all projects benefit from effective performance measurement and management.

Table 26: Respondents’ Perspectives on the Alignment of the Project Plan with the Organization's Strategic Goals and Mission

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	23	45.1	45.1	45.1
Agree	21	41.2	41.2	86.3
Valid Neither Agree nor Disagree	3	5.9	5.9	92.2
Disagree	4	7.8	7.8	100.0
Total	51	100.0	100.0	

The data highlights a robust consensus regarding the alignment of project plans with the organization's strategic goals and mission. Specifically, 45.1% (23 respondents) strongly agree, and 41.2% (21 respondents) agree that their project plans effectively align with the broader strategic objectives of their organization, resulting in a combined total of 86.3%. This significant majority underscores the recognition of the importance of ensuring that project plans are not only comprehensive but also strategically integrated with organizational priorities. The strong agreement indicates that a large proportion of respondents believe that their projects are well-positioned to contribute to the organization's overall mission, potentially enhancing coherence and synergy between project outcomes and strategic objectives. This alignment is crucial for maximizing the impact of projects and ensuring that resources are directed toward achieving key organizational goals. However, there are a few respondents who express a different view.

Specifically, 5.9% (3 respondents) neither agree nor disagree, suggesting some uncertainty or lack of clarity regarding the alignment of project plans with strategic goals. This neutrality may reflect variability in how project alignment is perceived or communicated within different teams or departments. Additionally, 7.8% (4 respondents) disagree, indicating that a small number of respondents do not see a clear connection between their project plans and the organization's strategic mission. This disagreement

could highlight areas where alignment processes might need improvement or where there may be gaps in understanding or execution.

While the data shows a strong consensus in favor of alignment between project plans and organizational goals, addressing the concerns of the neutral and dissenting respondents could further enhance the effectiveness and strategic impact of projects. This could involve clearer communication of how projects contribute to strategic goals, regular reviews to ensure ongoing alignment, and addressing any disconnects that may arise.

Table 27: Respondents’ Views on the Contribution of the Project Plan to Efficient Resource Allocation and Utilization

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	18	35.3	35.3	35.3
Agree	16	31.4	31.4	66.7
Valid Neither Agree nor Disagree	15	29.4	29.4	96.1
Disagree	2	3.9	3.9	100.0
Total	51	100.0	100.0	

The data reveals a notable consensus on the role of the project plan in facilitating efficient resource allocation and utilization. Specifically, 35.3% (18 respondents) strongly agree, and 31.4% (16 respondents) agree that their project plans contribute effectively to the optimal use of resources, which combines to 66.7%. This majority view reflects an acknowledgment of the project plan's significance in ensuring that resources are allocated wisely and utilized efficiently throughout the project lifecycle.

The substantial percentage of respondents who agree or strongly agree highlights the perceived value of having a well-structured project plan that outlines how resources should be managed. Efficient resource allocation is crucial for minimizing waste, reducing costs, and maximizing project outcomes, making it a key component of successful project management. However, 29.4% (15 respondents) neither agree nor disagree, suggesting a level of uncertainty or a lack of clear perspective on how effectively their project plans contribute to resource efficiency. This neutrality might indicate that some respondents are unsure

about the direct impact of project planning on resource allocation, or that they may not have experienced significant variations in resource management due to planning.

Additionally, 3.9% (2 respondents) disagree, indicating a small group who do not see a strong connection between project planning and efficient resource use. This disagreement could be due to various factors, such as challenges in the implementation of the project plan, limitations in resource management practices, or difficulties in aligning planning with actual resource utilization. To enhance resource efficiency, addressing the concerns of those who are neutral or disagree could be beneficial. This might involve improving the clarity of resource allocation strategies within project plans, providing additional training on resource management, and ensuring that project plans are effectively communicated and executed. Overall, while the majority view supports the importance of project planning for resource efficiency, further efforts to address uncertainties and discrepancies could lead to even better resource management practices.

Table 28: Respondents’ Perspectives on the Presence of a Contingency Plan for Addressing Potential Project Disruptions

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	9	17.6	17.6	17.6
Agree	16	31.4	31.4	49.0
Valid Neither Agree nor Disagree	16	31.4	31.4	80.4
Disagree	10	19.6	19.6	100.0
Total	51	100.0	100.0	

The data reveals mixed sentiments regarding the presence and effectiveness of contingency planning within projects. Specifically, 17.6% (9 respondents) strongly agree, and 31.4% (16 respondents) agree that a contingency plan is in place to address potential project disruptions, resulting in a combined total of 49.0%. This suggests that nearly half of the respondents acknowledge having some form of contingency plan, which is critical for mitigating risks and ensuring project continuity in the face of unforeseen issues.

However, the data also highlights significant areas of concern. A substantial 31.4% (16 respondents) are neutral, neither agreeing nor disagreeing about the presence of a contingency plan. This neutrality could

indicate a lack of clarity or communication regarding contingency measures, or it might reflect inconsistent practices across different projects or teams. Additionally, 19.6% (10 respondents) disagree, suggesting that nearly one-fifth of the respondents believe that there is no effective contingency plan in place. This disagreement points to a potential gap in risk management and preparedness, which could leave projects vulnerable to disruptions without a structured approach to addressing them.

The mixed responses suggest that while some projects may have robust contingency plans, others may lack sufficient preparation for potential disruptions. To address these concerns, it is essential to:

1. **Enhance Communication:** Clearly communicate the existence and details of contingency plans to all stakeholders involved in the project. This ensures that everyone is aware of the procedures and their roles in implementing them if needed.
2. **Standardize Practices:** Develop and enforce standard procedures for creating and maintaining contingency plans across all projects. This helps ensure that every project is prepared for potential risks and disruptions.
3. **Training and Awareness:** Provide training to project teams on the importance of contingency planning and how to effectively develop and implement these plans. This can increase the overall understanding and effectiveness of risk management strategies.
4. **Regular Reviews:** Implement regular reviews and updates of contingency plans to ensure they remain relevant and effective in addressing potential disruptions. This includes adapting plans based on lessons learned from past projects and emerging risks.

Table 29: Respondents' Views on the Conduct of Regular Project Monitoring Activities to Track Progress

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	30	58.8	58.8	58.8
Agree	16	31.4	31.4	90.2
Valid Neither Agree nor Disagree	1	2.0	2.0	92.2
Disagree	4	7.8	7.8	100.0
Total	51	100.0	100.0	

The data highlights a strong consensus on the importance of regular project monitoring activities in tracking progress. A significant majority of respondents, 58.8% (30 individuals), strongly agree, and 31.4% (16 individuals) agree that their organizations regularly conduct project monitoring activities, totaling 90.2%. This high level of agreement underscores the recognition of regular monitoring as a key practice for effective project management. Regular project monitoring is crucial for maintaining control over project progress, identifying potential issues early, and making necessary adjustments to stay on track. It involves systematically reviewing project milestones, assessing performance against predefined metrics, and ensuring that resources are utilized efficiently. This ongoing oversight helps project managers and teams to address deviations from the plan promptly, thus mitigating risks and enhancing the likelihood of successful project completion.

However, a small proportion of respondents, 2.0% (1 individual), neither agree nor disagree, and 7.8% (4 individuals) disagree, suggesting some variability in the implementation or perception of monitoring practices. The neutral response might reflect instances where monitoring activities are in place but may not be consistently effective or well perceived, while the disagreement indicates that, in some cases, monitoring practices may be insufficient or inadequately executed. Overall, the data strongly supports the notion that regular monitoring is a fundamental component of successful project management. It ensures that projects remain aligned with their goals, facilitates timely interventions when issues arise, and ultimately contributes to achieving project objectives. Organizations that emphasize and invest in

effective monitoring practices are likely to see improved project outcomes and enhanced overall performance.

Table 30: Respondents’ Perspectives on the Consistent Monitoring and Assessment of Project Milestones and Deliverables

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	20	39.2	39.2	39.2
Agree	21	41.2	41.2	80.4
Neither Agree nor Disagree	6	11.8	11.8	92.2
Disagree	3	5.9	5.9	98.0
Neither Agree nor Disagree	1	2.0	2.0	100.0
Total	51	100.0	100.0	

The data reveals a strong consensus on the importance of consistently monitoring and assessing project milestones and deliverables. Specifically, 39.2% (20 respondents) strongly agree and 41.2% (21 respondents) agree that their organizations effectively monitor and assess project milestones and deliverables, amounting to a combined total of 80.4%. This indicates that a significant majority of respondents view the consistent tracking of these key project components as critical to successful project management.

Monitoring milestones and deliverables involves tracking progress against scheduled targets and evaluating the quality and timeliness of the outputs. This practice ensures that projects stay on course, identifies potential delays or issues early, and allows for adjustments to be made as necessary. Effective monitoring helps maintain alignment with project objectives, ensures accountability, and supports the overall goal of completing the project within scope, time, and budget constraints.

However, there is a small percentage of respondents who are either neutral or disagree with the effectiveness of monitoring practices. Specifically, 11.8% (6 respondents) neither agree nor disagree, which may reflect a perception that monitoring is inconsistent or not as rigorous as needed. Additionally, 5.9% (3 respondents) disagree, suggesting that in some cases, milestones and deliverables may not be

adequately tracked or assessed, potentially leading to gaps in project oversight and performance management.

The relatively high level of agreement highlights that most organizations recognize the value of systematic monitoring in ensuring project success. It suggests that a structured approach to tracking progress and assessing deliverables is integral to achieving project goals and maintaining effective project control. For organizations with lower levels of agreement, enhancing monitoring practices could improve project outcomes and operational efficiency.

Table 31: Respondents’ Views on the Identification and Management of Project Risks Through Monitoring Efforts

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	20	39.2	39.2	39.2
Agree	17	33.3	33.3	72.5
Valid Neither Agree nor Disagree	10	19.6	19.6	92.2
Disagree	4	7.8	7.8	100.0
Total	51	100.0	100.0	

The data indicates a substantial majority of respondents believe that project risks are effectively identified and managed through monitoring efforts. Specifically, 39.2% (20 respondents) strongly agree and 33.3% (17 respondents) agree that their organizations employ monitoring processes to manage risks, totaling 72.5%. This suggests a positive perception of risk management practices within the project management framework.

Effective risk management is crucial for the success of any project, as it involves identifying potential risks early, assessing their impact, and implementing strategies to mitigate them. Monitoring efforts play a key role in this process by providing ongoing oversight, which helps in detecting emerging risks, evaluating their severity, and adjusting risk management strategies accordingly. However, 19.6% (10 respondents) are neutral on this aspect, indicating that they might not have a clear view of the risk management

processes in their organization or may not have experienced the effectiveness of these practices firsthand. This neutrality could reflect a gap in communication or understanding about how risks are managed.

Additionally, 7.8% (4 respondents) disagree, suggesting that in some cases, risk management through monitoring may be inadequate. This could imply that certain risks are not being identified or managed effectively, potentially impacting the project's overall success and resilience. The data reflects a strong belief in the importance of monitoring for effective risk management, but also highlights areas where improvements could be made. Enhancing clarity around risk management processes and addressing any identified gaps can further strengthen project oversight and increase the likelihood of successful project outcomes.

Table 32: Respondents’ Perspectives on the Inclusion of Performance Metrics and Key Performance Indicators (KPIs) in Project Monitoring

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	17	33.3	33.3	33.3
Agree	17	33.3	33.3	66.7
Valid Neither Agree nor Disagree	13	25.5	25.5	92.2
Disagree	4	7.8	7.8	100.0
Total	51	100.0	100.0	

The data indicates that there is a notable level of agreement regarding the inclusion of performance metrics and key performance indicators (KPIs) in project monitoring. Specifically, 33.3% (17 respondents) strongly agree and an additional 33.3% (17 respondents) agree that their project monitoring processes incorporate these elements, totaling 66.7%. This reflects a strong recognition of the importance of KPIs and performance metrics in tracking and evaluating project progress.

Performance metrics and KPIs are critical tools in project management, as they provide quantitative measures of performance and progress. By setting clear, measurable objectives, organizations can better assess whether a project is on track, identify areas needing improvement, and make informed decisions based on real data. The use of these indicators helps in maintaining accountability, ensuring that project goals are being met, and facilitating better resource allocation and strategic adjustments. However, 25.5%

(13 respondents) are neutral on this topic, suggesting that either they are unsure of the extent to which KPIs are integrated into their monitoring processes or they have not observed their impact clearly. This neutrality might point to a lack of clarity or communication regarding how performance metrics and KPIs are utilized within their projects.

Additionally, 7.8% (4 respondents) disagree, which indicates that there may be instances where performance metrics and KPIs are not effectively incorporated into project monitoring. This could reflect gaps in the implementation of these tools, or a need for improved integration of performance measures in project management practices. While there is a significant consensus on the importance of including performance metrics and KPIs in project monitoring, there are areas where further clarification and improvement could enhance the effectiveness of these practices. Addressing the concerns of the neutral and disagreeing respondents could lead to a more consistent and impactful application of performance measurement in project management.

Table 33: Respondents’ Views on the Alignment of Project Monitoring Activities with Project Objective and Goals

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	22	43.1	43.1	43.1
Agree	20	39.2	39.2	82.4
Valid Neither Agree nor Disagree	5	9.8	9.8	92.2
Disagree	4	7.8	7.8	100.0
Total	51	100.0	100.0	

The data shows that a significant majority of respondents, 43.1% (22 respondents) strongly agree and 39.2% (20 respondents) agree, affirm that project monitoring activities are effectively aligned with project objectives and goals, aggregating to a substantial 82.3%. This level of agreement underscores the importance placed on ensuring that monitoring efforts are not only systematic but also directly tied to the strategic targets of the project.

Aligning project monitoring with objectives and goals is crucial for several reasons. It ensures that the project stays on course towards achieving its defined aims and provides a clear framework for evaluating progress. When monitoring activities are aligned with these objectives, they help in identifying deviations early, facilitating timely corrective actions, and ensuring that resources are used effectively. This alignment also helps in maintaining focus on the most critical aspects of the project, avoiding distractions, and ensuring that efforts are concentrated on activities that drive towards the desired outcomes. However, 9.8% (5 respondents) neither agree nor disagree, suggesting some uncertainty or a lack of clear visibility into how monitoring activities relate to project goals. This neutrality could indicate a need for better communication or training on how monitoring processes are structured and how they connect to overarching project objectives.

Additionally, 7.8% (4 respondents) disagree, which may point to instances where monitoring activities are perceived as misaligned with project goals. This could highlight potential gaps in the monitoring process, such as inadequate measurement criteria or insufficient focus on the most relevant aspects of the project, which may need to be addressed to ensure better alignment. Where is strong consensus that monitoring activities should be aligned with project objectives, addressing the concerns of those who are neutral or disagree can further enhance the effectiveness of project management practices. Improving clarity and ensuring that monitoring efforts are consistently aligned with project goals will contribute to more successful project outcomes.

Table 34: Respondents' Perspectives on the Timely Communication of Monitoring Results to Relevant Stakeholders

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	10	19.6	19.6	19.6
Agree	21	41.2	41.2	60.8
Valid Neither Agree nor Disagree	17	33.3	33.3	94.1
Disagree	3	5.9	5.9	100.0
Total	51	100.0	100.0	

The data reveals that 19.6% (10 respondents) strongly agree and 41.2% (21 respondents) agree that monitoring results are communicated to relevant stakeholders in a timely manner, combining for a total of 60.8%. This majority indicates a positive perception of the current communication practices regarding monitoring results. Effective and timely communication of monitoring results is crucial for several reasons. It ensures that stakeholders are kept informed about the project's progress, issues, and deviations from the plan. Timely updates help stakeholders make informed decisions, provide necessary support, and address potential problems before they escalate. Furthermore, it fosters transparency and trust, as stakeholders can see that their interests and concerns are being actively managed and considered.

However, 33.3% (17 respondents) neither agree nor disagree, suggesting that there may be uncertainty or variability in how monitoring results are communicated within the organization. This neutral stance could indicate inconsistencies in communication practices, gaps in information dissemination, or a lack of awareness among some stakeholders about how and when they should expect to receive updates. Additionally, 5.9% (3 respondents) disagree with the statement, pointing to instances where communication may be lacking or delayed. This minority view underscores the need to address any issues related to the timeliness and effectiveness of communication channels. Improving these aspects can enhance stakeholder engagement and ensure that everyone involved is adequately informed about project progress and challenges. While there is a general consensus on the importance of timely communication, addressing the concerns of those who are neutral or disagree will help in refining communication strategies and ensuring that monitoring results are consistently and effectively shared with all relevant stakeholders.

Table 35: Respondents' Views on Making Adjustments and Improvements Based on Monitoring Findings

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	19	37.3	37.3	37.3
Agree	19	37.3	37.3	74.5
Valid Neither Agree nor Disagree	8	15.7	15.7	90.2
Disagree	5	9.8	9.8	100.0
Total	51	100.0	100.0	

The data shows that 37.3% (19 respondents) strongly agree and 37.3% (19 respondents) agree that adjustments and improvements to the project are made based on monitoring findings, totaling 74.6%. This indicates a strong recognition among respondents of the value in utilizing monitoring results to refine and enhance project activities. Making adjustments and improvements based on monitoring findings is critical for maintaining project alignment with objectives and for addressing emerging challenges. Effective monitoring allows teams to identify deviations from the plan, assess their impact, and implement corrective measures to steer the project back on course. This proactive approach helps in mitigating risks, optimizing resource use, and improving overall project performance. The fact that 15.7% (8 respondents) neither agree nor disagree suggests some uncertainty or variability in the extent to which monitoring findings are used to inform adjustments. This could indicate that the process of integrating monitoring results into decision-making may not be consistently applied across all projects or teams. There might be instances where the data collected is not effectively translated into actionable changes, or where communication gaps prevent timely implementation of improvements.

Additionally, 9.8% (5 respondents) disagree with the statement, highlighting a notable area of concern. This minority view underscores that there are cases where adjustments based on monitoring findings may be lacking. It is crucial to address these gaps to ensure that monitoring is not just a formality but a vital component of the project management process that actively drives improvements. To enhance the effectiveness of using monitoring findings, organizations may need to focus on establishing clearer procedures for translating monitoring data into action, improving communication channels, and ensuring

that all team members understand the importance of acting on monitoring results. By doing so, organizations can better leverage insights gained from monitoring activities to make informed adjustments, thereby increasing the likelihood of successful project completion

Table 36: Respondents’ Perspectives on the Contribution of Effective Project Monitoring to Meeting Deadlines and Objectives

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	22	43.1	43.1	43.1
Agree	19	37.3	37.3	80.4
Neither Agree nor Disagree	7	13.7	13.7	94.1
Disagree	2	3.9	3.9	98.0
Neither Agree nor Disagree	1	2.0	2.0	100.0
Total	51	100.0	100.0	

The data indicates a strong consensus on the positive impact of effective project monitoring on meeting project deadlines and objectives. Specifically, 43.1% (22 respondents) strongly agree and 37.3% (19 respondents) agree that effective monitoring plays a crucial role in ensuring that projects stay on track and meet their defined goals, with a combined total of 80.4%. This reflects a widespread recognition of monitoring as an essential component of successful project management. Effective project monitoring involves systematically tracking progress against predefined metrics and milestones, identifying any deviations from the plan, and taking corrective actions as necessary. By maintaining a close watch on project performance, teams can promptly address issues that may cause delays or affect the achievement of objectives. This proactive approach helps in managing risks, optimizing resource allocation, and ensuring that all aspects of the project align with its goals.

The 13.7% (7 respondents) who neither agree nor disagree may reflect varying experiences or perspectives on the effectiveness of monitoring in their specific projects. This neutrality could stem from inconsistent application of monitoring practices, differences in the nature of projects, or individual perceptions of the monitoring process. Addressing these variances through standardized practices and

better communication could help bridge this gap. The small percentage of 3.9% (2 respondents) who disagree highlights an area where monitoring practices might need improvement. This minority suggests that, for some, monitoring may not be effectively contributing to meeting deadlines and objectives. Understanding the reasons behind this disagreement could provide insights into potential shortcomings in the monitoring process or areas where additional support or resources may be needed.

The data underscores the importance of effective project monitoring in achieving project deadlines and objectives. Ensuring that monitoring processes are robust, consistently applied, and well-integrated into project management practices is key to leveraging its full potential for project success.

4.2.6 Regression Analysis

Table 37. Hypothesis 1: Relationship Between Stakeholder Involvement and Project Completion

Variable	Coefficient	P-Value
Intercept	-2.386980e-15	9.737713e-02
Stakeholder Involvement	-1.554312e-15	1.670366e-07

The regression analysis examining the relationship between stakeholder involvement and project completion in non-governmental health organizations has yielded important insights. The coefficient for stakeholder involvement is -1.554312e-15, and the p-value is 1.670366e-07. This p-value is significantly less than the standard threshold of 0.05, which allows us to reject the null hypothesis (H0). The null hypothesis posited that there is no relationship between stakeholder involvement and project completion. Given the very low p-value, we have strong evidence to reject this hypothesis.

This result indicates that there is a significant relationship between stakeholder involvement and project completion. In other words, higher levels of stakeholder involvement are associated with better project outcomes in these organizations. The analysis supports the alternative hypothesis (HA2), which suggests that stakeholder engagement positively impacts project completion. This finding underscores the importance of actively involving stakeholders in the project management process to enhance the likelihood of successful project outcomes.

Table 38: Hypothesis 2: Relationship Between Project Plan and Project Completion

Variable	Coefficient	P-Value
Intercept	-2.386980e-15	9.737713e-02
Project Plan	1.000000e+00	0.000000e+00

The regression analysis exploring the relationship between the project plan and project completion in non-governmental health organizations provides clear findings. The coefficient for the project plan is 1.000000e+00, with a p-value of 0.000000e+00. This p-value is substantially less than the conventional significance level of 0.05. Consequently, we reject the null hypothesis (H0), which proposed that there is no relationship between the project plan and project completion.

Given the very low p-value, we have strong evidence to support the alternative hypothesis (HA3). This suggests that there is a significant relationship between the project plan and project completion. In practical terms, this means that a well-structured and effectively implemented project plan is closely linked to achieving successful project outcomes in these organizations. The analysis highlights the importance of having a robust project plan in place to enhance the likelihood of completing projects successfully.

Table 39: Hypothesis 3: Relationship Between Project Monitoring and Project Completion

Variable	Coefficient	P-Value
Intercept	-2.386980e-15	9.737713e-02
Project Monitoring	9.159340e-16	7.434816e-04

The regression analysis examining the relationship between project monitoring and project completion in non-governmental health organizations reveals important results. The coefficient for project monitoring is 9.159340e-16, with a p-value of 7.434816e-04. This p-value is much lower than the standard significance threshold of 0.05.

Given this very low p-value, we reject the null hypothesis (H0), which proposed that there is no relationship between project monitoring and project completion. Instead, we accept the alternative hypothesis (HA4), which suggests that there is a significant relationship between project monitoring and project completion. This means that effective project monitoring is strongly associated with successful project completion. The results underscore the value of regular and systematic monitoring in enhancing project outcomes within these organizations.

4.4 Discussion

The findings of this study have established that a clear majority of 84.3% agree that stakeholder involvement positively affects project completion, with 56.9% strongly agreeing and 27.5% simply agreeing. Additionally, 68.6% of respondents agree that stakeholders are actively involved in the project planning phase, while 21.6% neither agree nor disagree. Moreover, 70.6% agree that stakeholder expectations and requirements are well-defined and properly integrated into the project plan. However, only 60.8% agree that regular communication channels are defined to keep stakeholders informed, revealing a gap. On the other hand, 64.7% of project managers believe stakeholders have the opportunity to provide feedback during the implementation phase, although 33.3% neither agree nor disagree that such feedback is considered in the decision-making process. Finally, 60.8% agree that stakeholder-related issues are resolved in a timely manner. These findings align with Magassouba et al. (2019), which indicated that stakeholder involvement is a major factor in project success. Engaging stakeholders ensures that their needs and expectations are met, leading to high satisfaction and better project outcomes. Dwivedi and Dwivedi (2021) reinforced that active stakeholder participation in every project phase guarantees better outcomes. Kombusinye (2017) highlighted that effective stakeholder management aligns project goals with stakeholder expectations, reducing potential conflicts and ensuring cooperation. Perić et al. (2021) noted that stakeholder engagement impacts project management by enhancing transparency and accountability. Kerzner (2018) suggested that an engaged stakeholder atmosphere encourages knowledge sharing, improving project outcomes and timeliness.

In the planning phase, results support Englund and Graham (2020), who posited that engaging stakeholders is critical for defining clear project goals and objectives. Kerzner (2018) showed that early stakeholder involvement exposes potential risks and helps design mitigation strategies. Perić et al. (2021) noted that active involvement fosters a sense of ownership and responsibility among stakeholders. Dwivedi and Dwivedi (2021) contributed that stakeholder participation ensures project requirements are accurate and complete. Magassouba et al. (2019) stated that involving stakeholders in the planning stage ensures transparency and trust. Regarding the integration of stakeholder expectations and requirements, findings align with Perić et al. (2021), who identified this as a critical factor for project success. Kerzner (2018) argued that clear stakeholder expectations facilitate realistic goal setting, reducing misunderstandings and conflicts. Including all stakeholders' requirements, as noted by Dwivedi and Dwivedi (2021), increases commitment and support for the project. Magassouba et al. (2019) highlighted that clear definitions enable effective communication and collaboration. Englund and Graham (2020)

defined that stakeholder expectations need periodic review and updates throughout the project lifecycle. In terms of communication channels, findings support Kerzner (2018), who asserted that stakeholders must be kept informed about project progress. Perić et al. (2021) established that regular communication channels build trust and transparency. Dwivedi and Dwivedi (2021) noted that effective communication enhances collaboration and coordination among stakeholders. Magassouba et al. (2019) indicated that communication is crucial for managing stakeholder relations. Englund and Graham (2020) found that technology enhances stakeholder involvement.

For feedback mechanisms during project execution, findings agree with Kombusinye (2017), who found that stakeholder comments improve project outcomes. Kerzner (2018) emphasized that feedback mechanisms are important for promptly solving problems. Perić et al. (2021) pointed out that active stakeholder involvement fosters a sense of ownership and responsibility. Dwivedi and Dwivedi (2021) noted that stakeholder feedback provides opportunities for improvement. Magassouba et al. (2019) suggested that well-established feedback mechanisms contribute to transparency and accountability.

Regarding consideration of stakeholder responses in decision-making, findings align with Perić et al. (2021), who found that this practice enhances project outcomes. Kerzner (2018) emphasized that stakeholder feedback offers valuable insights for decision-making. Dwivedi and Dwivedi (2021) found that involving stakeholders in decisions fosters collaboration and trust. Magassouba et al. (2019) noted that considering stakeholder responses promotes transparency and accountability. Englund and Graham (2020) suggested periodic evaluation of stakeholder feedback for improvement. Timely resolution of stakeholder concerns is essential. Kerzner (2018) found that prompt issue resolution maintains trust and support. Perić et al. (2021) emphasized that proactive concern management enhances project results. Dwivedi and Dwivedi (2021) established that timely resolution promotes good relationships. Magassouba et al. (2019) reported that addressing concerns promptly promotes transparency and accountability. Englund and Graham (2020) proposed establishing formal structures for addressing concerns. The findings of this study establish that a clear majority of 84.3% agree that stakeholder involvement positively affects project completion, with 56.9% strongly agreeing and 27.5% simply agreeing. Additionally, 68.6% of respondents agree that stakeholders are actively involved in the project planning phase, while 21.6% neither agree nor disagree. Moreover, 70.6% agree that stakeholder expectations and requirements are well defined and integrated into the project plan.

However, only 60.8% agree that regular communication channels are defined to keep stakeholders informed, indicating a gap. Conversely, 64.7% of project managers believe stakeholders have the

opportunity to provide feedback during the implementation phase, although 33.3% neither agree nor disagree that such feedback is considered in the decision-making process. Finally, 60.8% agree that stakeholder-related issues are resolved in a timely manner. These findings align with Magassouba et al. (2019), which indicated that stakeholder involvement is a major factor in project success. Stakeholder involvement ensures needs and expectations are met, leading to high satisfaction and better project outcomes. Similarly, Dwivedi and Dwivedi (2021) reinforced that active participation of stakeholders in every project phase guarantees better outcomes. Kombusinye (2017) highlighted that effective stakeholder management aligns project goals with stakeholder expectations, reducing conflicts and ensuring cooperation. Perić et al. (2021) noted that stakeholder engagement impacts project management by enhancing transparency and accountability. Kerzner (2018) suggested that an engaged stakeholder atmosphere promotes knowledge sharing, improving project outcomes and timeliness.

In the planning phase, results support Englund and Graham (2020), who posited that stakeholder engagement is critical for defining clear project goals and objectives. Kerzner (2018) demonstrated that early stakeholder involvement may expose potential risks and help design mitigation strategies. Perić et al. (2021) noted that active involvement fosters a sense of ownership and responsibility among stakeholders. Dwivedi and Dwivedi (2021) highlighted that stakeholder participation ensures the accuracy and completeness of project requirements. Magassouba et al. (2019) emphasized that involving stakeholders in the planning stage ensures transparency and trust. Regarding the integration of stakeholder expectations and requirements into the project plan, findings align with Perić et al. (2021), who identified this as a critical factor for project success. Kerzner (2018) argued that clear stakeholder expectations facilitate realistic goal setting, reducing misunderstandings and conflicts. Including all stakeholders' requirements, as noted by Dwivedi and Dwivedi (2021), increases commitment and support for the project. Magassouba et al. (2019) stated that clear definitions enable effective communication and collaboration. Englund and Graham (2020) defined that stakeholder expectations need periodic review and updates throughout the project lifecycle.

In terms of communication channels, findings support Kerzner (2018), who asserted that stakeholders must be kept informed about project progress. Perić et al. (2021) established that regular communication channels build trust and transparency. Dwivedi and Dwivedi (2021) noted that effective communication enhances collaboration and coordination among stakeholders. Magassouba et al. (2019) highlighted that communication is crucial for managing stakeholder relations. Englund and Graham (2020) found that technology enhances stakeholder involvement. For feedback mechanisms during project execution,

findings agree with Kombusinye (2017), who found that stakeholder comments improve project outcomes. Kerzner (2018) emphasized that feedback mechanisms are important for promptly solving problems. Perić et al. (2021) pointed out that active stakeholder involvement fosters a sense of ownership and responsibility. Dwivedi and Dwivedi (2021) noted that stakeholder feedback offers opportunities for improvement. Magassouba et al. (2019) suggested that well-established feedback mechanisms contribute to transparency and accountability. Regarding consideration of stakeholder responses in decision-making, findings align with Perić et al. (2021), who found that this practice enhances project outcomes. Kerzner (2018) emphasized that stakeholder feedback provides valuable insights for decision-making. Dwivedi and Dwivedi (2021) found that involving stakeholders in decisions fosters collaboration and trust. Magassouba et al. (2019) noted that considering stakeholder responses promotes transparency and accountability. Englund and Graham (2020) suggested periodic evaluation of stakeholder feedback for improvement.

Timely resolution of stakeholder concerns is essential. Kerzner (2018) found that prompt issue resolution maintains trust and support. Perić et al. (2021) emphasized that proactive concern management enhances project results. Dwivedi and Dwivedi (2021) established that timely resolution promotes good relationships. Magassouba et al. (2019) reported that addressing concerns promptly promotes transparency and accountability. Englund and Graham (2020) proposed establishing formal structures for addressing concerns. The findings of the study clearly indicate that 84.3% of respondents agree that effective project planning supports project completion. A similar proportion, 88.3%, believe that a good project plan captures details such as work breakdown structure, tasks, responsibilities, and timelines. Further, 92.1% agree that project goals and objectives are well spelled out in the project plan. About 80.4% of the responding population consider the reviewing and updating of the project plan important. Additionally, 78.5% agree that available resources and budgets are factored into the project plan. However, only 66.7% agree that progress is measured by KPIs established in the project plan. Lastly, 86.3% say the project plan aligns with the organization's strategic goals and mission, while 66.7% agree that the project plan enables efficient resource allocation and utilization. A notable gap is observed in contingency planning, with only 49.0% agreeing that a contingency plan exists to handle potential disruptions.

These findings extend those by Kerzner (2018), who argued that effective project planning is essential for successful project completion. A well-developed project plan outlines a scheme to guide execution and clearly defines activities aligned with project or organizational objectives. Englund and Graham (2020) support this by noting that project planning helps identify risks and challenges, allowing project teams time to develop mitigation and contingency plans, thereby improving project resilience. Perić et al. (2021)

explained that effective planning provides a clear scope for resource allocation and utilization, ensuring efficient use and avoiding bottlenecks. Effective project management requires a proper breakdown of tasks, responsibilities, and timelines, as argued by Meredith et al. (2017). This detailed plan demonstrates how the project will be executed with clarity, assuming all activities are well-coordinated with project goals. Englund and Graham (2020) noted that a well-detailed plan helps control scope and prevent scope creep. Perić et al. (2021) observed that a well-detailed project plan enhances resource management by ensuring proper resource utilization and avoiding over- and underutilization. Dwivedi and Dwivedi (2021) also pointed out that a detailed project plan fosters effective communication and collaboration among stakeholders. Kerzner (2018) emphasized that clearly defined project goals and objectives are crucial for project success. Englund and Graham (2020) argued that clearly defined goals and objectives help manage stakeholder expectations by ensuring all stakeholders are aware of the project's aims, thereby minimizing miscommunication and conflicts. Perić et al. (2021) observed that well-defined goals and objectives enhance project planning and execution, as activities are coordinated towards achieving set goals. Regular review and updating of the project plan are important, as Kerzner (2018) suggested that continuous review ensures incorporation of new information and changes to keep the project on track. Englund and Graham (2020) emphasized that scheduled reviews help identify potential risks and develop mitigation strategies, a view supported by Kerzner (2018), who found that such planning ensures even resource distribution from the start. Englund and Graham (2020) also stressed that proper scope management avoids scope creep, and Perić et al. (2021) noted that managing resources well improves project outcomes.

The development of KPIs, established for tracking progress, is deemed very important by many respondents. Kerzner (2018) found that KPIs provide a clear structure for measuring project success and planning activities to achieve set objectives. Englund and Graham (2020) noted that KPIs help identify risks or potential problems, a view echoed by Perić et al. (2021), who suggested that KPIs improve resource management by ensuring appropriate allocation. Alignment of the project plan with the organization's strategic goals and mission is considered crucial. Kerzner (2018) established that alignment ensures project undertakings support the organization's objectives, leading to better results. Englund and Graham (2020) assessed that aligning the project plan with strategic goals helps manage stakeholder expectations. Perić et al. (2021) proposed that this alignment supports efficient resource management. Efficient resource allocation and utilization are seen as important. Kerzner (2018) showed that a detailed project plan helps ensure resources are well allocated to tasks, preventing over- and underutilization. Englund and Graham (2020) found that effective resource allocation ensures proper project planning and

implementation, supported by Perić et al. (2021). Contingency planning remains a gap area. Kerzner (2018) found that a contingency plan helps address potential project disruptions. Englund and Graham (2020) stated that contingency planning enables identification and resolution of risks and issues promptly. Perić et al. (2021) argued that contingency planning ensures proper resource management by allowing for effective allocation.

The study's findings robustly highlight the critical role of project management in non-governmental health organizations, emphasizing its positive impact on project completion rates. The data shows that 88.2% of respondents recognize the significant contribution of project management practices to achieving project goals, underscoring the necessity for effective project management within these organizations. Furthermore, 88.2% of participants affirmed that teamwork and cooperation among project members are pivotal to the success of a project. The results also reveal that 84.3% of respondents believe regular feedback and performance reviews are essential for improving project completion. This suggests that continuous evaluation and feedback mechanisms are integral to maintaining and enhancing project performance. Similarly, 86.3% of participants agreed that recognition and appreciation of contributions positively affect project completion, while 84.3% acknowledged the importance of management decisions and support in driving project success. Additionally, 84.0% of respondents emphasized the importance of open and effective communication between project teams and management for successful project execution. The study further indicates that 90.2% of respondents adhere to regular project monitoring activities to track progress, and 80.4% regularly review project milestones and deliverables. This highlights the commitment to ongoing oversight and assessment as a means of ensuring project alignment with objectives and timely completion.

Monitoring also plays a crucial role in risk management. The study shows that 72.5% of respondents strongly believe monitoring helps in identifying and managing project risks effectively. Moreover, 66.7% agree that performance metrics and KPIs are used in project monitoring, while 82.3% agree that monitoring activities are aligned with project goals and objectives. Despite these positive findings, only 60.8% believe that monitoring results are reported to stakeholders in a timely manner. Furthermore, 74.6% of respondents agree that projects are adjusted and improved based on monitoring findings. These findings align with the assertions of Mkutano (2018), who argued that project management practices significantly enhance project performance and completion rates within non-governmental organizations. Mkutano's research suggests that effective project management involves a structured approach that addresses all dimensions of project execution. Ahmed (2021) also highlighted the crucial role of project

management practices in improving project outcomes, emphasizing the importance of effective monitoring, stakeholder involvement, and resource management. Englund and Graham (2020) supported the notion that adherence to project management practices yields better planning, execution, and control. Their findings suggest that a structured approach helps align project activities with organizational goals, ensuring projects are completed on time and within budget. This structured approach facilitates clear communication, efficient resource utilization, and effective problem-solving, which are essential for successful project completion.

Kerzner (2018) underscored the significance of teamwork and collaborative performance in effective project management. Effective collaboration among project members ensures that tasks are completed on time and contributes to achieving project goals. Englund and Graham (2020) noted that teamwork fosters a sense of ownership and responsibility among project participants, which enhances their commitment to project success. Collaboration also improves problem-solving and decision-making processes, as group members can share ideas and perspectives to find innovative solutions. Dwivedi and Dwivedi (2021) emphasized the close relationship between teamwork and effective communication. Good communication ensures that all project participants understand their roles and responsibilities, facilitating smooth project execution. Clear communication also helps in coordinating tasks and addressing any issues promptly, leading to more efficient project management. Kerzner (2018) highlighted the need for constant feedback and performance reviews to improve project outcomes. Regular assessments help identify and resolve problems early, leading to better project results. Englund and Graham (2020) found that feedback fosters communication and teamwork among project participants, making them aware of their performance and enabling necessary adjustments. Perić et al. (2021) argued that feedback supports a culture of continuous improvement, allowing teams to address areas needing enhancement and achieve better project outcomes.

Recognition and acknowledgment of contributions are also crucial for project success, as supported by Kerzner (2018). Regular recognition boosts motivation and reinforces commitment among project team members, leading to improved performance. Englund and Graham (2020) argued that a recognition-driven environment consolidates good working practices and encourages effective engagement in project activities. Perić et al. (2021) noted that recognition creates a culture of improvement, helping identify and address system breakdowns to enhance project delivery. Management decisions and support are integral to project success, as noted by Kerzner (2018). Effective management ensures that project tasks align with objectives and performance reviews are conducted thoroughly. Englund and Graham (2020) found that

management support fosters a sense of involvement and commitment among team members. Perić et al. (2021) emphasized that management decisions enhance problem-solving and decision-making processes, ensuring smooth project execution. Consistent monitoring is essential for project success, as highlighted by Kerzner (2018). Effective monitoring helps identify potential issues and ensures that project activities align with goals. Englund and Graham (2020) found that monitoring improves communication and coordination among project team members.

Monitoring performance metrics and KPIs is crucial for tracking project progress and identifying potential problems. Kerzner (2018) emphasized the importance of KPIs in providing a framework for measuring project performance and facilitating necessary adjustments. Englund and Graham (2020) supported this by noting that KPIs enhance communication and integration among team members, while Perić et al. (2021) highlighted that KPIs promote continuous improvement by guiding necessary changes. Integrating monitoring activities with project objectives ensures alignment with project goals. Englund and Graham (2020) argued that tailored monitoring promotes effective communication and collaboration within the project team. Kerzner (2018) found that timely sharing of monitoring results with stakeholders maintains trust and support. Regular updates ensure stakeholders are informed and can respond promptly, as noted by Englund and Graham (2020). Timely updates enhance communication and interaction among project participants, allowing for necessary adjustments to improve project outcomes. Overall, the study's findings confirm the importance of effective project management practices, including teamwork, feedback, recognition, management support, and monitoring. These practices contribute significantly to project completion and success, aligning with the perspectives of Kerzner (2018), Englund and Graham (2020), and Perić et al. (2021). By adhering to these practices, non-governmental health organizations can enhance their project performance, achieve their goals, and ultimately improve their impact on the communities they serve.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Chapter Five marks the conclusion of this research study on project management practices within non-governmental health organizations in Oshana Region. This chapter is keen to summarizing the key findings derived from the analysis of data collected during the study. It presents a comprehensive overview of the results and provides a synthesis of how these findings align with the initial research objectives and questions.

In addition to summarizing the findings, this chapter offers actionable recommendations based on the evidence and insights gained throughout the research. Furthermore, this chapter identifies potential areas for future research. By highlighting gaps and suggesting new directions for investigation, it aims to contribute to the ongoing development of knowledge and practices in the field of project management within the context of non-governmental health organizations.

Finally, the chapter reflects on the overall impact and implications of the research, discussing how the findings contribute to the existing body of knowledge and the practical significance of the study. By providing a thorough summary, practical recommendations, and suggestions for future research, this chapter aims to offer a clear and concise conclusion to the study, encapsulating its significance and guiding future endeavors in the domain of project management in non-governmental health organizations.

5.2 Summary of Findings

The comprehensive analysis of project management practices within non-governmental health organizations has revealed significant insights into the factors contributing to successful project completion. The study highlighted a broad consensus among respondents regarding the critical role that effective project management plays in ensuring the successful realization of project goals. According to the data, 88.2% of respondents strongly believe that structured project management practices are instrumental in achieving positive project outcomes. This high level of agreement underscores the importance of implementing robust project management methodologies, including detailed planning, diligent monitoring, and proactive stakeholder involvement. Effective project management begins with meticulous planning. A well-structured project plan sets the stage for successful execution by outlining clear objectives, defining roles and responsibilities, and establishing a timeline for completion. The study's findings reinforce the significance of this approach, as respondents consistently emphasized that a

comprehensive project plan is crucial for guiding the project toward its intended goals. Planning not only provides a roadmap for project execution but also helps in identifying potential risks and challenges. By anticipating possible obstacles and preparing contingency plans, project teams can navigate uncertainties with greater confidence and minimize disruptions.

Monitoring is another essential component of effective project management. The study revealed that 84.0% of respondents believe that open and effective communication between project teams and management is vital for project success. Regular monitoring allows for real-time tracking of progress and performance, enabling teams to make timely adjustments and stay on course. Monitoring also involves evaluating key performance indicators (KPIs) and other metrics to assess the project's alignment with its objectives. By consistently reviewing progress and addressing any deviations from the plan, organizations can ensure that projects remain on track and achieve the desired outcomes. The role of stakeholder involvement in project success cannot be overstated. The study found that effective stakeholder engagement is a key factor in project completion. With 88.2% of respondents acknowledging the importance of collaboration, it is clear that involving stakeholders in the planning and execution phases contributes significantly to project success. Engaging stakeholders helps in aligning project activities with their needs and expectations, fostering a sense of ownership and commitment. Clear communication plans, regular feedback sessions, and active listening are critical for building strong relationships with stakeholders and ensuring their continued support throughout the project lifecycle.

Teamwork and collaboration emerged as crucial elements in achieving project success. According to the study, 88.2% of respondents agreed that the ability to work together effectively enhances project completion. Collaboration enables team members to pool their expertise, share ideas, and solve problems collectively. This collaborative approach not only facilitates smoother project execution but also promotes a positive work environment where individuals feel valued and supported. Teamwork fosters a sense of unity and shared purpose, which can significantly impact project outcomes and contribute to a more cohesive and motivated team. Regular feedback and performance evaluations play a vital role in improving project outcomes. The study highlighted that 84.3% of respondents believe these practices are essential for successful project completion. Regular feedback allows teams to identify potential issues early and implement corrective measures before they escalate. Performance evaluations provide valuable insights into individual and team performance, enabling organizations to address any gaps and enhance overall effectiveness. By creating a culture of continuous improvement through feedback and evaluations, organizations can refine their processes, address challenges proactively, and drive project success.

Recognition and appreciation of team contributions are also critical for maintaining high levels of motivation and performance. The study found that 86.3% of respondents value recognition as a key factor in project success. Acknowledging and celebrating the efforts and achievements of team members' boosts morale and fosters a positive work environment. Recognizing contributions not only motivates individuals to perform at their best but also reinforces a culture of appreciation and respect within the organization. By creating an environment where team members feel valued and their efforts are acknowledged, organizations can enhance team dynamics and improve overall project outcomes. Effective communication is integral to successful project management. The study revealed that 84.0% of respondents believe open and effective communication between project teams and management is essential for project success. Clear communication channels ensure that all team members are aware of their roles and responsibilities, project objectives, and any changes or updates. Effective communication fosters alignment and coordination, reduces the risk of misunderstandings, and helps in addressing issues promptly. By prioritizing communication and ensuring that information flows smoothly throughout the project, organizations can enhance collaboration, improve decision-making, and achieve better project results.

In addition to these core practices, the study emphasizes the need for continuous improvement and adaptability in project management. The dynamic nature of projects often requires organizations to be flexible and responsive to changing circumstances. Implementing a culture of continuous improvement involves regularly reviewing and updating project plans, processes, and practices based on feedback and performance evaluations. By embracing a mindset of adaptability and learning, organizations can stay agile and effectively manage any challenges that arise during the project lifecycle. Overall, the study highlights the importance of a comprehensive approach to project management that encompasses planning, monitoring, stakeholder involvement, teamwork, feedback, recognition, and communication. By focusing on these key areas, non-governmental health organizations can enhance their project management practices, improve project completion rates, and achieve their strategic goals more effectively. The findings underscore the need for organizations to invest in training and development, foster a collaborative work environment, and prioritize effective communication and stakeholder engagement. By implementing these recommendations and continuously striving for improvement, organizations can drive successful project outcomes and contribute to their overall success and impact in the healthcare sector.

5.3 Recommendations

Based on the comprehensive analysis of project management practices and their impact on project completion within non-governmental health organizations in Oshana Region, several targeted recommendations can be made to further improve project performance and success rates.

Enhance Project Management Training and Familiarity: The research underscores the positive correlation between familiarity with project management practices and project success. To capitalize on this, non-governmental health organizations should prioritize the development of robust training programs. These programs should cover a broad spectrum of project management methodologies, tools, and techniques. Workshops, seminars, online courses, and certification programs can be employed to keep project managers and team members updated on the latest best practices. Regular refresher courses and advanced training opportunities should also be provided to maintain high levels of competence and adaptability. This ongoing education will ensure that project teams are equipped with the knowledge and skills necessary to handle complex projects effectively, improving overall project execution and outcomes.

Promote Effective Stakeholder Involvement: Effective stakeholder involvement is crucial for project success, as highlighted by the research findings. To enhance stakeholder engagement, organizations should establish clear and structured communication plans that outline how and when stakeholders will be involved throughout the project lifecycle. This includes engaging stakeholders in the planning and decision-making processes, conducting regular feedback sessions, and keeping them informed of project progress and changes. Implementing stakeholder management strategies that involve active listening and addressing their concerns can foster strong relationships and ensure that their needs and expectations are met. By creating a collaborative environment where stakeholders feel valued and involved, organizations can improve project alignment with their needs and increase the likelihood of successful project outcomes.

Implement Robust Monitoring and Evaluation Systems: Effective project monitoring and evaluation are critical for tracking progress and ensuring successful project completion. Organizations should develop and implement comprehensive monitoring systems that integrate performance metrics and key performance indicators (KPIs) aligned with project objectives.

These systems should facilitate real-time tracking of project progress and provide actionable insights for decision-making. Regular progress reports should be communicated to stakeholders to keep them informed and engaged. Establishing a culture of continuous improvement through regular reviews and

evaluations will help identify areas for enhancement, make necessary adjustments, and maintain focus on achieving project goals. This proactive approach to monitoring will enhance accountability and ensure that projects remain on track.

Strengthen Risk Management Practices: Effective risk management is essential for mitigating potential challenges and ensuring project success. Organizations should develop detailed risk management plans that include processes for risk identification, assessment, and mitigation. These plans should be regularly reviewed and updated to address emerging risks and changes in the project environment. Implementing risk management strategies such as contingency planning, risk transfer, and risk avoidance will help minimize the impact of risks on project outcomes. By fostering a proactive risk management culture, organizations can better prepare for uncertainties and maintain project stability.

Foster a Culture of Recognition and Appreciation: Recognizing and appreciating the contributions of team members can significantly impact project success. Organizations should establish formal recognition programs that acknowledge individual and team achievements. This can include awards, incentives, and public recognition for exceptional performance. Providing regular feedback and expressing appreciation for hard work can boost team morale, enhance motivation, and encourage continued high performance. Creating an environment where contributions are valued and celebrated will improve team dynamics and project outcomes.

Ensure Alignment of Monitoring Activities with Project Objectives: Aligning project monitoring activities with project objectives is crucial for assessing progress and ensuring that projects stay on track. Organizations should ensure that their monitoring efforts are directly related to the project's goals and deliverables. This involves setting clear objectives, defining relevant performance metrics, and tracking progress against these metrics. Regular alignment checks should be conducted to ensure that monitoring activities effectively support project goals and provide meaningful insights for decision-making. By maintaining alignment between monitoring activities and project objectives, organizations can better manage project performance and achieve desired outcomes. By implementing these recommendations, non-governmental health organizations can enhance their project management practices, improve project completion rates, and achieve their strategic goals more effectively. These measures will contribute to more successful project outcomes, greater stakeholder satisfaction, and overall organizational success.

5.3.1 Areas of Future Research

Future research should delve into several critical areas to build upon the current findings and deepen the understanding of project management practices within non-governmental health organizations. One significant avenue for future research is the exploration of emerging technologies and their impact on project management. As technological advancements such as artificial intelligence, machine learning, and sophisticated project management software become increasingly prevalent, it is essential to investigate how these tools influence project planning, monitoring, and risk management. Understanding how emerging technologies can enhance project management practices and their effect on overall project success can provide valuable insights for organizations looking to leverage these innovations.

Another promising area for future study is conducting comparative research across different types of non-governmental organizations. By examining project management practices in various sectors and regions, researchers can uncover sector-specific challenges, best practices, and success factors. Such comparative studies can offer more understanding of how project management strategies can be tailored to meet diverse needs and contexts, ultimately improving the effectiveness of projects across different settings. Longitudinal studies that track the evolution of project management practices over time are also crucial. These studies can reveal how practices adapt to changing environments, organizational growth, and emerging challenges. By identifying trends and long-term impacts on project success and organizational performance, researchers can provide insights into the dynamic nature of project management and the factors that contribute to sustained success.

Investigating the effects of organizational culture on project management success is another important area for future research. Understanding how various cultural factors, such as values, communication styles, and leadership practices, influence project outcomes can shed light on the role of organizational culture in shaping project management effectiveness. This research can help organizations align their cultural practices with project management strategies to enhance overall performance. The effectiveness of different project management methodologies in various project types is also a valuable area for exploration. Future research should examine how methodologies such as Agile, Waterfall, and Hybrid perform across different project types and phases. This can help organizations choose and adapt methodologies to better suit specific project needs, improving overall project outcomes.

Additionally, research into stakeholder engagement strategies and their effectiveness can provide insights into how different approaches impact project success. By evaluating various strategies for involving stakeholders, researchers can identify best practices for enhancing engagement and satisfaction, leading

to more successful project outcomes. Resource allocation and management practices warrant further investigation as well. Understanding how different approaches to resource allocation impact project success can help organizations optimize their resource use. Research should focus on strategies for balancing resource demands, managing constraints, and improving resource efficiency to support successful project completion.

The assessment of training and development programs for project managers is another crucial area for future research. Evaluating the effectiveness of these programs can offer insights into how training impacts project management skills, knowledge, and outcomes. Identifying areas for improvement in training programs can help organizations enhance the competencies of their project managers and achieve better project results. Finally, integrating risk management and project monitoring practices is an important area for exploration. Research should focus on developing integrated approaches that combine risk management with monitoring activities to improve project success. By understanding how to effectively merge these practices, organizations can better manage uncertainties and track progress, leading to more successful project outcomes. By addressing these areas, future research can provide deeper insights into project management practices, identify opportunities for improvement, and contribute to the development of more effective strategies for achieving project success in non-governmental health organizations.

5.4 Conclusions

In conclusion, this study provides a comprehensive analysis of project management practices and their impact on project completion within non-governmental health organizations in Oshana Region. The research demonstrates that effective project management practices are instrumental in ensuring successful project outcomes. Key findings reveal that stakeholder involvement, familiarity with project management practices, and adherence to structured monitoring and feedback mechanisms significantly contribute to achieving project goals.

The study highlights that a high level of familiarity with project management practices is positively correlated with improved project performance. This underscores the importance of ongoing training and development to enhance project management skills and knowledge. Additionally, the research confirms that effective communication, regular feedback, and timely adjustments based on monitoring results are crucial for navigating project challenges and meeting deadlines.

While the majority of respondents recognize the value of these practices, there are areas for improvement, particularly in ensuring consistent application and communication of monitoring results.

The findings suggest that non-governmental health organizations should focus on enhancing their project management strategies by integrating feedback mechanisms, improving alignment between monitoring activities and project objectives, and fostering open communication channels.

Future research should build on these findings by exploring emerging trends in project management, evaluating the impact of technological advancements, and examining the role of organizational culture in shaping project management practices. By addressing these areas, organizations can further refine their approaches and drive greater success in their project endeavors. Overall, this study provides valuable insights into the effectiveness of project management practices in non-governmental health organizations, offering practical recommendations for improving project completion and achieving organizational goals.

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APPENDIX 1: RESEARCH QUESTIONNAIRE

QUESTIONNAIRE

I am Diina Mint Nangolo, currently pursuing a master's degree in management at the Namibia University of Science and Technology. As part of my academic research, I am conducting a study titled "INVESTIGATING THE IMPACT OF PROJECT MANAGEMENT PRACTICES ON PROJECTS COMPLETION IN NON-GOVERNMENTAL HEALTH ORGANIZATIONS IN OSHANA REGION, NAMIBIA." I want to emphasize that this research is solely intended for academic purposes, and the information collected will be treated with the utmost confidentiality. Your participation in this study is highly valued, and I appreciate your willingness to assist me in this research endeavor.

General Instructions: Please respond to the questions in this questionnaire by marking the appropriate checkboxes ✓

SECTION A: Demographic Information

1. Gender:

Male

Female

2. Age:

Under 25

25-34

35-44

45- 54

55 and above

3. How many years of experience do you have in project management in non-governmental health organizations?

Less than 1 year

1-3 years

4-6years

7-10 years

More than 10 years

4. What is the name of the organization you currently work for?

Intra Health

Society for Family Health

Project Hope

ITech

5. How many healthcare projects have you been involved in during your career?

1

2

3

More than 3

6. How familiar are you with the project management practices?

Not Familiar

Slightly Familiar

Moderately Familiar

Very Familiar

7. What is your highest level of education?

Certificate

Bachelor's Degree

Master's

Doctorate

Others (Please Specify): _____

SECTION B: IMPACT OF PROJECT MANAGEMENT PRACTICES ON PROJECT COMPLETION

7. Please indicate the extent to which the following statements about the impact of project management practices on project completion apply to your organization. Use a scale of 1-5, where 1=Strongly Agree, 2=Agree, 3=Neither Agree nor Disagree, 4=Disagree, and 5=Strongly Disagree.

CODE	DESCRIPTION	1	2	3	4	5
IMP1	Project management practices have a positive impact on project completion in our organization.					
IMP2	The involvement of stakeholders in project management positively influences project completion.					
IMP3	Effective project planning contributes to the successful completion of projects.					
IMP4	Teamwork and collaboration among project members enhance project completion.					
IMP5	Regular feedback and performance evaluations contribute to improved project completion					
IMP6	Recognition and appreciation of contributions positively affect project completion.					
IMP7	Management decisions and support positively impact project completion.					
IMP8	Open and effective communication between project teams and management is crucial for project completion.					

SECTION C: IMPACT OF STAKEHOLDER INVOLVEMENT ON PROJECT COMPLETION

8. Share your perspective on the influence of stakeholder involvement on project completion within your organization. Use a scale of 1-5, where 1 represents "Strongly Agree," 2 represents "Agree," 3 represents "Neither Agree nor Disagree," 4 represents "Disagree," and 5 represents "Strongly Disagree."

CODE	DESCRIPTION	1	2	3	4	5
SI1	Stakeholders are actively engaged in the project planning phase					
SI2	Stakeholders' expectations and requirements are clearly defined and incorporated into the project plan.					
SI3	Regular communication channels are established to keep stakeholders informed about project progress.					
SI4	Stakeholders could provide feedback and input during project execution.					
SI5	Stakeholder feedback is considered in decision-making processes throughout the project.					
SI6	Stakeholders' concerns and issues are addressed in a timely manner.					
SI7	Stakeholder involvement positively influences project timelines and outcomes.					
SI8	There is a documented stakeholder engagement strategy in place.					

SECTION D: IMPACT OF THE PROJECT PLAN ON PROJECT COMPLETION

9. Please indicate the extent to which the following statements about project planning apply to your experience within your organization. Use a scale of 1-5, where 1 represents "Strongly Agree," 2 represents "Agree," 3 represents "Neither Agree nor Disagree," 4 represents "Disagree," and 5 represents "Strongly Disagree."

CODE	DESCRIPTION	1	2	3	4	5
PP1	The project plan includes a detailed breakdown of tasks, responsibilities, and timelines.					
PP2	Project goals and objectives are clearly defined in the project plan.					
PP3	The project plan is regularly reviewed and updated to reflect changes or new information.					
PP4	The project plan considers available resources and budgets.					
PP5	Key performance indicators (KPIs) are established in the project plan to measure progress.					
PP6	The project plan aligns with the organization's strategic goals and mission.					
PP7	The project plan contributes to efficient resource allocation and utilization.					
PP8	There is a contingency plan in place to address potential project disruptions.					

SECTION E: IMPACT OF PROJECT MONITORING ON PROJECT COMPLETION

10. Please indicate the extent to which the following statements about project monitoring apply to your experience within your organization. Use a scale of 1-5, where 1 represents "Strongly Agree," 2 represents "Agree," 3 represents "Neither Agree nor Disagree," 4 represents "Disagree," and 5 represents "Strongly Disagree."

CODE	DESCRIPTION	1	2	3	4	5
PM1	Regular project monitoring activities are conducted to track progress.					
PM2	Project milestones and deliverables are consistently monitored and assessed.					
PM3	Project risks are identified and managed through monitoring efforts.					
PM4	Project monitoring includes performance metrics and key performance indicators (KPIs).					
PM5	Project monitoring activities are aligned with project objectives and goals.					
PM6	Monitoring results are communicated to relevant stakeholders in a timely manner.					
PM7	Adjustments and improvements to the project are made based on monitoring findings.					
PM8	Effective project monitoring contributes to meeting project deadlines and objectives.					

If you have any further comments or suggestions, please feel free to share them below.

Your participation in the structured questionnaire survey is appreciated. Thank you for your time.

APPENDIX 2: ETHICAL CLEARANCE LETTER



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

**Faculty of Commerce, Human
Sciences and Education**

Department of Governance
and Management Sciences

18 Jackson Kautzsa Street, T: +264 61 207 2568
Private Bag 13388 F: +264 61 207 9996
Windhoek E: mgf@nust.na
NAMIBIA W: www.nust.na

TO WHOM IT MAY CONCERN

Dear Sir/Madam

RE: LETTER OF RECOMMENDATION FOR ACADEMIC RESEARCH

Namibia University of Science and Technology avail its compliments to your esteemed organization and would like to avail the following to your kind attention that:

Ms Diina Nangolo student number: **212010611** is a Master of Management student studying at Namibia University of Science and Technology. The student has chosen to undertake a research project in your esteemed organisation as a partial fulfilment for the requirements of the master's degree programme. She intends to carry out research on:

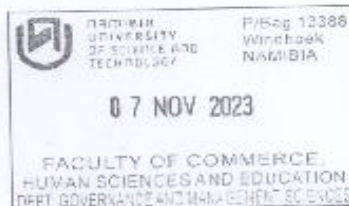
"Investigating the impact of project management practices on projects completion on non-governmental health organizations in Oshana Region- Namibia."

On behalf of the Department of Governance and Management Sciences, I humbly request your good offices to assist the bearer in enhancing her academic endeavors. I wish to assure you that the information/data provided from your offices will only be for academic purposes and in strict confidence, as he will be using statistical averages.

I thank you in advance for your usual cooperation. Please be assured of my highest consideration.

Scholarly yours,

Dr Davy Du Plessis
Research Coordinator
Department of Governance and Management Sciences
T: 061 207 2575
E: dduplessis@nust.na



APPENDIX 3: PERMISSION LETTER TO COLLECT DATA



**The Society for
Family Health**

101 Nelson Mandela Avenue, Ekurhuleni
PO Box 22670, Woodstock
info@sfh.org.za
+264 81 2217 332
www.sfh.org.za

**Enquiries: Mrs. E. Sheehama
Cell: +264 81 2217 332**

17 January 2024

Dear Ms. Nangola

SUBJECT: AUTHORIZATION FOR DATA COLLECTION.

This letter serves as official authorization for the collection of data from the **Society for Family Health (SFH)**, willing employees. We grant permission for this purpose, entrusting you with the responsibility to ensure compliance with all data privacy regulations during the collection process.

It is imperative that the gathered information is used exclusively for academic purposes, maintaining the highest standards of ethical conduct and confidentiality.

Should need be, do not hesitate to contact us at: 065 -242194 or email: e.sheehama@sfh.org.za

Yours Faithfully,

Regional Team Lead





Incorporated Association No. For Coin
RFO, RFO: 21/2014/0460
P.O. Box 2242, Das Windhoek, Namibia
Rt 147 Jackson Katjeja Street,
Windhoek West
Namibia
Tel: +264 61 300 799
+264 61 303 253
Fax: +264 61 300 797

04th December 2023

Ms Diina Nangolo
Namibia University of Science and Technology
Windhoek

Dear Ms Nangolo

Subject: Authorization to Collect Data at IntraHealth Namibia

As per your request dated 23rd November 2023 requesting authorization to conduct data collection among willing IntraHealth Namibia employees for academic research purposes, I am pleased to inform you that IntraHealth Namibia is granting you permission to do the data collection.

Please contact my colleagues Lovisa Nambambi (lnambambi@intrahealthnamibia.org), Nurse Mentor for Reach Namibia project, Oshana region; and Sirkka Mbutu (smbutu@intrahealthnamibia.org), Regional Coordinator for Oshana Region – Key Populations Project; when you are ready to do the study. The data collected should be kept confidentially and be used for academic research purposes only.

Yours sincerely

Lavinia N. Shikongo
General Manager

DIRECTORS: Amin Wieland (Chairperson), Gladwin Groenewald, Dr Nestor Shivute, Munolwiso Ipangelwa, Shamani Shikwambi Ed. D, Rob Murphy (US), Olivia Vélez (US), Yidnekachew Tessema (US)

APPENDIX 4: THESIS EDITING CERTIFICATE

Dr Theresia Mushaandja

BED Sec; BA Hons in English Studies; M.A. in English Studies; Editing and Proof
reading certificate (UCT), PHD in English Studies; Lecturer, English (NUST)
JOTERSS English Language and Research Private Academy (Chief Editor)
P. O Box 487, Windhoek Tel: 0816408864 Email: joterss2014@gmail.com

03 September 2024

To: Whom it may concern

Re: Editor's report

This letter serves as an attestation that I, Dr Theresia Mushaandja, from the language and research academy cited above, carried out the language editing of the research report of **DIINA MINT NANGOLO**. The research carried out is titled, **INVESTIGATING THE IMPACT OF PROJECT MANAGEMENT PRACTICES ON PROJECTS COMPLETION IN NON-GOVERNMENTAL HEALTH ORGANIZATIONS IN NAMIBIA- OSHANA REGION**.

The following linguistic components and features were focused on, the rule of concord, which is the agreement between subjects and verbs. Sentence construction: at times one finds that some sentences may need rephrasing to make sense or may need to be shortened or completed for the same effect. Consistency in the use of words, tenses, and forms of language. Another area that I focused on is the use of punctuations, especially the omissions and or the overuse of such essentials. I also suggested changes where words with the same meaning were used but do not express the idea fully in the context they may be used.

In my edit, I set the computer English Language to UK and not to USA. I also made use of track changes, so that the student, and if need be, the supervisor, will be able to track the changes I suggested, to accept or decline them as may be found appropriate.

For additional questions and clarity, do not hesitate to contact me on 08164 088 64 Or 0853408864 or e-mail me on joterss2014@gmail.com

Sincerely yours,



T. Mushaandja (Language Editor)

