



Research Article


The Impact of Project Management Practices on Projects Completion in Non-Governmental Health Organizations in Namibia- Oshana Region

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Abstract	Manuscript Information
<p>This study examines the impact of project management practices on project completion rates within Non-Governmental Health Organizations (NGOs) in Namibia the Oshana Region. Focusing on key practices such as project planning, communication, monitoring, capacity building, and stakeholder engagement, the research targeted 85 employees from four NGHOs, with data collected from 65 employees via Google Forms, yielding 51 responses. Using a positivist approach and quantitative methods, data was analyzed through SPSS, incorporating descriptive statistics and regression analysis. Findings indicate that 88.2% of respondents believe effective project management enhances completion rates, with 47.1% highly familiar with these practices. Critical success factors include stakeholder involvement, structured monitoring, and effective communication. However, challenges persist in ensuring consistency and improving feedback mechanisms. The study recommends strengthening communication channels, aligning monitoring activities with project goals, and enhancing training initiatives. Future research should explore emerging project management trends, technological impacts, and the role of organizational culture in improving project success.</p>	<ul style="list-style-type: none"> ▪ ISSN No: 2583-7397 ▪ Received: 05-02-2025 ▪ Accepted: 28-03-2025 ▪ Published: 30-05-2025 ▪ IJCRM:4(3); 2025: 216-219 ▪ ©2025, All Rights Reserved ▪ Plagiarism Checked: Yes ▪ Peer Review Process: Yes
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KEYWORDS: Project Management Practices; Non-Governmental Organizations; Project Completion; Stakeholder Engagement; Monitoring and Evaluation

1. INTRODUCTION

Since Namibia's independence in 1990, NGHOs have played a crucial role in addressing social and health challenges. With the country's population projected to reach 3.44 million by 2041, the demand for healthcare services is increasing, making effective project management essential for delivering sustainable health interventions. However, NGOs face challenges such as funding limitations, resource constraints, and project closures due to poor planning and unclear goals. Reports from the Namibia Non-Governmental Organization Forum (NANGOF) indicate that many NGOs have ceased operations due to financial depletion, underscoring the need for improved project management strategies. Despite the recognized importance of project management, limited research exists on its specific impact within Namibian NGHOs. This study addresses this gap by examining how project planning, communication, monitoring, capacity building, and stakeholder engagement influence project completion rates. Focusing on NGOs in the Oshana Region, the study investigates the high rate of project closures and incomplete projects, which negatively impact community health outcomes. Understanding these challenges can provide actionable insights for improving project success.

1.1 Problem Statement

Ineffective project management practices can lead to project failures, financial losses, and unemployment for project staff (Abatneh, 2020). Many non-governmental health organizations (NGHOs) struggle to complete projects within set timeframes, impacting service delivery and sustainability. This study examines the effect of project management practices on project completion in NGHOs, providing insights to enhance project success.

Globally, inadequate project management remains a critical challenge. In Uganda, 35% of NGO projects fail in their early stages due to poor management (Mkutano, 2018). Similarly, a study on Ethiopia's Gudina Tumsa Foundation found that 73.9% of respondents acknowledged project management's vital role in success (Hezkias, 2019). Further evidence from India highlights financial, administrative, and governance challenges among NGOs, with poor strategic planning (18%), weak communication (25%), and political interference (29%) hindering project execution (Amiri & Pagheh, 2019).

1.2 OBJECTIVES OF THE STUDY

1.2.1 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.

1.2.2 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.

1.3 Significance of the study

This study enhances NUST's academic reputation by addressing project management challenges in non-governmental health organizations (NGHOs), attracting funding and research opportunities while positioning the university as a hub for impactful research. NGHOs benefit from practical insights that improve project execution, ensuring sustainability, better health outcomes, and more efficient resource utilization. Researchers gain valuable contributions to project management discourse, particularly within Namibia, providing a foundation for further comparative studies. Donors and policymakers can use the findings to guide funding decisions, improve accountability, and develop evidence-based policies that optimize resource allocation. Additionally, community members stand to benefit from well-managed health projects that ensure timely and effective service delivery. By fostering collaboration among stakeholders, the study promotes efficient project implementation, leading to enhanced healthcare services, increased trust in NGO initiatives, and long-term social impact.

1.4 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. 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.

1.5 Delimitations

The scope of this study was deliberately narrowed to focus on non-governmental health organizations operating within the Oshana Region of Namibia. This specific delimitation enabled an in-depth exploration of project management practices within a well-defined geographic and organizational context. By concentrating on a single region, the study was able to analyze local dynamics, including community engagement strategies, resource availability, and the unique health challenges faced by NGOs in the area. This focused approach allowed for a detailed and context-specific understanding of how project management influences project completion in the region. However, the decision to limit the study to the Oshana Region also introduced certain constraints. The findings, while valuable for understanding project management within this context, may not be entirely applicable to NGOs operating in other parts of Namibia or beyond. Socio-economic conditions, cultural norms,

and policy frameworks differ across regions, potentially leading to variations in project management practices.

1.6 Theoretical Framework

This study is guided by the Theory of Constraints (TOC) and Contingency Theory, which help explain project management challenges in non-governmental health organizations. The Theory of Constraints, introduced by Eliyahu Goldratt, focuses on identifying and addressing bottlenecks that hinder project completion. By targeting critical constraints, organizations can optimize workflows, improve resource allocation, and enhance efficiency (Mishra, 2020). This approach is particularly useful for NGOs operating with limited resources, as it helps streamline processes and maximize impact. TOC provides a structured methodology for improving performance by eliminating constraints and enhancing throughput (Thaddee, Prudence, & Valens, 2020).

The Contingency Theory, proposed by Fiedler in 1964, argues that there is no single best way to manage a project, as management strategies should be adapted based on situational factors such as project size, complexity, and stakeholder involvement (Alsharif, Ntim, & Fiddler, 2019). This theory emphasizes flexibility, allowing project managers to adjust their approaches to fit specific challenges. By recognizing that different projects require different strategies, Contingency Theory supports more effective decision-making and improves project outcomes (Mkutano, 2018). Factors such as organizational culture, team dynamics, and external environments influence the applicability of management techniques, highlighting the need for adaptive strategies in project execution (Martinsuo & Geraldi, 2020).

2. METHODOLOGY

A quantitative, cross-sectional research design was used in this study to analyze the relationships between project management practices and project completion. The target population comprised 85 employees from four non-governmental health organizations (NGHOs): Project Hope, I-TECH, Intra Health, and Society for Family Health. A structured questionnaire was distributed via Google Forms to 65 employees, with 51 responses received. Data was analyzed using SPSS, applying descriptive statistics, regression analysis, and inferential tests to assess the significance of project management practices on project completion. Ethical approval was obtained from the Namibia University of Science and Technology, and informed consent was secured from all participants, with confidentiality maintained throughout the research.

3. LITERATURE REVIEW

Project management is a well-established discipline aimed at improving project efficiency, accountability, and success rates across various sectors (Kerzner, 2018). In the NGO and healthcare sectors, frameworks like the Project Management Body of Knowledge (PMBOK) and Theory of Constraints (TOC) are widely utilized to optimize project implementation. Effective project planning, including defining objectives, resource

allocation, and setting timelines, has been shown to increase project completion rates by minimizing delays and optimizing resources (Englund & Graham, 2020). However, NGOs face unique challenges such as financial constraints and shifting donor priorities, which often hinder effective planning (Nyamu & Owuor, 2022). Additionally, stakeholder engagement is vital for project sustainability, with studies indicating that active involvement from beneficiaries, funders, and the community boosts project ownership and success rates (Al-Rubaiei et al., 2018). Nevertheless, communication gaps within NGOs often undermine this engagement, leading to misunderstandings and project failures (Hezkias, 2019).

Regular project monitoring is another critical element in ensuring project success, as it helps track progress, identify issues, and ensure timely completion (Murungi, 2015). Projects with structured monitoring systems are more likely to stay within budget and be completed on time (Browning, 2018). However, feedback integration remains a common challenge, limiting the effectiveness of monitoring efforts in NGOs (Natnael, 2019). Despite the wealth of research in corporate settings, limited studies have focused on project management practices within the NGO sector, particularly in Namibia. This study seeks to fill this gap by assessing the impact of project management practices on project completion rates in non-governmental health organizations in the Oshana Region.

4. DISCUSSION OF RESULTS

Data was collected from 51 employees across three organizations, with a response rate of 78.5%. The findings revealed that the workforce was predominantly female (68.6%) and relatively young, with most respondents aged 25-34 years and having 1-3 years of experience. A significant proportion of respondents (47.1%) were very familiar with project management practices and 88.2% agreed that these practices positively influence project completion. Stakeholder involvement was identified as crucial, with 84.3% acknowledging its role in project success. Similarly, 84.3% of respondents emphasized the importance of effective project planning, while teamwork and collaboration were also widely supported (88.2%). Regular feedback and performance evaluations were viewed as essential, with 66.7% strongly agreeing that they contribute to improved project outcomes.

Project monitoring was recognized as a key factor in successful project execution, with 90.2% supporting regular progress tracking. However, only 49.0% confirmed the existence of contingency plans, highlighting a gap in risk management. Despite strong support for structured project management, some respondents expressed neutrality or disagreement regarding stakeholder engagement and resource allocation, suggesting inconsistencies in implementation. Overall, the findings indicate that project management practices significantly enhance project completion. However, improvements in stakeholder engagement, resource planning, and contingency strategies are necessary to strengthen project execution in non-governmental health organizations

5. CONCLUSION

This study examines the impact of project management practices on project completion within non-governmental health organizations in Oshana Region. Findings indicate that stakeholder involvement, familiarity with project management practices, and structured monitoring significantly enhance project success. The study emphasizes the need for ongoing training, effective communication, and feedback mechanisms to improve project performance. While organizations recognize these benefits, consistent application remains a challenge. Future research should explore emerging trends, technological advancements, and the role of organizational culture in project management. Overall, the study provides valuable insights and practical recommendations to enhance project completion and organizational success.

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