

Project Management Success Factors for Sustainability of Community Projects in Tanzania: A Critical Review

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ABSTRACT

This paper aims to explore the project management success factors for the sustainability of community projects in Tanzania. The study adopted survey design. A systematic literature review on the integration of project management and sustainability was utilized. Documentary analysis of data collection with extensive theoretical review of online resources was applied in this study. The documents were analysed with a content analysis approach under four criteria of how authentic, credible and meaningful. The study revealed that 14 project management success factors are essential for sustainable community projects in Tanzania. The findings exposed project management success factors as related to: the project managers performance, the external project environment, the organization that implements the project and characteristics of project team members. Also, the study reveals social, economic and environmental factors are connected to the sustainable for community based projects. It concludes that; for social and economic prosperity, the project management success factors and sustainability factors are inevitable. It is recommends that considering the project management success factors for sustainability of community based projects is the question to be discussed early in the planning phase of projects management.

Keywords: *Sustainability, sustainable development, project management, community project, Tanzania*

1. INTRODUCTION

Project management and sustainability are both currently considered as paramount topics by project managers (Kiron, 2017). Sustainability of community projects is the most imperative element in any organization. In this sense, the goal of any project is to bring changes in the environment in which they are carried out (Martens & Carvalho, 2017). In order to attain sustainable projects, it is essential to be aware of project management success factors. On the same note, sustainable development provides a framework to facilitate and to ensure long-term ecological, social, and economic growth in society (Ding, 2018). Gimenez et al, (2012) and Kleindorfer et al, (2005) assert that sustainability integrates social, environmental, and economic accountability so as to build a rational use of present resources without negotiating the ability of future generations to meet their needs. Irrespective of how good the definition of project management and sustainability is, the sustainable project or sustainability features such as input efficiency and output has completely become a philosophical question within the community. Hence, project management processes are no exemption (Cooper and Jones, 2008). The contents and perceptive of project sustainability vary according to the nature of the project (Silvius, 2017). Similarly, project management success factors or techniques should evidently and constantly evaluate which sustainability indicators are most applicable (Silvius, 2017). The techniques of the organization with respect to sustainability manipulate the organizational environment of the project and opine about the sustainability of actors' project context (Uribe, Marcos & Uruburu, 2018). Labuschagne and Brent (2005) argued that when bearing in mind sustainability in the project, not just the total life cycle of the project should be taken into account but also the assets of the life cycle. Integrating the theory of sustainability into project management may vary well extend the "system boundaries" of project management in terms of life perspective (Jugdev & Muller, 2005). Lightening the project life cycle concept is more impactful on project success in current than previously. Project management is switching from the implementation phase to considering the evaluation of success over both the project and project and life cycle (Sanchez, 2015). An empirical study by Gunhan, (2015) showed the

evidence in a study on sustainable building construction that the life cycle assessment has proven to be a major analysis that impacts project owners' decision and future success of the project.

Ihuah et al, (2014) identified project management success factors for project sustainability as cultural differences exist in the society. Cultural differences in the community can influence the implementation of the project without considering the sustainability factors. Effective and efficient project management provides shreds of evidence for social, economic, and environmental sustainability. Succeeding sustainability of project deeds interlinking social, economic and environmental changes is one of the most defies objectives for organization. In fact, the project is influenced by the environment in which they are carried out, on the same note; it attributes the change of the particular environment or society (Freeman, 2010). Though project managers' decision making is still largely dominated by the 'iron triangle' (time, cost, quality), sustainability rules are strongly measured for stakeholder transparency and accountability (Tharp, 2012). This study draws attention to the issue of project management and sustainability in relation to funds and resources allocated. Abidin and Pasquire (2007) described that sustainability is increasingly imperative for project success, as stakeholders require ethicality and economic efficiency throughout the project's life cycle.

An empirical study carried by Martens and Carvalho, (2017) indicates that environmental rules or policies and resources seem with a higher importance in project management context as a key factor of sustainability, it elaborates that project managers are working on project resource consumption, focusing on eco-efficiency and project environmental impacts. However, in project management perspectives, sustainability creates a community vision that respects the judicious use of natural resources to ensure that the community can achieve a high degree of economic safety and total participation. Moreover, the project uses resources to produce deliverables for which it was anticipated. In project management, resources management is a key process. Tinoco, Sato, and Hasan, (2016) explain resource leveling as a process of improvement to provide a balanced workforce that gives support and facilitates resource usage. Project efficiency as the right application of resources such as capital, material, and human resources is a key factor in accomplishing the desired outcome (Bonnal et al, 2002). As a result, each project intends to produce social, economic, and environmental (SEE) impacts, these impacts demonstrate the degree of project sustainability in totality.

1.1 Project Management Success Factors

The concept of project management success factor is also known as Critical Success Factors (CSFs). Project management success factors were first presented by Rubin and Seeling, (1976). They explained that technical performance is a measure of success in development projects and that the project manager's previous experienced minimal impact on the development return performance. Rockart (1982) defined CSFs as those few key factors absolutely necessary to reach goals. In the modern perspective, CSFs were perceived as vital for managers to improve their organization in the sense that it will indicate the progress is being made in particular areas. Abu Baker et al, (2009) pointed out that project management success factors are those conditions or evidence that would add to the project development process. However, as asserted by Ihuah et al, (2014) that the good choice of a project manager, clear planned project termination, and sporting top-management were the main factors for project management success. Chua, (1999) identified specific CSFs for different construction project objectives of budget, schedule, and quality for appropriate allocation of limited resources. Pinto and Slevin, (1987) commented on the success and strategic factors of project management that theoretically-based rather than empirically based, which suggested some of the success factors be generic in scope while others are to address the specific issue of interest in project management. The analysis of the factors affecting project management, Hughes, (1986) argued that improper focusing on a management system by rewarding the wrong actions and the lack of communication of project goals is the major reason for the failure of any projects.

1.2 Sustainability in Project Management

For decades, the concept of sustainability has gained prevalent acknowledgment and significance. There has been an increased pressure on business organizations to expand their performance criteria from economic performance for shareholders, to sustainability performance for all stakeholders (Visser, 2002). Also, sustainability in project management is becoming increasingly important for project success. Equally, to ensure the project's sustainability, the different perceptions of stakeholders should be understood and accordingly managed (Silvius, 2017). For this case, a project management process, which aims for sustainable perspective inclusion, should take into account a joint, open, flexible, and detailed negotiation. In the number of the literature assessed, social and economic and environmental impact remains to be the basis for project

management and sustainability. Also, sustainability in project management indicates the continuation of project effects after termination. Sustainability for project management is clearly explained in social economic and environmental factors. The concept of project sustainability is more theoretical than practical (Tinoco, Sato & Hasan, 2016). Studies have failed to measure the sustainability in project management. The correlation between sustainability and project management is still an emerging field of study. The increased attention of sustainable project management towards community projects has changed the viewpoint of researchers towards project management and sustainability. Today, project management and sustainability in community-based activities have caused an enormous impact on project management. The issue of sustainability in project management has called to study the impact of project management on sustainability. Thus, it was the intention of this paper to explore project management success factors for the sustainability of community projects.

From the empirical study, it is observed that most of the writers considered sustainability in their study from a different perspective in terms of the triple bottom line approach. Silviu & Schipper, (2014) on community development project considers sustainability on social factors while Khodadadzadel, (2016) considers sustainability on the integration of financial factors and natural factors. Sustainability is about the balance or harmony between economic sustainability, social sustainability, and environmental sustainability. Sustainability is a form of progress that meets the needs of the present without compromising the ability of future generations to meet their needs (World Commission on Environment and Development (1987). Hence, from the literature, the concept of sustainability consists of three key elements; integrating economic, environmental and social, integrating short-term and long-term aspects, and consuming the income and not the capital. Projects are based on temporary endeavors that, consuming resources, deliver beneficial objectives. Sustainability defines criteria for proper use of resources and for the evaluation of outputs in terms of economic, social, and environmental impacts. Project management and sustainability have studied individually, have been addressed and deeply studied by many studies, but the dualism of these two fields and how they interact inside project dynamics deserves more interest. Sustainability from project management perspective as indicated by Michaelides, Bryde, & Ohaeri, U. (2014) his study concludes that there are several enablers of sustainability within an organizational context. These enablers of sustainability comprise of organizational culture, knowledge transfer, management's commitment, the experience of project managers, and the perceived success achieved through the implementation of sustainability.

2 RATIONALE OF THE STUDY

The rationale of the study is to theoretically explore the project management success factors for the sustainability of the community in Tanzania. Based on the fact that the country is now in moving to industrialization and has entered to be among the middle-income nations in Africa, it is observed that the community development projects need a sustainable delivery and impact. This is particularly imperative now that there are widespread community development projects because of the ever-increasing population and urbanization in the country. There is a need to invest in sustainable projects that would fulfill the social, economic, and finance desires of the population. The concern for a sustainable community project is still in its immaturity in developing countries such as Tanzania. Again, the ineffective, insufficient, and inefficient executions of the project management process in community development projects affect the safety, security, and life of the people. Thus, the requirement for exploring critical project management success factors for sustainable community development projects would help to design new critical project management factors that would help the sustainability of community projects.

3 MATERIALS AND METHODS

The study employed a qualitative methodology whereby survey research design was adopted. A systematic literature review on the integration of project management and sustainability was utilized (Creswell, 2009). Documentary analysis of data collection with an extensive theoretical review of online resources was applied in this study. This approach assisted to strengthen the validity of the study findings (Perrault, 2011), as well as, to classify, explore, and infer, and recognize the limitations of the various documents and the information as it relates to the phenomenon under research. The study reviewed different online peer-reviewed articles in online journals and using the terms 'sustainability'; 'project management and sustainability'; and 'sustainable project management'. Creswell, (2009), Sanders, et al, (2009), and Mongalakwe (2006) recommend that this data collection tool utilizes criteria like credibility; authenticity to extract the nature of the documents. The findings were analyzed with a content analysis approach under four criteria of how authentic, credible, and meaningful. Still, this kind of approach search past studies relevant to the specific topic in the set up of transparent rules of

research that can be replicated by other researchers to verify the findings, or as a reliable starting point for further research (Macpherson & Holt, 2007). This approach has been used in Italy to identify sustainable project management (Armenia, et al, 2019).

4 RESULTS

Based on the content analysis of the reviewed articles, the study findings identified the most project management success factors in the sustainability of community project; competence of project team, project life cycle orientation, characteristics of a project team, resources management, and stakeholder's involvement. The summaries of the findings are as indicated in Table 1. These dimensions revealed as the critical factors for project sustainability. Armenia, et al; (2019) identified the project management success factors on the articles evaluated from 2015 to 2019 as corporate policies, life cycle orientation, stakeholders' engagement and organizational learning, and practices, resources management.

Table 1: Project Management Success Factors

Author	Year	Journal	Project management Success factors
Amernia eta al.	2019	Sustainability	Resources management and stakeholders' involvement
Ihuah et al.	2014	International Journal of Sustainable Built Environment	Characteristics of project team and competence of project team,
Martens and Carvalho	2017	International Journal of Project Management	Project life cycle orientation
Ifije and Aigbavba	2020	MATEC Web of Conferences	Public awareness

Again, the empirical findings as presented in Table 2 shows five project management success factors that influence the sustainability of community projects. The general findings indicate that project understanding and project ownership in all assessed articles pointed out the most project management success factors in the sustainability of project management. The factor followed by the competence of the project team, organizational learning, adequate project planning, and project control. The numbers of reviewed articles are indicated in Table 2.

Table 2: Project Management Success Factors

Author	Year	Journal	Project management Success factors
Maijo	2020	International Journal of Development Research	Effective monitoring and evaluation system and competence of project team
Amernia eta al.	2019	Sustainability International Journal of Sustainable Built Environment	Organizational learning Adequate project planning and control
Kimweli	2013	International Journal of Academic Research in Business and Social Sciences	Adequate fund and resources
Simame and Zaitchick	2014	Sustainability	Tracking of projects results

Another stance, based on the theoretical review and content analysis on project management success factors for the sustainability of community projects in Tanzania, the findings are as presented in Table 3. The findings as presented in Table 3 show the project management success factors on the sustainability of community-based projects in Tanzania. The project management factors lie to; effective monitoring and evaluation of the project, competent of a project team, adequate project fund and resources, cultural difference, project understanding (mission, objectives, and activities), adequate project planning, external project environment, project managers' performance, the organization that owns the project; and characteristics of project team members. In line with these findings, Abu Baker et al.(2009) acknowledges that sustainable project is influenced by combined factors like social, economic, and environmental factors which are the triple objectives of sustainable project management. Considering the temporal point of view, the effective integration of sustainability in project

management needs the inclusion of not just the life cycle of the project processes. The content analysis revealed that the issue of project sustainability can not be overlooked if a sustainable community projects. Effective information on the sustainability of project information also contributes to project management, hence the sustainability of community projects. With regards, Umugwaneza and Kule, (2016) in their study on the role of monitoring and evaluation on project sustainability in Rwanda concluded that effective information on monitoring and evaluation affects the sustainability of community projects

Table 4.1: Project Management Success Factors

Rank	Project Management Success Factors
1	Adequate project fund and resources
2	Competent of project team
3	Project understanding (mission, objectives and activities)
4	Characteristics of project team members
5	Project managers' performance
6	External project environment
11	Cultural difference
12	Competent of project team
13	Adequate project planning
14	Effective monitoring and evaluation of the project

The lack of clear project monitoring and evaluation by all project stakeholders towards project management and sustainability, the cumbersome procedures and persisting high cost of project implementation in another way affects the project management and sustainability.

5. CONCLUSION

The study through literature review confirmed the affirmative trends of study towards sustainability integration into project management processes. The project cannot be ignored, many organizations focus on the project pathway. In Tanzania, the concept of project management is still immaturity but the literature reviewed demonstrates an innovative approach of sustainable project management which alerts sustainability within the project management context. The study has shown implications for both researchers and managers. Theoretically, this study provides the hypothesis and synthesis for future knowledge of sustainable project management. Therefore, the study concludes that project management success factors are essential to the sustainability of community projects in Tanzania. Equally, the project management success factors should be supported by the project team to influence the sustainability of projects. Since the study utilized only documentary review, the study recommends that further research by using qualitative and quantitative tools (questionnaire and interview) should be conducted with the real stakeholders within the project area.

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