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FACTORS AFFECTING PROJECT SUCCESS AT KATIMA MULILO TOWN COUNCIL IN THE ZAMBEZI REGION OF NAMIBIA: A STUDY OF THE BUILD TOGETHER PROJECT

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ABSTRACT: *The Katima Mulilo Town Council Built Together Project which started in 1992/93 financial year failed to achieve its intended goal of providing low-cost housing to low-income earners. The aim of this article is to investigate factors which led to the failure of the Built Together Project, undertaken by the Katima Mulilo Town Council in Namibia. The main research question is which factors hindered the successful implementation of the Built Together Project at Katima Mulilo Town Council?A qualitative research method was used and six staff members of the Katima Mulilo Town Council who dealt directly with the Built Together Project and three members from Katima Mulilo communities who were intended beneficiaries of the project were interviewed. Some of the major findings were as follows: There was no building plan to determine specifications, the value of the intended infrastructure and the anticipated quality. The beneficiaries would have consulted and this could have resulted in the construction of the core bedroom houses with a toilet and shower in accordance to their basic requirements. A top-down approach undertaken by the management failed to determine the real needs of the beneficiaries. There was no controlling and monitoring mechanism and some of the houses only existed on paper. Some managers actually lacked project management skills which could not be acquired through quick fixed workshops. There was lack of preparedness on the side of the implementers and this was evidenced by the lack of services such as roads, sewerage and water at the areas which were earmarked for the Built Together Project.*

KEYWORDS*:* Katima Mulilo town council, built together project, factors affecting project success, national housing enterprise

INTRODUCTION

The National Housing Enterprise (NHE) was dedicated to constructing houses for individuals in middle-income bracket with a maximum loan amount of N$ 550 000, and the BTP for the low income group with the provision of a loan which ranged from N$ 3 000 to N$ 40 000, with a repayment period of 20 years (Mwilima, Fillipus & Fleermuys, 2011:9). The Katima Mulilo Build Together Project (KMBTP) was commissioned in the financial year 1992/1993 and remains incomplete due to delays caused by bottlenecks and inadequate funding. The results of the BTP housing scheme have not yet proved sufficient to improve the housing situation of the low income and ultra-low income earners in various communities in Namibia. The modus operandi of the programme is to avail land and financial resources in order to give every Namibian family an

opportunity to own a home according to their income (Ministry of Regional, Local Government and Housing [MRLGH], 2000).

The Research Problem

The Namibia government launched the titled the "Build Together Programme" in 1992 for the purpose of assisting Namibian population in the low-income bracket to acquire property as they have no access to housing delivered by private sector developers or the NHE. It is therefore clear that if the KMBTP was a success it was going to bring customer satisfaction and delight to the Katima Mulilo communities as well as positioning KMTC on the map as one of the few local authorities in Namibia to have successfully managed to implement a housing project. It is the failure of the Katima Mulilo Build Together Project that has prompted the need for the research so as to come up with better planning, implementation and successful project completion.

Research Questions

The research question is: Which factors hinder the successful implementation of the BTP at KMTC?

Significance of the Study

This study presents the initiatives taken by construction companies in response to the objectives issued in the major goals of the build together programme. The study also reveals other issues that prevent housing construction projects from attaining success. The study equally uncovers alternative methods developed by the industry's stakeholders in attaining greater project success. The recommendations from the study will benefit the management of KMTC through contemporary best practices to effectively and efficiently managing the future projects. The study will also be used as a benchmark especially at KMTC in the implementation of project management as more housing units will be successfully completed on time within budget and scope.

LITERATURE REVIEW

Project Concept

Project demands have persistently increased over the last decades and have compelled most societies into a constantly changing environment (Pankaj and Bhangale, 2013:331). The term project has a number of general definitions according to different authors in project management such as that, it involves routine procedures that an organization employs whilst producing the intended goods or services (Pinto, 2013:25). Choudhury (2010:2) prescribes project as an undertaking that begins from nowhere but should have an obligation to be satisfied, this undertaking should be fully filled by employing a variety of resources in a coordinated environment, and will stop once its intended purpose has been achieved. Kuster et al. (2011:5) assert that projects can be identified with features such as:

- Projects involve change, which triggers many different reactions such as scepticism and anxiety to joy and motivation;

- Projects have time constraints, they have a deadline and there is pressure to complete them within a fixed time frame;
- Projects are innovative, implying that they will either push the boundaries of what is achievable in technical or organizational terms; and
- Projects are complex; they cross the lines of standard institutional structures and bring together diverse disciplines and different areas of responsibility.
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Pankaj and Bhangale (2013:331) emphasize that a project is a multifaceted, non-routine, one-time effort limited by time, budget and resources and performance specifications designed to meet customer needs. Newton (2015:7) affirms that a project is a temporary organization that is created for the purpose of delivering one or more business products according to an agreed business case. Merna and Al-Thani as (cited in Ofori, 2013:16) proclaim a project as a "unique investment of resources to achieve specific objectives, such as the production of goods and services, in order to make a profit or to provide a service for a community."

The Project Management Body of Knowledge (PMBOK, 2014) accepts that project is a temporary endeavour that is commenced to satisfy distinctive goals and objectives taking into consideration the elements of scope, budget and time through a life cycle. Choudhury (2010:2) agrees that a project has a precise interval with limited time of completion by which intended objectives or intention should be delivered or achieved in addition it should have sponsors and customers. In the case of the build together programme the Government of Namibia was the sponsor through the MRLGH and the customer were the ultra-low income groups with the provision of a loan which ranged from N$ 3 000 to N$ 40 000.

Knipe et al. (2010: 10) also summarize the 'definitions of a project as a human endeavour that creates change which is limited in time and scope and has mixed goals and objectives, involves a variety of resources to achieve a specific objective within a schedule and budget target. Clements and Gido (2012:4) attribute project as a statement of intent that dictates what is to be achieved out of the activities to be undertaken within the confine of the agreed timeline, budget and the scope. Robberts (2011:6) emphasize that a 'project is carried out through a series of interdependent tasks that are to be accomplished in a certain sequence in order to achieve the project objective and utilizes various resources such as people, organization, equipment, materials, and facilities to carry out the tasks.'

A project has a connotation of a life cycle which is operated for a specified period and disbanded after the achievement of the objective (Pinto, 2013:26). Meredith and Mantel (2010:9) also agree that 'projects are building blocks in the design and execution of organizational strategies; they are the principal means by which companies operationalize corporate-level objectives.' Ramakrishna (2010:6) underscore that all projects regardless of their purpose or objective they have their origin in the desire to satisfy a need, and should be properly planned, implemented and subsequently executed.

Project Management Concept

Pankaj and Bhangale (2013:331 assert the 'project management is a task derived from an organization that enables professional project managers to use their skills, tools and knowledge to plan, execute, and control a unique project within a limited lifespan by meeting the specifications requirements of the organization.' The purpose behind project management is to predict the dangers and challenges a project might come across, to plan, organize and control activities for the successful completion of the project in relation to the difficulties and associated risks the project might experience (Knipe et al.,2010:5).

Project management is the discipline of planning, organizing, directing and controlling of company resources for a relatively short-term objective that has been established to complete specific goals and objectives (Newton, 2015:12). Kuster et al. (2011:1), affirm that project management is used as a high-level term that covers all the planning, monitoring, coordinating and controls that are required when developing or redeveloping systems or processes, or in problem-solving. Project management is also used as an approach to attaining the solution, essential resources, and how the resources are deployed and coordinated (Kuster et al., 2011:1).

Clements and Gido (2012:14) concur that project management is planning, organizing, coordinating, leading, and controlling resources to accomplish the project objective. The principal challenge of project management is to accomplish project goals and objective that needs to be managed in terms of expectations of the scope, time quality and cost (Newton, 2015:15).
Tabish and Jha (2011:65) is of the view that project management should not only involve the management of schedule, cost, and quality, generally known as a 'the iron triangle', but should also take into consideration fulfillment of a number of criteria for performance dimension, such as no-dispute and be complying with safety professionals.

Choudhury (2010:13) asserts that the project management approach consists of the following steps:

- Grouping work into packages which acquires the properties of a project, this implies that the grouped work is related to each other towards the same goals and bound certain time, cost, and performance targets;
- The whole project is entrusted to a project manager who coordinates, directs and controls the project;
- The project is supported and serviced internally within the organization by **matrixing** or total projectization, and externally through vendors and contractors;
- Building up commitment through negotiations, coordinating and directing towards goals through schedules, budgets and contracts; and
- Ensuring adherence to goals through continuous monitoring and control using schedule, budgets and contracts as the basis.

Project management is a tool that is embedded throughout the project before any resources are committed with the purpose of meeting the performance and quality prerequisite of the project sponsor or client and should be within an agreed timescale and without incurring additional costs

and other resources than those that were originally budgeted (Knipe at al.,2010:5). It is associated with the application of knowledge, skills, tools and techniques to meet project specifications (Petersen, 2013:11). Roberts (2011:15) accentuate that project management is a governance set of shared values, principles, processes and techniques employed by the project team to deliver a successful project. Project management is associated with the aims, goals and objectives through the processes of conceptual development, reporting and control, and project closeout (Knipe et al., 2010:75).

The benefit of successful implementing project management techniques translates to a satisfied customer or a contractor being rewarded by a gratified customer for performing and completing the project within the scope, timeframe and associated costs (Clement & Gido, 2012:25). Most projects are classified into steps known as the 'project life cycle' strategy (Knipe et al., 2010:25).

Project Stakeholders Engagement

PMBOK Guide 5th edition: describe 'stakeholder is an individual, group, or organization who may affect, be affected by or perceive itself to be affected by a decision, activity or outcome of a project.' Young, (2010:100) accentuate that a stakeholder could be an individual who finds reasons to have a direct or indirect interest in the project or may have acted independently or representing groups. Ramakrishna (2010:45) asserts that the concept of a project must take into account interests all people involved in the project and its implementation.

Newton, (2015:23) maintain that for the project to successful project management teams must identify the stakeholders, in order to determine their requirements and expectations, and to an extent manage their influences in relation to their requirements. Ramakrishna (2010:47), assumed that stakeholders whether inside or outside the project, they all have varying degrees of influence on the project. Despite the involvement of the Stakeholders in the project, their satisfaction with the final product is crucial and important to the whole project (Pankaj and Bhangale, 2013:333).

Identifying Stakeholders

It is significant that the project stakeholders are identified for the purpose of determining their aspirations and their needs to ensure the successful completion of the project (Knipe et al., 2010:34). For the project to succeed the needs and expectations of the stakeholders should be exposed and be made known before the finalization of the definition of the project and agree on the scope (Young, 2010:100).

The list of stakeholders should be continuously changed as the project progresses because poor stakeholder control can lead to demonization of the project team (Young, 2010:100).
Knipe et al. (2010:34) identify key stakeholders as follows:

- The project manager: the person responsible for managing the project;
- Customer or client: These are end users of the project including multiple layers of customers, for example, the construction of a community market may include the community who will use it, the local authority that will run and the sponsoring organization that will pay it;

- Performing organization: the company or institution that has its employees or worker actually performing the work on the project; and
- Sponsor: is an individual or group within the performing institution who provides the financial resources to the project.

Newton (2015:25) further stress that 'stakeholder could be an individual or organizations that are actively involved in the project, or who has an interest that may be affected by the execution or completion of the project' as indicated in Table 2.1:

Table 2.1: Stakeholders

Stakeholders may be:	**Employees**	**Competitors**	**Labour unions**
Government	Local communities	Investors	Potential employees
National communities	Shareholders	Industry groups	Regulatory bodies
Professional associations	Public	Prospective customers	Suppliers

Source: Newton (2015)

Although different stakeholder may have competing and different expectations, the expectation and needs of the customer will be a determining factor (Knipe et al., 2010:36). PMBOK (PMI, 2014:20) further categorizes stakeholders as follows in Table 2.2:

Table 2.2: Stakeholders Categorization

Stakeholder	**Category**
Project decision makers	They are responsible for funding and providing material support for the project.
Project contributors/collaborators	Responsible for providing the much-needed inputs and support for developing a well-planned and completely executed project.
Recipients	Responsible for utilizing and creating value from the project output, this group includes the employees, end users and customers.

Source: PMBOK (PMI, 2014)

Stakeholder Engagement

A dedicated detailed plan that serves as a platform of communication with stakeholders to meet their needs and expectations address issues as they occur, and support stakeholder engagement at all levels should be in place (Newton, 2015:26). Knipe et al. (2010:131) emphasize that the project manager is responsible to 'clearly and concisely communicate to all team members, stakeholders, and role players and to create a conducive environment, openness, teamwork and trust.' In a project, communication takes place at all levels such as between the project team and the customer

or sponsor, among the project team members, and between the project team and its upper management (Clements & Gido, 2012:371).

With a good stakeholder engagement, all stakeholders can be united around the project goals and generate greater productivity (Knipe et al., 2010:132). The focal point of meetings and wide consultations with the stakeholders is to ascertain what they want to determine how that can be addressed (Ramakrishna, 2010:49).

Young (2010:110) assert that identified key stakeholders can make a significant contribution to the project if they are involved in the reviews which are conducted with the sponsor at various stages. The continued commitment of all stakeholders is important to the project success to also ensure that they are informed about their expectations at an early stage (Young, 2010:111).

Project Communication

Effective communication is fundamental in the project as it culminates to the early identification of potential problems, solicit suggestions for improving project performance, keep abreast of whether the customer is satisfied, and avoid surprises (Clement & Gido, 2012:370). Meetings are viewed as a vehicle to foster team building and sustaining team member's prospects, roles, and commitment to the project objective (Clement & Gido, 2012:374. Clements and Gido (2012:374) identify various types of meetings that may take place during a project:

- **Project kick-off meeting**: referred to as a project orientation meeting, it should be held during the forming stage as it sets the tone of the entire project, the purpose of the meeting is to inform the team members, reduce anxiety, manage expectations and inspire the team;
- **Status review meeting:** the meeting is held on a regular basis to mitigate the identified problems and potential problems early that may jeopardize the accomplishment of the project objectives, the meeting involves the project manager, project team, customer and the senior management of the team;
- **Problem-solving meeting:** this type of meeting imminent to unscheduled meetings which may result from the identification of a problem or potential problem by any team member than to wait for scheduled status review meetings;
- **Design review meetings:** this meeting takes place in order to relook at the design and specification of the project whether it meets the sponsor and customer needs; and

Post-project evaluation meeting: the meeting is held during the closing phase with the project team that implemented the project in order to review and evaluate the performance of the project and make adjustments performance on future projects.

Project Life Cycles

Newton (2015:32) proclaim that there are no agreed life cycle phases of a project as many organizations have their own internal definitions because of the complicated nature and diversity of projects, which can vary enormously in size and complexity. Most projects are represented by four major phases such as the initiation, planning, execution and closure; each of these phases has its own agenda of tasks and issues (Clements & Gido, 2012:11).

Choudhury (2010:5) contend that projects pass through five phases such as conception, definition, planning and organizing, implementation and project clean-up phase. PMBOK as cited in Ofori (2013:14) affirm that the project life cycle consists of five stages that are; the project initiation stage, the project planning stage, the execution stage, the monitoring and controlling stage, and the project closure stage.

Ramakrishna (2010:39) maintain that project life cycle is divided into four phases such as development phase, construction or execution phase, commissioning phase and concept phase. Knipe et al. (2010:30) emphasize that some of the projects may have a single phase of a product lifecycle while some could have five to nine phases or even more depend on the complexity of the project. Projects have the beginning and end which are in defined phases called the project kickoff and project closeout, these phases represent a grouping of similar activities that are intertwined (Roberts, 2011:6). Knipe et al. (2010:31) further summarize project life cycles as a management tool that is used to assist in the management of tasks in the phases towards the completion of the project; by breaking these tasks into manageable parts and promotion of a sense of urgency among project teams and integrate activities.

Meredith and Mantel as cited in Ofori (2013:16) accentuate that most projects go through the similar major stages such as project definition that outlines and approves the project planning and the course of action to be undertaken to attain the objectives and scope that the project was initially planned for.

Kuster et al., (2011:21) argues that the number of project phases clearly depends on the nature, scope, risks, and importance of the project and they also depend on the degree of influence the client wishes to have on the project. Newton (2015:33) confirms that a simple project will contain a few activities whereas a more multifaceted project may include hundreds or thousands of different activities.

Knipe et al. (2010:31) identify uses of project life cycles as a management tool such as to:

- Maintain an overview of the project;
- Assist in identifying the tasks;
- Break the project sequence into manageable parts;
- Promote a sense of urgency among project management staff;
- Decide on the acquisition strategy;
- Identify appropriate staff qualities;
- Integrate activities in the project; and
- Guide the level of contingency.

The importance of segmenting work packages into phases complemented with project management tools enables the project managers to reduce the complexity that might be experienced in the project (Kuster et al., 2011:21). Knipe et al. (2010:29) undertake that project life cycles are generally defined as:

- What technical work that is supposed be done in each phase (for instance, where exactly is the work of the architect more appropriate in the phases namely in the initiation phase or the execution phase;
- Who should be involved in each phase (for example, the engineers may require that the implementers should be involved with specifications and design;

There are no agreed project life cycle phases as they depend on the complexity of the project and internal definitions which include:

Project Initiation Phase

According to Clements and Gido (2012:32), this phase starts by recognizing a need, problem or opportunity for which a project or projects are identified to address the need. Choudhury (2010:5) argue that it is called the conception phase because of it imminent from the time a project idea germinates. PMBOK as cited in Ofori (2013:01) hypothesis that this phase enables the project sponsor and manager to set some common ground and clarification in regard to the purpose and objective of the project, expected outcomes, budget, time frame of the project, this also referred to as a business case.

Clements and Gido (2012:36) state that a selected project is accepted and formally authorized with a document called a project charter which contains information such as:

- the charter includes the rationale or justification for the project;
- project objective and expected benefits;
- general requirements and conditions such as the number of funds authorized; and
- Required completion date, major deliverables, and required reviews and approvals; and key assumptions.

PMBOK Guide (PMI, 2014:8) states that during this phase it is important to identify stakeholders including the executives and sponsors who might be impacted by the project outputs. In a political environment, it is essential to identify the leadership at all levels within the organization that might have an influence on the key project elements.

Project Planning Phase

Choudhury (2010:7) assumes that this phase is not given formal recognition in most projects as it seems to overlap with the initiation and implementation phases and as such most organizations prepare their documents such as Project Execution Plan to mark this phase. PMBOK as cited in Ofori (2013:14) assume that the planning stage is critical for project success and sustainability of the project outcomes, this also involves all project stakeholders to guarantee agreement of scope and specification, as well as support. Clements and Gido (2012:11) state that this phase serves as a baseline plan which provides a roadmap for the accomplishment of the project within the requirements of the project charter or contract. Choudhury (2010:8) believe that this is the phase where most project basic decisions and actions are made.

Project Implementation/Execution Phase

Most of the work on the project is mostly performed in this phase; this involves assessing the progress of work done in comparison to the baseline plan (Pinto, 2013:32). It is regarded as the hectic stage of activities in the project, as it involves the implementation of the specifications in the project charter and it also encompasses monitoring, coordinating and controlling to ensure that everything is going according to plan and the project objective (Choudhury, 2010:8 & Ramakrishna, 2010:41).

This phase provides the attainment of the project objective, which leads to the customer satisfaction as the full scope of the work and deliverables are completed according to specifications, within budget and on time (Clements & Gido, 2012:11). The phase includes the processes that are utilized to complete the work such as managing stakeholder expectations and integrating the various project activities PMBOK Guide (PMI, 2014:8).

Project Monitoring and Evaluation

Constant monitoring presents an insight into the position of the project and also points out the areas that require extra consideration and adjustments PMBOK (PMI, 2014:9). Monitoring and evaluation are centred on the achievements of the aims and the objectives of the project and it also serves as a measurement that informs the development of the project and influences its outcomes and objectives (Bates and Jones, 2012:7). Bates and Jones (2012:8) further believe that 'monitoring and evaluation are regarded as tools used to ensure that a project is on the path to accomplishing its objectives where necessary make some adjustments, monitoring involves the orderly collection and examining of management and performance information relating to the implementation of a project, whereas evaluation involves reviewing how a project is performing against its stated objectives, how cost effective it was, to decide the end, future, continuity or expansion of the project.'

Meredith and Mantel (2010:521), agree that project evaluation must be carefully embedded in the project itself, to maintain an accurate monitoring and control systems for the successful implementation and completion of a project. Clements and Gido (2012:11) emphasize that adjustments had to be made in the event that the actual progress to the planned project is behind schedule or will not meet the technical specifications and corrective action must be taken to get the project back on track. Meredith and Mantel Jr (2010:436) further maintain that the continuous monitoring and evaluation mechanism in the project should focus on time (schedule), cost (budget), and performance (specifications).

Project Closure Phase

Young (2010:52) point out that all phases in the project are interdependent key steps towards a successful outcome and are all closely linked together in a logical manner. This phase is linked to the efficiency of monitoring and evaluation to ensure that the project meets the specification of the sponsor in line with the scope, time, cost and quality before it is handed over to the stakeholders PMBOK as cited in Ofori (2013:15). Choudhury (2010:9) further stresses that it is important to get feedback from the sponsor and customer to determine if client satisfaction has been achieved.

Learned lessons should capture as they could be used to enhance the organization's future performances PMBOK (PMI, 2014:10).

Determinants of Project Success

Defining project success poses another challenge in understanding project management and consequently assessing its performance (Ofori, 2013:17). Pankaj and Bhangale (2013:330) describe project success as a way of satisfying the anticipations of the stakeholders and achieving its intended purpose. According to Dvir as cited in Amade et al. (2012) opined that the success of a project is measured based on the benefits to the customer and meeting the planning objectives. Ramakrishna (2012:17) advance that a project is successful if it is completed within a specified agreed time; within budget and it should give the desired performance with quality as a yardstick to the customer.

Pinto (2010:35) advocates that the determinants of project success should contain elements of the triple constraints such as time-related to schedule adherence, budget conformity, functionality which relate to the quality of the product, and customer satisfaction as a cornerstone. Nelson cited in Zuofa and Ochieng (2014:60) criticize the notion of defining project success or failure based on cost, time, scope and other traditional indicators, arguing that other assessment criteria such as project usefulness, value to organization and learning potential must be considered.

PMI (2014:4) articulate that organizations must also equally provide attention on other three critical areas that can greatly improve the effectiveness of project success capabilities such as:

- People: they must recognize and develop the skills much needed to perform project functions;
- Processes: organisations must standardize and formalize their project processes to ensure they are consistently applied; and
- Culture: organisations must create a sense of urgency at the top so that executive management and sponsors fully value the practice as a critical competency of projects and programs.

Pinto (2013:35) argue that the triple constraints should not be used as a foundation for determining project success because a project could be delivered on time within the budget satisfying the specifications but the product is defective. Musa et al. (2015:32) accentuate that the measuring criteria of project success should go beyond the traditional iron triangle of time, cost and quality, but should include other criteria such as client, team members and end-user satisfaction, and environmental impact on the project.

Causes of Project Failure

Project management has become an integral part of most organizations for their developmental agendas, hence it is crucial for the managers involved in projects to have an understanding of factors that trigger, and contribute to project failures. Most projects are regarded as a failure if they do not meet their targeted costs, time, scope and the recently added constraint of the customer's expectation (Zuofa and Ochieng, 2014:60).

(Choudhurry 2010:9 and Ramakrishna, 2012:17) in their literature also support the aspects of project failure as a failure to meet targeted cost, time or scope. Ika as cited in Zuofa and Ochieng (2014:60), accentuate that a project is a failure if it does not include targets such as the expectations of shareholders. Though this notion has been supported by most researchers it has been widely criticized because it limits itself only to time, cost and scope.

Tabish and Jha (2011:64) accord that the success of projects also depend on factors of a generic and specific nature such as owners need to be thoroughly understood and defined, a high degree of trust shared by project participants, timely and valuable decision from top management, availability of resources as planned throughout the project, top management support, regular monitoring and feedback by top management, thorough understanding of scope on the part of project manager and contractor, regular monitoring and feedback by the owner, no bureaucratic interference, no social and political interference, clearly articulated scope of work, quality control and quality assurance activities and adequate communication among all project participants.

More so, Abbasi, Wajid, Igbal and Zafar (2014:34), claims that the basic key reasons why project fails are as a result of factors indicated in Table 2.3:

Table 2.3: Project Failure Factors

Project failure factors	Reasons
Lack of management support	The absence of the active involvement of senior management to prioritize requirements and make decisions can lead to project failure.
Unclear project objectives	If a company embarks on more initiatives than they should it cause overwork and unhappy team members
Scope creep	An increase in what was initially supposed to be delivered without an increase in corresponding resources or an extension to the project timeline.
Gaps in communication	Poor communication in the project teams is a manifestation of the project failure; the communication channels should be strengthened at all levels of the project.
Lack of visibility of all projects	All the levels of the project team: the executive management, project managers, and team members should have accessibility to the accurate information at the right time.

Source: Abbas et al. (2014)

Project Management Critical Success Factors

In a competitive business environment, the use of project management can allow organizations like the KMTC to strategically structure them to achieve their business goals and needs (Osorio,

Quelhas, Zotes, Shimoda & Franca, 2014). In the context of project management, the term Critical Success Factor (CSF) refers to those internal and external factors predicting success on projects (Pankaj and Bhangale, 2013:331). Organizations can invest in more effective project management that is aimed at achieving better performance, maximizing the possibility of success, and minimizing the chance of failure (Osorio et al., 2014).
Khang and Moe cited in Ofori, (2013:18) recommend critical success factors in various phases of the project lifecycle as indicated in Table 2.4:

Table 2.4. Project life Cycle Critical Success Factors

Phase	Success factors
Conceptualizing	A clear understanding of project environment, Effective of consultation with stakeholders, Competency of a project team, Alignment with development priorities and Adequate resource support
Planning	Effective of consultation with stakeholders, Competency of the project team, Compatibility of regulations for project management,
Implementation	Effective of consultation with stakeholders, Consistency of support for stakeholders, Competency of the project team
Closing	Adequacy of project closure activities, Effectiveness of consultation with stakeholders, Competency of the project team

Source: Khang and Moe (2008)
The factors considered critical for the success of a project are different for different types of projects and industries while emphasizing that these factors have an important influence on the success of the project and organization (Meredith, Mantel, Pinto and Slevin, cited in Osorio et al., 2014). The complexity of project implementation involves various human, budgetary and technical variables (Pankaj and Bhangale, 2013:333).
Pankaj and Bhangale (2013:333, Slevin & Pinto cited in Amade et al., 2012) agree on the most important CSFs within the project lifecycle as indicated in Table 2.5:

Table 2.5: Critical Success Factors

CSFs	Description
Project mission	The initial clarification of goals and the general direction of the project. They should no ambiguity in the project statement.
Top management support	The willingness of top management to provide the necessary resources and authority/power for project success.
Project schedule/plan	A detailed specification of the individual action steps required for project implementation.
Client consultation	Communication, consultation, and action on behalf of all impacted parties.
Personnel	Recruitment, selection, and training of the necessary personnel for the project team.
Technical tasks	Availability of the required technology and expertise to accomplish the specific technical steps.
Client acceptance	The act of selling the final project to its ultimate intended users.
Monitoring and feedback	Timely provision of comprehensive control information at each stage in the implementation process.
Communication	The provision of an appropriate network and necessary data to all key actors in the project implementation
Troubleshooting	Ability to handle unexpected crises and deviation from the original plan.

Source: Pankaj & Bhangale (2013)

Organizations can be encouraged to achieve excellence by keeping an eye on the competition and employ best practices in project management as a tool (Bendell, 2011:128). Lately, many organizations are recognizing the importance of translating their corporate strategies into actions through project management (Baccarini, 2010:62).

Pinto, Slevin, Stevens, Cooke-Davies, Cleveland and Gareis as cited in Ofori (2013:20) also concur that the critical success factors that has an impact on most projects are associated with ambiguity of project mission and goals, lack of top management support, poor information communication, lack of competencies from project personnel, lack of effective consultation with project stakeholders, risk management, lack of problem solving abilities, inadequate financial resources, client involvement, leadership, monitoring performance and feedback. Successful project delivery requires the concerted effort of all the project team to carry out the various project activities including the project manager who should be at the centre of the of the project success (Chua, 2010:70).

Ahadzie, Proverbs and Olomolaiye cited in Musa et al. (2015:33) classify the critical success criteria for mass housing projects to include external environmental factors, customer satisfaction, overall cost and time, and quality. Mobey and Parker (2012:81) advocate that there is a need for organizations that need to succeed in the corporate world to understand and identify both the internal and external critical success factors with their causes and effects on project management. Musa et al. (2015:30) maintain that external environmental factors such as political, economic and social environments also affect the success of housing projects in developing countries.

Musa et al. (2015:34) further emphasize that 'government has an important role to play in ensuring that there is a favourable environment in terms of providing of a standard framework, good governance, political support, sound economic policies, available financial market, adequate funding and provision of guarantees.' As indicated in Table: 2.6:

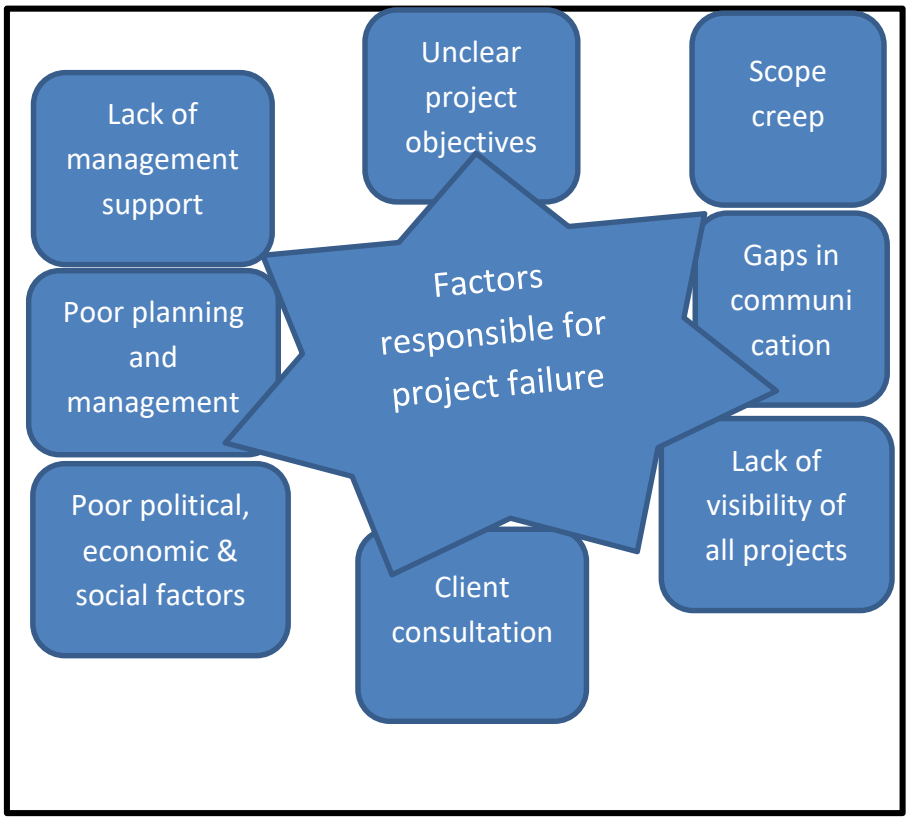
Table 2.6: External Factors

External factors	Environment
Economic factor	Stable macroeconomic environment
	Accessible credit facilities to target beneficiaries
	Low-interest rate
	Implementation of sound economic policy
	Long-term loan repayment
	Low down payment requirement
Social factor	Good project location
	Appropriate design
	End-user involvement in the project
	The flexibility of design and construction
Political factor	Table political environment
	Government support in public housing projects
	Government guarantees to developers
	Favourable legal framework
	Adequate funding of infrastructure development
	Government support for local building materials manufacturers

Source: Musa, Amirudin, Sofield and Musa (2015)

Zhang as cited in Musa et al. (2015:34) underline that a 'stable political and favourable economic system, adequate monetary market, predictable currency exchange risk, low-interest rate, long-term debt financing, a favourable legal framework and government support is critical to project success.' Public housing project in most developing countries are social housing schemes, the government should provide land and infrastructure, incentives and enabling environment to make housing affordable to low-income earners, (Musa et al., 2015:35).

Conceptual framework summary



RESEARCH METHODOLOGY

Research Design

Cooper and Schindler, (2011:87) describe research design as the blueprint for fulfilling the objectives and answering questions of the research. Flick, (2010:128) assert that research design is a strategy used to collect and analyze the information that enables the inquiry to answer whatever questions posed, which range from information collection to selection of the techniques of data analysis. The research was qualitative, this was intended to unzip the factors affecting project success at KMTC, in particular, the BTP. The research was field focused, the researchers visited KMTC for the individual staff members and Lyambai location for the focus group after permission and time slot was granted.

The design allowed the researchers to become a research tool as well; this enabled the researchers to discuss, and probe in order to discover significant matters pertaining to the research questions. The primary data was collected from the six (6) staff members of the KMTC who dealt directly with the BTP and three (3) members from Katima Mulilo communities who were intended beneficiaries of the project through structured interviews with the aid of the a prepared open-ended

questionnaire based on the research questions, tape recording, taking notes, clarification and probes which gave the participants the opportunity to respond in their own words.

Sampling Strategy

According to Cooper and Schindler, (2011:88) describe the sample as a portion of the target group which must be carefully selected to represent that population. Cooper & Schindler (2011:88) further guide that if sampling is chosen, the researcher must determine which and how many people to interview, which and how many events to should be observed, and when sampling studies are undertaken the researchers are interested in estimating one or more population values or testing one or more statistical hypotheses.According to the Fairfax County Department of Neighborhood and Community Services (2012) Sampling methodologies are categorized into two groupings:

Nonprobability Sampling: This method is advantageous over the probability sampling because it can be easily administered, less complicated, less time consuming, less expensive and can be implemented more quickly than probability sampling (Michael, 2011:523). In nonprobability sampling, there are sampling methods such as convenience sampling, purposive sampling, snowball sampling (Kielmann et al., 2011:22). This research employed purposive sampling technique, which supports the researcher to select the most productive staff members of the KMTC and members of the community of Lyambai Township based on their experiences and knowledge of the research topic.

Purposeful sampling encompasses detecting and selecting a person or a group of people that are conversant with a phenomenon to be researched (Cresswell and Clark cited in Palinkas et al., 2013). In addition, the individual or the group of these individuals should be willing to participate, have the ability to communicate their experiences, and opinions (Benard and Spradley cited in Palinkas et al., 2013).

Data Collection Instruments

Raw data collection ranges from simple observation, interviews, questionnaire, standardized tests, observational forms, and largely depend on the selected method (Cooper & Schindler, 2011:89). Mack et al. (2011:2) accentuate that three common data collection methods in qualitative research are:

- **Participant observation:** Appropriate for data collection on natural behaviours in their usual context;
- **In-depth interviews:** Optimal for collecting data on individuals' personal histories, perspectives, and experiences, particularly when sensitive topics are being explored; and effective in eliciting data on the cultural norms of a group and in generating broad overviews of issues of concern to the cultural groups or subgroups represented.
-

The study utilized the individual semi-structured interviews and face to face data collection instruments methods (Turner, 2010:756). The interviewer used a tape recorder after the participants signed consent forms was obtained, thereafter the data was transcribed. Participants

were asked identical worded open-ended questions so that their responses are open-ended as well (Gall, Gall, and Borg cited in Turner, 2010:756).

The study selected the total population of (9) participants who were involved in the Katima Mulilo Build Together Programme because of their expertise and acknowledge as follows: four (4) staff members from planning and finance departments, two (2) build together administrators, and three (3) members from Lyambai informal settlement community who were the intended recipients of the (KMBTP).

Data Analysis

According to Cooper & Schindler (2011:90) data analysis involves reducing accumulated data to a manageable size, developing summaries, looking for patterns, and applying statistical techniques. Data analysis is an ongoing deductive and inductive process in qualitative research where data is collected, sorted, examined for logical relationships (Strauss and Corbin as cited in Castellan, 2010:7). Cooper & Schindler further underline that researchers interpret these findings in light with research questions to determine if the results are consistent with their hypotheses and theories. The study gave attention to individual staff members and the focus group of the envisaged beneficiaries from Lyambai location about their perceptions, experience and interpretation of the research questions. The collected raw data relevant to the research questions from each participant was transcribed verbatim.

FoodRicC (2016) stress that the most popular approaches to analyzing to open-ended questions in the qualitative research are the:

Content Analysis: This approach uses a more logical and mechanical procedure and is frequently used with a purpose of categorizing and quantifying data. It is a useful approach if the purpose is to classify, summarize, quantify and tabulate qualitative data (FoodRicC, 2016:1).

Thematic Analysis: This approach is more flexible, quicker, and easier to carry, uses limited resources and has a reflective process which is usually used to capture the richness and in-depth nature of qualitative data (FoodRicC, 2016:3). The research will employ this approach because it is simple, less time consuming and can be used with many kinds of qualitative data analysis such as ground theory, case studies, and narrative analysis and with many goals in mind. The research questions were used to identify the main themes or categories to group the data according to similarities and differences. A comprehensive narrative of the answers from the participants was coded and arranged in themes; the findings of the outcome was formulated and presented in chapter four (4) section.

Ethical Considerations

Mack et al. (2011:53) state that this consideration refers to ethical behaviour and conduct that represents a set of moral principles, rules, or standards on how the collection of data in the research should be governed. The principle of ethical conduct identified below represents the mixture gleaned by many authors:

Participants were given Informed Consent
The participants were informed about their voluntary participation in the study to be undertaken. They were made were of the research activities and were informed that there was no risks or benefits associated with taking part in the research as their identity will remain anonymous throughout the study, and their identification will not be specified on the consent form, as the consent form is for study purpose only (Kielmann, Cataldo and Seeley, 2011:54).

Ensuring no harm was done to the participants: The researcher ensured the interviewees that no harm was to be done to them. This was done through the anonymity of the interviewees – their names, location, position and other personal information will not be included in the write-up transcript (Kielmann et al., 2011:56).

Ensuring Confidentiality and Anonymity: The data collected and processed in the research remained confidential and the identity of all participants in reference to their name, location, and personal details remain anonymous (Kielmann et al., 2011:54).

Ensuring that Permission is obtained: A written approval was sought from the KMTC management and other stakeholders requesting permission to undertake the study at KMTC before commencement.

RESULTS AND DISCUSSION

Factors that hindered the successful implementation of the BTP at KMTC
The study sought to establish the factors that the participants perceived to be the major hindrances to the effective implementation of the Build Together Programme. Participants' narratives during face-to-face interviews were wide, but fundamentally, they converged and pointed out that funding was neither timely nor sufficient.

There was no building plan to determine specifications, the value of the intended infrastructure and the anticipated quality. Pankaj and Bhangale (2013:331) underscore that a project is regarded as successful if the performance specifications meet customer needs. The beneficiaries had limited information attributed to the deficiency of the communication channels from the administrators who also had limited knowledge. This can be evidenced by the respondents who also quoted that loans were not granted according to the plans presented. It seemed to 'one size fits all' state of affairs, the basic requirement was BTP beneficiaries were expected to build a core one bedroom house with a toilet and shower. Thereafter, they would continue extending their units until they reached a size of his or her needs according to the requirements of their families.

However, the recipients of the loans were very ambitious and dug the big foundation for the huge houses instead of one bedroom, which resulted in the money received not addressing the size of the house. Generally, funds got exhausted before the houses had reached the window level. Newton (2015:23) maintains that the project management team needs to identify their stakeholders, in order

to determine their requirements, expectations and to manage their influences to ensure a successful project.

The engagement and involvement of the beneficiaries would have resulted in the construction of the core bedroom houses with a toilet and shower in accordance with the basic requirements. Clements and Gido (2012:4) assert that a project should be undertaken within the confine of the agreed timeline, budget and the scope. The successful completion of the core houses would have given the beneficiaries some sigh of relief and satisfaction to own a dwelling (Pankaj and Bhangale, 2013:333).

The additional responsibility to administer the BTP was assigned to the existing staff on the establishment of the KMTC who by then did not possess the expertise to manage a project; this compounded on the lack of supervision from the implementing agency at the time of putting the foundations to advise the beneficiaries. The marathon workshops conducted and reading materials, publications and pamphlets availed after the inception did not provide the much-needed solution to the successful implementation of the BTP. The marathon workshop targeted the administrators only who by then did not have the capacity to disseminate the information and conduct regular meeting with the beneficiaries and stakeholders.

The beneficiaries were also allowed to serve as building inspectors because they were allowed to construct their houses in phases and approach the fund administrators for additional funding without any inspection have been conducted to certify work have indeed taken place, this has in itself contributed to the mismanagement of funds and deviation of such funds for other purposes. Monitoring and evaluation is centered on the achievements of the aims and the objectives of the project and it also serves as a measurement that informs the development of the project and influences its outcomes and objectives, and presents an insight to the position of the project and also points out the areas that require extra consideration and adjustments (PMBOK, 2014:9; Bates and Jones, 2012:7).

Some of the houses only existed on paper, in reality, they were non-existent or incomplete, as a result, the absence of a controlling and monitoring mechanism in the granting of loans cannot rule out the possibility of collusion with the administrators and the committee members, this in itself compromises the aspect of good governance, transparency and the integrity. In addition, once the loan was granted there was no time frame specified within cost about the completion of the housing unit. It was important that the monitoring and evaluation concept should be embedded in the project management as this entails the set of shared values, principles, processes and techniques that project managers should use to plan, execute, and control the project within specification and limited lifespan (Petersen, 2013:11 & Roberts, 2011:15.

Another theme that emerged was that there was no particular format of awarding loans, resulting in situations where individuals were given cash which was diverted to either buying cattle or paying deposits for cars and there was no time frame to complete a unit. Choudhury (2010:2) believes that projects have time constraints, deadline and there is pressure to complete them within

a fixed time frame, this could have assisted to sustain the revolving fund as it is understood some of the recipients failed to honour their repayment obligations.
Respondent 6 indicated that there were no proper guidelines, and there was lack of strict mechanism in place to ensure the sustainability of the fund, on what should be done as to whether to appoint a contractor or to give the money to the beneficiaries, Clements and Gido (2012:14) trust that project management entails planning, organizing, coordinating, leading, and controlling resources to accomplish the project objective.

Project Management of BTP by KMTC

Respondents explained that the project adopted a top-down approach, initiated, planned, drawn by a central government and given to officials in the region to implement. In the final analysis, the project became a failure. Ramakrishna (2010:6) underscore that all projects regardless of their purpose or objective have their origin in the desire to satisfy a need, and should be properly planned, implemented and subsequently executed. This notion is supported by Clement and Giddo (2012:9) who underlined that the intended beneficiaries be involved in the project lifecycle of the project because they will provide valuable inputs to the achievement of the project goals and objective. The project lacked local inputs from the intended beneficiaries and the administrators, and the political leadership did not show some enthusiasm and support. The project could have been a success if it was entrusted to a project manager who was to be entrusted with the responsibility to coordinate, direct, control the project towards goals through schedules, budgets and contracts by continuous monitoring and controls (Choudhurry, 2010:13).

Knipe et al. (2010:34) and Young, (2010:100), emphasize that it is important to identify project stakeholders for the purpose of determining their expectations and aspirations and their needs to ensure the successful completion of the project. The implementation was not well conceived because the intended beneficiaries, stakeholders and implementers were not involved. In addition, there was no mobilization which was done for all the parties to understand the concept. Ramakrishna (2010:45) asserts that the concept of a project must take into account the interests of all people involved in the project and its implementation.

According to the respondents the footing of the project was wrong that is why it failed because there no mobilization in the form of meetings that was done in the communities and no proper training was given to the administrators. Effective communication was fundamental in the BTP as it would have culminated to the early identification of potential problems, solicit suggestions for improving project performance, keep abreast of whether the customer is satisfied, and avoid surprises (Clement & Gido, 2012:370).

Giving people workshops, booklets and pamphlets did not mean that they understood what was supposed to be done. Gido (212:374) is of the view that project meetings with all stakeholders serves as a vehicle to foster team building and sustains the team member's prospects, roles, and commitment to the project objective. As a result of the absence of meetings, most of the people became defaulters because they did not understand the concept of revolving funds which are supposed to benefit everybody within the lower income groupings.

Project Management of BTP by KMTC

The following are excerpts from the officials who participated in the study:

Responses on Project Management of BTP at KMTC

Respondents	Excerpts
Respondent 1	• The administrators did not have project management expertise, • They needed empowering in the form of vigorous refresher courses, workshops which should have included communities in project implementation, • Because once they were equipped they would have managed to implement the project on time and within cost, • There was no time frame which given to the completion of the unit once the loan has been granted. • BTP houses were not adequately funded because the budget was very limited, which was N$ 30 000 - N$ 40 000, this amount could not address all the materials needed for the construction of a decent family unit.
Respondent 2	• The communities were not involved from the initiation stage, it was only brought to the for implementation by the staff of the KMTC, as an added responsibility, • The project did not have a time frame, • The inspection was not regularly done to ensure consistency in the project, this was left to the beneficiaries of the loan. • Though the funds were disbursement in phases, the monitoring and evaluation were lacking to determine, whether there was any unit being constructed or not. • The criteria used to obtain a loan was not transparent, because where you are working or not you become beneficial without assessing whether you can manage the repayment. • Other people thought it was another way of getting money from the government,
Respondent 3	• From the beginning, people should have been informed that since the money was not adequate to construct a house, they should equally meet such expenses halfway, • Each beneficiary had a file, which contained a progress form, and the loan amount granted, where the administrator would endorse the development of the work being done, • Some of the houses it is indicated on paper that they are complete but in reality, these houses are non -existent or are incomplete. • The funds were released based on the report received.
Respondent 4	• To make matters worse the area which was earmarked for the BTP it was partially serviced, • No serviced land and there were no roads, • The roads and services came in after some of the houses were built, • The was no plans on that piece of land, • And those who completed their houses they do not have a deed of sale, • People were building randomly, • People were given cash in phases for example phase 1 foundation level, phase 2 window level, phase 3 roof level, phase 4 plastering, • The BTP scheme did not make a provision for the structure to the administrator the project.
Respondent 5	• The community committees were serving a liaison function or link between the BTP administrators and the community members, • But to an extent made a selection for consideration and recommendation by the administrators to the MRLGH, • The applicant would indicate on the applicant form the amount requested • A recommended compiled list indicating an amount of each applicant would be sent to the MRLGH, who in turn will approve the list and send it back to KMTC for the disbursement to the beneficiaries. • The funds were given to the beneficiaries to buy materials, or appoint a contractor

Preference of Beneficiaries in Implementation of BTP

Focus group discussions yielded valuable data from the supposed beneficiaries of the project. They offered what they would have preferred as the best way to implement the project. Table 4.3 captures the verbatim responses from the interactions. The following are the excerpt from the focus group discussions

Table 4.3: Focus Group Summary on Preference of Beneficiaries in Implementation of BTP

Focus group	Responses
	• They should be a dedicated officer responsible for the Built Together Programme; • In this case, nobody was appointed and trained; this was an additional responsibility which was assigned to the already existing staff on the establishment of the KMTC; • The magnitude of BTP and the type of funding it received needed persons with technical and financial know how so that these funds do not mix with other finances; • Whereas in this case anybody who was in the office was allowed to assist; • In terms of auditing it was very difficult to carry out; • The strategy used of giving cash could not work, this should have been on a receipt basis, • Whereby people go and obtain quotations for materials when the material is delivered to the construction site, the suppliers could be paid; • The technical staff would conduct an inspection to ensure that, the material was used; • If the material was not used or delivered such a payment would not be made and the loan would be suspended; • And the government would take back the house and be re-allocated to another applicant on the waiting list as the person would be regarded as having defaulted; • The repayment period was 20 years; • There was no quality control done, and most of the builders were not certified, contractors; • The loan holder could pick anybody to build his or her house, in most cases a person does not know the mixture of sand and cement; • In bricks they could be too much sand leading to compromising the strength and the quality of the bricks; • Most foundations of these houses were skewed, and if the evaluation was done it was going to be easy to rectify the mistake on time and translated to other houses under construction; • BTP itself is good, especially if we are behind planning if we have less serviced land and would like to provide shelter to our citizens within a short possible, in response to the demands of housing as land would be serviced at a later stage; • The support from the political leadership was not encouraging; and • This requires proper planning as future servicing of land should not disrupt the existing constructed structures which would require demolishing, more especially in the construction of roads.

The participants felt that the community has to be involved and asked to define their plans, according to the funds which they were allocated. Respondents mentioned that the communities were not involved in the project throughout its stages. When respondents are not involved in the project planning or implementation phases, there is a likelihood that the project will not be able to address their needs and the project is likely to fail. Knipe et al. (2010:31) assert that the involvement of the community serves as a project management tool to maintain an overview of the project, assist in identifying the tasks, break the project sequence into manageable parts, promote a sense of urgency among project management staff, decide on the acquisition strategy, identify appropriate staff qualities, integrate activities in the project; and guide the level of contingency.

BTP was supposed to be defined according to income groupings so that beneficiaries should have more or less similar structures in a certain extension of town. Putting up different structures in the same location creates classes and undue competition. It could become a problem because people would start to look down on those with smaller houses.

There was a lack of preparedness on the side of the implementers this is evidenced by the lack of services such as roads, sewerage and water in the areas which were earmarked for the BTP. The project was hurriedly implemented without looking at other factors that should have been taken into consideration to make the project successful. BTP as a social housing scheme was important that government should have provided land and enabling the environment to make the construction of houses affordable to the low-income earners (Musa et al., 2015:35). The expectations of the communities were very high considering owning a house, these expectations were disintegrated because of the failure to accomplish project goals and objective that was supposed to be managed in terms of expectations of the scope, time quality and cost (Newton, 2015:15).

Implications for research and practice

A lesson from the failure of the Built Together Project should be remembered. The outcome would have been different if the management was trained to undertake the project. It would have been different if the beneficiaries were consulted on the types of houses they wanted. It is advisable for those involved in such projects to do enough research into the factors responsible for the success and failure of projects implementation before embarking on such projects.

CONCLUSION

Summary

A successful project produces outcome meets its intended goals. Elements central to the successful implementation of a project are as follows:

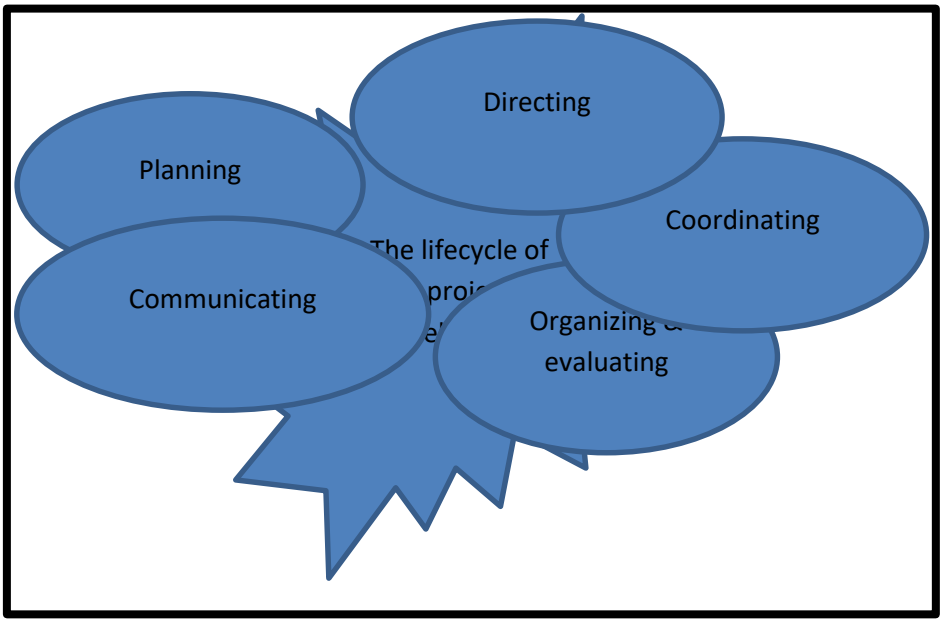


Figure 2. The lifecycle of a project development

As it can be seen from figure 2 above, the planning, organising, directing, coordinating and communicating of organisational resources by the project team through the lifecycle phases of a project is crucial for the success of a project. Fundamentally to these elements is a governance set of shared values, principles, processes and techniques employed that the project team embrace to deliver a successful project. The main aim of this study was to investigate the factors affecting project success in the Build Together Project at Katima Mulilo Town Council in the Zambezi Region. The study employed a qualitative research methodology and the data was collected through interviews, focus groups and observations and document review. The study selected the population of (9) participants who were involved in the Katima Mulilo Build Together Programme because of their expertise and acknowledge as follows: four (4) staff members from planning and finance departments, two (2) build together administrators, and three (3) members from Lyambai informal settlement community who were the intended recipients of the Katima Mulilo Town Council Build Together Project.

The findings in this study revealed that the BTP was not a total success due to the fact that the initiation and the planning phases which are critical in the successful implementation and sustainability of the project outcomes were centrally conceived and devolved to KMTC for implementation. The Build Together Project failed to sustain the revolving fund to benefit the majority of the lower income groups because the granted loan amount for the construction of the houses deviated for other purposes such as buying cattle and cars, and there were no proper and clear guidelines and strict mechanism on how the beneficiaries can repay their loans. The project could have been more successful if it followed the project lifecycle and was entrusted to a project manager with the responsibility to coordinate, direct, and control the project towards goals through schedules, budgets and contracts by continuous monitoring and controls. This study challenges

future project managers and implementers to critically follow the various steps required for project success.

Recommendations

Based on the shortcoming and drawbacks that have been identified, it is recommended that future project of such a magnitude the following route could be considered:

- For the community project to succeed a feasibility study should be conducted to determine the fundamentals of a project lifecycle phases, and for a project to be successful, it must undergo the initiation, planning, implementation and closure phases. These phases provide and serve as a road map for the successful implementation and attainment of the project objectives.
- The political leadership and top management of KMTC should review their current project management strategies to be more of a participative and inclusiveness of the stakeholders. By so, doing the needs and aspirations of the people will be taken into considerations.
- Project manager and his or her team with expertise should be appointed to exclusively account for the project management with the involvement and consultation of the executive and political leadership to ensure that the project is moving towards its successful implementation;
- Project monitoring and evaluation must be carefully embedded in the project itself in order maintain an accurate monitoring and control systems for the successful implementation and completion of a project (Meredith and Mantel, 2010:521);
- The project manager in consultation with the executive should establish a stakeholder engagement plan at all the level of the participants in the project and should be allowed to provide their inputs which addresses their needs and expectations. Such an engagement should also play an important role as a uniting factor among all stakeholders around the project goals at the same time generate greater productivity (Knipe et al., 2010:132 and Ramakrishna, 2010:49);
- The engagement should have an effective communication framework that embraces all types of meetings in a project such as:

a) the project kick-off meeting, meant to inform the team members and should be held during the forming stage, in short, it sets the tone of the meeting;

b) Status review meetings, held on a regular basis to mitigate the identified problems and potential problems early that may jeopardize the accomplishment of the project objectives, it involves the project manager, project team, customer and the senior management of the team;

c) Problem-solving meeting: this type of meeting imminent to unscheduled meetings which may result from the identification of a problem or potential problem by any team member than to wait for scheduled status review meetings;

d) Design review meetings: these meetings take place in order to relook at the design and specification of the project whether it meets the sponsor and customer needs; and

e) Post-project evaluation meeting: the meeting is held during the closing phase with the project team that implemented the project in order to review and evaluate the performance of the project and make adjustments performance on future projects.

- When implementing future social housing projects it is significant that government should create enabling environment by providing serviced land and provide incentives to make housing affordable to low-income earners (Musa et al., 2015:35).

- The government should provide a stable political and favourable economic system, adequate monetary market, predictable currency exchange risk, low-interest rate, long-term debt financing, a favourable legal framework and support to project success (Zhang as cited in Musa et al., 2015:34).

Conclusion

One of the objectives of the study was to identify factors that hindered the successful implementation of the BTP at KMTC. The study has identified these factors to include the initiation and planning phase that was centrally conceived, the absence of a stakeholder engagement plan, and the appointment of the project team and manager who were already overloaded. Another objective was to evaluate the implementation of project management at KMTC. This study has elucidated that the project failed due to the fact that the monitoring and evaluation were not well done to determine whether there were housing units which were constructed or not. The study also revealed that there was no mechanism put in place to sustain the revolving fund – some of the people received the loans but never repaid them as a consequence the fund could not be sustained.

The third objective was to identify strategies that can enhance the implementation of the BTP management at KMTC. The study also disclosed that the BTP could have been more successful if the manager in consultation with the executive established a stakeholder engagement plan at all the levels where the participants in the project could have been allowed to provide their inputs, needs, aspirations and expectations. Such an engagement should have provided an important role as a unifying factor among all stakeholders around the project goals. Furthermore, the BTP could have been more successful if a feasibility study was conducted to determine the fundamentals of a project lifecycle. This could have served as a road map for the successful implementation of the project.

The final objective was to make recommendations based on the findings to improve project management on future community housing projects in Namibia in general and at KMTCBTP in particular. For future social housing project, it is important that the government should create an enabling environment that provides housing affordable to low-income earners. It is important that the revolving fund should be sustainable because its depletion will lead to the failure of the project. In the final analysis, the project could have been a success if it could have followed the project lifecycle and was entrusted to a project manager with the responsibility to coordinate, direct, control the project towards goals through schedules, budgets and contracts by continuous monitoring and controls.

Areas for Further Research

It can, therefore, be suggested that future research projects like BTP should consider the following:

• Since this research was limited to an investigation into the factors affecting project success at KMTC in the Zambezi Region and omitted the other 13 political regions of Namibia. Future study can be undertaken to include other 13 political regions;

• Only the targeted managers and the officials who were directly involved in the implementation of the BTP and the beneficiaries were interviewed, in future studies those who did not benefit from the project be interviewed in order to get a balanced view from the various groups.
• It was also difficult to access project documents that contained the project mission, scope, meeting minutes, financial statements and transactions, progress reports and contracts, had it been that these documents were accessed, important information on the success and failure of this project would have been uncovered, future researchers should try possible means to get these documents.

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