

Evaluating the Application of Construction Projects Management Methodologies during Construction Projects Execution in Charities Organization

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Abstract

Over the past four decades, particularly in the Arabian Gulf region, there has been a significant increase of non-governmental charitable institutions leading to a wide spread of their humanitarian assistance, social services and diverse construction projects in impoverished and developing countries. Successful implementation of charitable construction projects requires proficient leadership, administrative accumen, and scientific expertise to achieve project objectives in terms of scope, time, cost and quality. This study delves into existing research on extrapolation, utilizing both quantitative and qualitative approaches using digital statistical analysis. By examining all the resolution points and axes, a set of essential criteria has been identified. The criteria can be considered as successful benchmarks for charitable organizations aiming to enhance the implementation of their construction projects.

Keywords: Charitable Organizations, Construction Projects, Project Implementation, Administrative Intelligence.

1. Introduction

Charitable organization and their missions are rooted in noble humanitarian goals, aiming to alleviate suffering, meet needs, and contribute to the rehabilitation and development of societies. Historically, construction projects for charitable institutions lacked systematic approaches in the late 1970s, often initiated with passion rather than adherence to administrative or engineering criteria. However, over time, charitable organizations transitioned from individual, sporadic projects to contracting with local institutions for more organized implementation. Donor charitable organizations began to tend to contract with local institutions, even if they were not specialized instead of individual contracts, provided that the local institution itself or through others is responsible for the implementation of the projects but in the apparent absence of supervision, follow-up or supervision of the implementation process where they were limited to a visit by the donor. The contracting process for the charitable construction project has evolved to be a contract between the local institution and a predetermined contractor with prior experience. The contracts provide for certain dimensions, details and technical specifications. Local institutions in that period were largely lacking in the presence of specialized administrative or engineering competencies. The contractor often arranges the contract, its terms and the details and specifications contained therein, and even specifies the amounts of payments and the dates of disbursement to it, etc. The previous progression began with the emergence of work implementing charitable construction projects at the end of the seventies of the last century and until the end of the year 2000 AD. In the early 21st century, charitable institutions underwent significant advancement towards developing their organizational structures, administrative structures, systems, mechanisms and operational procedures. This transformation are based on professionalism, institutional transparency and independence, which has made huge qualitative changes in the field of humanitarian relief and contributed effectively and

efficiently to alleviate the suffering of millions of people globally. Recent statistics of charitable, cooperative, development and humanitarian associations in the Gulf States show as follows: the number in the state of Kuwait reached about 25 associations [1-3], the number in Saudi Arabia in 2017 reached 825 associations and the value of charitable solvency reaches 80 billion riyals per year, in the United Arab Emirates the number reaches nearly 20 charities, in Bahrain about 250 charities and in Qatar 20 charities [3-5]. For charitable organizations to perform more efficiently, certain elements are crucial, including clarity of the idea following the foundation mission, the legitimacy, legal licensing, qualified leadership, providing sufficient capital from diverse and continuous sources, independence to act, robust financial and accounting system, and transparent and documented plans and programs. [6-7]. The evolution of charitable organizations is discussed based on the author's extensive experience in all aspects of charity work, spanning nearly twenty-five years, and close association with major charitable institutions and their sponsors globally.

Due to the limited research studies that dealt with the applications of construction projects management in charitable bodies, some of the references that have findings and recommendations that support the achievement of the goal and the assumptions of the current study. While construction project management is a well-established discipline, its application in the unique context of charitable organizations present distinct challenges and opportunities. Traditional approaches often fall short in addressing the specific need of non-profit settings, characterized by limited resources, diverse stakeholders, and strong emphasis on social impact [8]. To bridge this gap, researchers are increasingly exploring how to adapt and leverage project management methodologies for the benefit of charitable organizations. Studies from researchers offer valuable insight into the factors including quality, costs, project budget and scope that contribute to the successful project implementation with their

continued growth and prosperity within the settings [6,9]. These studies highlight the importance of tailoring project management approaches to the specific goals and constraints of the charitable work, emphasizing elements like stakeholder engagement, community needs assessment, and resource optimization. Researchers also shed light on the Genesis and development of Gulf charity work by monitoring the reality of the legal environment of Gulf charity work, mapping the most prominent national active institutions, and evaluating its institutional and practical achievements [7]. Furthermore, some studies underscore the critical role of effective planning and scheduling in ensuring project success [10,11]. By adopting project management tools and techniques, charitable organizations can minimize delays, optimize resource allocation, and ultimately deliver projects that have a lasting positive impact on their communities.

By embracing the potential of construction project management, charitable organizations can operate more efficiently, effectively and transparently. This, in turn, fosters trust with donors, strengthens relationships with stakeholders and ultimately paves the way for greater social impact. Charitable organizations play a vital role in alleviating suffering and contributing to the development of communities. However, construction projects undertaken by the organizations often face unique challenges due to limited resources, diverse stakeholder needs, and strong emphasis on social impact. Traditional project management approaches may not adequately address these complexities, leading to inefficiencies, delays and ultimately diminished social impact. Therefore, this study aimed to bridge this gap by exploring the potential of applying project management methodologies specifically tailoring to the needs of charitable organizations. This study investigated the methodologies to address the challenges of resource constraints, stakeholder engagement, and ensuring transparency in project implementation. By understanding

the factors that contribute to successful project delivery in the context to empower charitable organizations to maximize the impact.

2. Materials and Methods

Functional bodies, defined as a process that aims to guide and employ the efforts of a number of individuals to achieve a specific goal, and those with a structural orientation are defined as: a structural organization that accurately identifies the positions of work of all individuals and groups in the organization [16]. The charitable bodies do not have capital or primary assets but are endowed with them, they have no owners but have trustees, non-profit and do not seek it, the workers of which are mostly volunteers, non-governmental any not structurally linked to the government with the possibility of obtaining government support and self-management stems from within them, non-partisan and non-politicized, which and distributor of sources Resources and innovation [17]. Charities also play a major role in various contemporary humanitarian societies through health, education and social welfare assistance, which benefit millions of poor, orphans, disabled and miserable people, contribute to social and economic change in society, and are also service centers that fill gaps in the performance of public (government) policies, and play a key role in providing many aspects of care and development programs in society [16,13].

This study included the data and opinions of 20 charitable institutions, from the countries of the continents of Asia and Africa, as illustrated in Table1 which shows the names and areas of work of the charitable institutions that participated in the identification of this study, taking into account that all these institutions have official licenses, have sound legal conditions, and operate in accordance with the These institutions also carry out all charitable projects and activities, mainly construction projects such as mosques, religious and cultural centers, schools, universities, hospitals, etc. [12,18].The number of construction projects completed by only five

of the charitable institutions referred to in Table 1 during the last fifteen years hundreds of diverse projects as evidenced by Table 2, which shows the achievements of some charitable institutions in the Southeast Asia region with the conclusion of 2016 of construction projects as well as shows that the charitable sector institutions have completed the financing, supervision and charity construction In the future, consider the management of the implementation of construction projects and how to develop and upgrade them [18].

Table 1 names and areas of work of the charities shared in the survey.

Foundation name	State of foundation and work	Foundation name	State of foundation and work
Social support and development Foundation	Hatyai City, hailand	Al Madinah Charity Foundation	Kuala Lumpur City, Malaysia
The Islamic Foundation for peace	Bangkok, Thailand	Charity Association.	Gaoyuan, Shanghai, China.
Marhamah Charity Foundation	Bangkok, Thailand	Social and technological support institution.	Dhaka, Bangladesh
Islamic Youth Symposium Foundation	Bangkok, Thailand	Ceylon mercy society	Colombo city, Sri Lanka
Heritage revival society	karapi, Thailand	charity Stop mercy Society	Beirut, Lebanon
Nidaa Al-Khair Foundation	Naratiwat, Thailand	welfare and Community Development Organization	Accra, Ghana
Reform and Development Society, Cambodia	Phnom Penh, Cambodia	Care and Social Development Organization	Niamey, Niger
Friendship charity	Phnom Penh, Cambodia	African Relief organization	Dar es Salaam, Tanzania
Humanitarian Foundation for social and educational development	Manila, Philippines	African Relief Committe	Hargisa, Somalliland
Islah Foundation for Social Development	Jakarta, Indonesia	Ethiopian Gulf Association for development	Addis Ababa, Ethiopia

3. Case Study

In this study, construction projects were selected for the leading institutions of philanthropy in the East Asian region, which may originate from the Arab world, such as the Al Rahma Foundation in Kuwait, and carry an important mission to achieve which is to build human beings and contribute to alleviating suffering, bridging inequalities and improving the lives of peoples and minorities in order to achieve sustainable development through charitable, development and relief activities, partnerships and initiatives, based on their core values of cooperation, transparency, compassion, humanity, institutional and sustainable development. For example, Mercy International, which has been operating for more than thirty-five years in forty-five countries through 27 charitable offices on a regular and continuous basis. This association was able to work on two main axes: The development axis, which represents 80% of the volume of its charitable activity and spending, and the relief axis, which represents 20%, supported 215,619 sponsors, implemented more than 36,746 water projects, built 8535 mosques, 436 schools and educational centers, 28 integrated development complexes, 432 medical facilities, 671 cultural and social centers, 13,241 small development projects, and 69 million beneficiaries Al-Adahi, in addition to the tens of millions who have benefited from its extensive relief activity in disaster and crisis areas. Table 2 illustrates the achievements of some charities in Southeast Asia with the conclusion of 2019 of construction projects.

Through the annual reports of the international mercy society, it is clear to us that the volume of annual charitable spending on international mercy projects abroad is close to 100 million dinars per year (i.e. more than 300 million dollars), while the charitable construction projects depend on the project location, size, technical specifications and other factors affecting the cost , but we can say based on the long Kuwait Built by Mercy International in Qarqizia, Wafa University in Indonesia, mercy Development Complex in Djibouti and other large projects.

Table 2 The achievements of some charities in the Southeast Asia region by the end of 2016 of construction projects.

classification and number of charitable construction projects						
Foundation and country of headquarters	orphanages	student housing and poor homes	medical facilities	educational facilities	cultural centers	Mosques
Social and technological support, Bangladesh	41	531	2	48	175	1,506
Islah Foundation for Social Development, Indonesia	15	150	5	10	110	1,300
Social support and development, Thailand	3	10	1	19	80	535
Humanity for Social Development, Philippines	1	17	2	6	17	243
Reform and Development Society, Cambodia	1	479	1	4	128	201

Several awards have won first place in the list of the most transparent charitable institutions in the Arab world 2012, the GCC Prize in sustainable development, the Palmyra Star Award from the University of Oxford for the University of Mercy built in Qarqizia and others. Table 3 illustrate the numbers and classifications of the construction projects implemented by the foundation [19].

Table 3 The achievements of Al Rahma international society - report 2016 of construction projects.

Foundation And state of headquarters	classification and number of charitable construction projects of Al Rahma society [19]					
	student housing and poor homes	medical facilities	Social schools and integrated complexes	Cultural & social centers	Mosques	orphanages
Rahma International Society, Kuwait	5573	432	436	671	8.535	81

It is worth mentioning that the vast majority of the construction projects of Al Rahma international society are completed on time or before and within the approved cost

and according to the required technical specifications, due to the proper planning and good scheduling of the project, the use of professional and technical expertise and competencies, with good communication between all levels of management, and There are also some projects (a limited percentage not exceeding 5% of the global mercy reports) that are slightly behind schedule for several reasons, the most important of which is : Political volatility and security instability in some regions, natural disasters such as heavy rains and prolonged floods in some countries, or due to certain laws, regulations and social norms prevailing in implementation areas, or procedural matters by donor country governments that may cause delays in remittances and financial flows of projects during implementation time, or technical errors by institutions overseeing implementation during the contracting process in particular. Figure 1 illustrate examples of some projects implemented by the world mercy society in several countries, from which it is clear that these projects occupy large building areas, indicating the large cost of their establishment.

4. Methodology

The author took advantage of some methods and tools by which he was able to obtain data collection methods that serve the subject of research in light of the scarcity of scientific and academic references. The survey was sent to 14 selected institutions by email and Mail, and there are 6 charitable institutions, the author met with their managers at a forum for the development of charitable work organized by the "Qatar Charity Foundation" in the state of Qatar in early 2017, these twenty institutions are located in the continents of Asia and Africa (mostly in Southeast Asia). The number has reached 20 questionnaires recovered and valid for analysis. Table 4 illustrate charities number and geographical distribution dealt with survey questionnaire.

	<p>Al Rahma Educational Complex project, location: madrankuli . Pop . State of Sri Lanka, year of opening 2009, ingredients: mosque . Boys and girls schools for all stages . Craft workshops, student housing, boys and girls orphanages , and other administrative and service (facilities</p>
	<p>Al Rahma Development Complex, location: belela . The capital . State of Djibouti, year of opening 2007, components: a large mosque . Schools boys and girls from kindergarten to secondary . Madras craft , boys and girls orphanages, large hospital and other (administrative and service facilities</p>
	<p>Al Rahma Educational Complex, location: Meydan . State of Indonesia, year of opening 2006, components: a large mosque . Boys and girls schools, craft workshops, student housing, orphanages, (administrative and service facilities</p>

Figure 1 Some projects implemented by Mercy International in several countries.

Table 4 Charities number and geographical distribution dealt with survey questionnaire

Africa	Asia		Areas of presence and work of charities
	other countries	Southeast Asia	
5	2	13	The number of questionnaires (20)

Questions of the first axis concerning the data of the charity body and its representative (Q.8 - Q.1): it aims to identify the age group of the managers of charitable institutions, their scientific qualifications, their level of expertise, as well as the number of engineering and administrative specialists in charitable bodies. The second axis questions on the criteria and procedures of the four phases of the project life cycle (Q.38 - Q.9): it aims to know the extent to which charitable bodies adhere to the practices, applications and procedures of project management during the implementation of charitable construction projects in their four stages of initiation, planning, implementation and closure. The third axis questions related to the factors that hinder the project's achievement of its objectives (Q.53 - Q.39): It aims to verify that these factors actually impede the project's achievement of its predetermined objectives, ranking them according to their importance and degree of impact on the project according to the views of the research community. The fourth axis questions related to the location and nature of the Charity Commission (Q.57 - Q.54): it aims to determine the location of the charitable foundation among the parties involved in the project, as well as to define the beneficiary of the charitable project and its importance, as well as to know the extent to which the internationally approved project management methodologies can be invoked when implementing charitable construction projects.

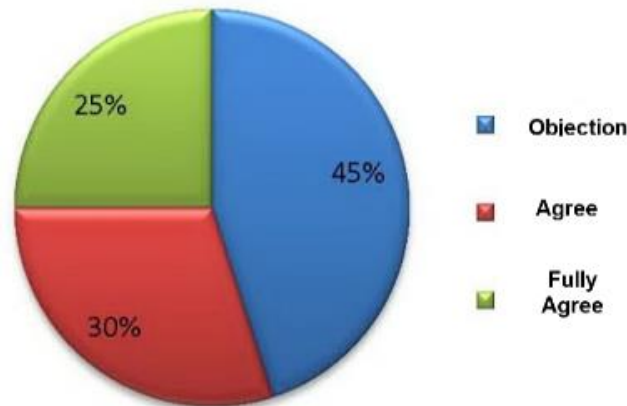


Figure 2 graphical representation of the weakness of the project procurement plan

The data were processed, unloaded and distributed by computer and analyzed descriptively, statistically and qualitatively using the statistical Package for Social Sciences SPSS and the statistical methods used in this such as: arithmetic mean, calculation of repetitions and percentages, standard deviation, calculation of Skewness and kurtosis of the sample grades on axes and dimensions of the resolution the proposed study is as follows: There is a statistically significant relationship between the commitment of organizations to apply the rules and foundations of project management over the life cycle of the project and the success and efficiency of the project. There is a significant relationship between the efficiency of the professionals, administrative institutions then and success in achieving the objectives of the project. There is also a statistically significant relationship between the satisfaction of the beneficiary and the management method and the results of the project.

5. Results and Discussions

The essential objective of the study is to help those interested in developing and activating charitable work in terms of: To clarify some of the concepts that may be tainted by ambiguity or confusion among charitable institutions in the field of management and implementation of construction projects, to know the extent to which charitable institutions are committed to applying the principles and standards of project management during the implementation of large construction projects, to know the strengths, excellence, weaknesses and imbalances in the work of Their impact on the project, which is contained in 14 questions, comparing them with the study hypotheses, can be explained as follows:

a) There is a statistically significant relationship between the availability and efficiency of administrative and technical staff in charitable institutions and their success in achieving the project objectives, which are expressed in the questions of the first axis, it was found that 7 institutions (representing 35% of the research community) have no engineers, 9 institutions (representing 45% of the research community) have one engineer, 3 institutions (representing 15% of the appropriate number of engineering cadres and competencies in charitable institutions, which cannot straighten the work This inevitably leads to negative effects that impair the ability and efficiency of charitable institutions to succeed in achieving the objectives of the construction projects that oversee their implementation.

b) There is a significant relationship between the efficiency of the professionals, administrative institutions then and success in achieving the objectives of the project which is expressed by the questions the second and third, the results were as follows:

1- All statements were objectionable by (5% -15%) except the first item, the results of the analysis of the points of the preface stage show that there is a good commitment by the charitable bodies to all the rules and procedures followed at this

stage, with a weakness in the study of the operation and maintenance of projects in the short and long term with 30% of the total research community, as well as in the preparation of a specific job description for all members of the project staff by 30%.

2- the results of the analysis of the statements of the planning stage show that a significant proportion of the research community (10% -25%) objects to the procedures of the planning stage, with a severe weakness in the preparation of a comprehensive procurement plan for the project by 45%, as illustrated in figure 2.

3- The results of the implementation phase statements show that there is a significant weakness in the use of quality control mechanisms during effective implementation by (30%), the identification of clear and specific rules and criteria for receiving project outputs by (30%), and the management and forecasting of risks during effective implementation by (35%). Table 5 illustrate the statistical analysis of Q.30 and related to the effective use of quality control mechanisms during implementation, as illustrated in Table 6 statistical analysis of Q.31 and Q.32 related to the identification of rules and standards of receipt of project outputs, as well as risk management during the implementation of the project effectively.

4- The results of the closing phase statements show a marked interest from the charitable bodies in the process of archiving, documenting and benefiting from the lessons of implementation, but there is a clear weakness in communication and dissemination of the lessons learned from the project by 30% of the research community.

5- considering the results of the third axis on the factors that hinder the achievement of the project objectives : we find that the average percentages of answers (agree + strongly agree) to the thirteen questions of this axis Q.39 - Q.52 up to 83.8%, which demonstrates a strong link between working with the project life cycle management procedures in its four phases and protecting the project from factors that impede it to

achieve the goals, thus leading to the success of the project and the satisfaction of the beneficiaries and all relevant parties.

6- There is a statistically significant relationship between the satisfaction of the beneficiary and the management method and the results of the project, which are expressed in the questions of the fourth axis concerning the nature and location of the charity foundation among those interested in the charitable construction project:

There's a distraction in characterization of the nature of the charity and its position among those interested in the project, so that 20% of the research community saw it as a donor, 30% saw it as enforcer, and 15% considered it to hand draft, 20% saw it as enforcer and beneficiaries, and 15% saw it as a donor and culture.

Table 5 statistical analysis of Q answers.30 on the effective use of quality control mechanisms during implementation

الاختيارات	التكرار Frequency	النسبة % Percent	Valid Percent	Cumulative Percent
Valid	Rejected 4	20.0	20.0	20.0
	Accepted 10	50.0	50.0	70.0
	Strongly accepted 6	30.0	30.0	100.0
	Total 20	100.0	100.0	

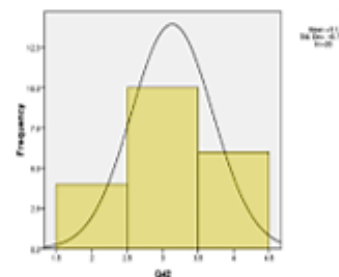
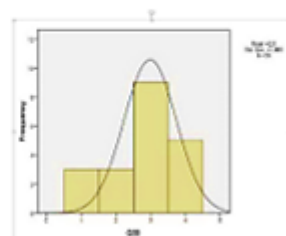


Table 6 statistical analysis of Q.31 Q.32, related to identification Rules and standards of receipt of project outputs, as well as risk management during the implementation of the project effectively

التحليل السؤال	N	Range	Minimum	Maximum	Sum	Mean	Std. Deviation	Variance	Skewness	Kurtosis			
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Statistic	Std. Error		
Q31	20	2	2	4	61	3.05	.185	.826	.682	-.098	.512	-1.518	.992
Q32	20	3	1	4	57	2.85	.196	.875	.766	-.208	.512	-.633	.992
Valid N	20												

Table 7 statistical analysis of the answers to question Q.42 on failure to adopt a specific methodology during project implementation management

الاختيارات	التكرار Frequency	النسبة % Percent	Valid Percent	Cumulative Percent
Valid Strongly rejected	3	15.0	15.0	15.0
Rejected	3	15.0	15.0	30.0
Accepted	9	45.0	45.0	75.0
Strongly accepted	5	25.0	25.0	100.0
Total	20	100.0	100.0	



The definition of the beneficiary of the charitable project is 45% that the beneficiary is "the people of the site or area" for whom the project is built, and 45% considered that the beneficiary is "the donor and the people together". The possibility of relying on project management methodologies when implementing charitable construction projects (90%) of the research community the possibility of achieving this, the difficulty of characterizing the manifestations of the success of the charitable project that achieves the satisfaction of the beneficiary based on documents, controls or standards previously approved. Table 7 shows the statistical analysis of the answers

to question Q.42 on failure to adopt a specific methodology during project implementation management.

The grading of factors that impede project objectives can be clarified under two main categories: 5 major constraints in team management processes and 9 major constraints in contract management procedures as illustrated in table 8, which by developing these processes and procedures can improve the results of construction project management for charity projects.

Table 8 ranking of factors that hinder the achievement of project objectives by the views of the study community

category	Factors hinder the achievement of project objectives	redundancy	ratio %	ranking
Team management	the project experience and efficient team is appropriate to the nature and size of the project	19	95	1
	Absence of team spirit among all members of the project crew	17	85	8
	not assign a team to manage the project from the	18	90	3
	Lack of attention to motivation and morale among employees	18	90	6
	Poor coordination and effective communication between project staff and relevant parties	18	90	5
Contract management	Manage contract cash flow issues during the execution process	18	90	2
	Lack of good understanding of the rules and foundations of Project Management	18	90	4
	Blurred technical specifications of project elements	17	85	7
	Lack of management mechanisms with clear and specific models	17	85	9
	Poor management and understanding of the components and details of the contract	16	80	10
	Absence of prior planning of the project	16	80	11
	Not fully study the components and requirements of the project from the beginning	16	80	12
	Failure to adopt a clear methodology and project management	16	80	13
Not using electronic software to manage the project effectively	12	60	14	

Through statistical analysis, weaknesses and imbalances in the management of charitable institutions in the implementation of the four phases of the life cycle of the charitable construction project were identified as follows: The cost and time range of the project is influenced by the variables on the condition of the donor or the donor represented by cash flow or fluctuation in the existing policies towards charity work at home and abroad.

Charities do not rely on project management methodologies when implementing charitable construction projects. The lack of clarity of functional and specific descriptions of all members of the project crew. Weakness in quality control mechanisms during the implementation process. Weakness in determining the rules and standards of receipt of project outputs. There is no effective risk management during the implementation process. Communication between charities is poor, resulting in poor dissemination of lessons learned from implementation. No particular methodology is adopted in the management of large construction projects. Archiving and documentation of lessons learned from implementation processes. The apparent weakness of the charitable institutions in the availability of the appropriate number of engineering competencies, which negatively affects the ability and efficiency of the institutions to succeed in achieving the objectives of the projects they oversee. Significant weakness in the number of training and rehabilitation programs for workers in project departments on the principles and concepts of project management. The difficulty of characterizing the manifestations of the success of the charitable project and the criterion of satisfaction and acceptance is for the donor or the beneficiary of the project or for the existence of sound engineering processes to implement and deliver the project the satisfaction of the beneficiary.

6. Conclusion

In this study, an evaluation and evaluation of the construction projects of about 20 charitable organizations in the East Asia region that completed hundreds of construction projects for poor housing, hospitals, schools and universities in Thailand, Vietnam, Indonesia, Malaysia, Burma, Cambodia, Bangladesh and others was taken as a case study. Through a statistical analysis of the study's identification through the life cycle of these projects, the study found that 14 factors have a negative impact on the success of these projects in order of their importance and the degree of their impact on the project and according to the opinions of the research community should be avoided in subsequent projects.

Besides cash flow issues during the implementation process, with a lack of good understanding of the rules and foundations of project management, It is also important to prepare the project charter in a strict manner that clearly defines the scope, objectives, budget, time, quality specifications, outputs of the project and the processes of Control, Control and follow-up of all activities, having a plan for effective communication between all parties involved in the project in order to prevent conflicts or incompatibilities for the success of the project and achieve its intended objectives. Thus, the top 12 key weaknesses in the management of construction projects have been reached for charities, giving them the knowledge potential to rearrange their management processes more successfully and profitably and supporting the balance between the key determinants of construction projects, namely cost, time and quality, as well as the satisfaction of both the beneficiary and the donor.

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Conflict of Interest

The authors declare no conflict of interest.

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