ER Environmental Review Journal

Volume 10 No. 1, 2025
ISSN:1118-7190

Best Practices And Strategies For Superior Project Delivery In Abuja, FCT

.

Nzeako, Philips Ifeanyi, Okafor Chinedum Vin, and Okolie Kelvin Chuks
Department of Building, Nnamdi Azikiwe University, Awka.

Abstract

Successful project delivery is somewhat elusive because cost overruns, time extensions and quality failures have become common features on construction projects. These failures also create major concerns for project performance. Public projects play a major role on the economic life and standard of living of the people because of its significant contribution to the Gross Domestic Product. It is therefore necessary to execute projects using best practices and strategies for effective project performance. The aim of this paper is to identify the best strategies for superior project performance. Some studies suggest strategic approaches as the ideal alternative for successful construction project delivery. The pros and cons of this suggestion are reviewed in this paper. The objective is to use strategy-led approaches as the best practice in construction project management, while recognising the drawbacks in current project delivery practices. To achieve the objectives of the study, Quantitative data was obtained by administration of Seventy (70) structured questionnaires and Qualitative data from interview of key management personnel and professionals in the Construction industry. The Seventy (70) questionnaires were correctly filled and returned. The collected data were analyzed using descriptive data analysis techniques along with the relative importance index. The study led to the findings on the best practices and strategies for superior project delivery in Abuja.. Based on the findings, the study recommends improved project management and administration, regular project monitoring and evaluation, effective strategic planning and scheduling, effective communication between all stakeholders and also better financial management system in order to mitigate such failures in road construction. The strategic approach is definitely a modern view in construction project delivery.

Keywords: *Best Practices, Strategies, Project Failures, Performance Management, Relative Important Index, Construction, Managing Projects, Project Success*

1.0 Introduction

Best practice is a technique, method, or process that is believed to be more efficient and effective in achieving a goal than any other techniques, methods and processes, when applied to a particular condition or circumstance. Best practice is based on experience and is used to describe the process of developing and following a standard way of doing things (Garikapati M.C, 018).

Project strategies are comprehensive plans that outline how a project will achieve its objectives and contribute to organizational goals. They guide the project team's decisions and actions throughout the project lifecycle, ensuring that all aspects are aligned with the organization's strategic goals. Key elements include defining scope, setting clear goals, managing risks, and utilizing project management tools. (Ramanayaka, C and Rotimi, J, 2011)

Project delivery is about getting a quality project done on time, on budget and more often, taking a life-cycle approach to make sure that the built asset is maintained over the long-term.

Construction in the last decade has focused on strategic methods to achieve effective project delivery on schedule, without cost overrun, according to specifications and customer satisfaction. Strategic Project Management (SPM) defines the big picture of how the project may benefit the company's efficiency as a whole. This process combines project management methodologies, frameworks, and business strategies to drive organizational goals and breakthroughs. However, construction failure still persists and construction professionals are researching and working daily to mitigate it because of its huge negative effects on the economy and Gross Domestic Product of countries (Ogunde et al, 2017). Methods are now in vogue to enhance strategic project delivery and most of these shall be discussed in this paper.

Project management strategies involve planning, organizing, and executing projects to achieve specific goals within defined constraints. Effective strategies ensure projects are completed on time, within budget, and meet quality standards. Key aspects include establishing clear project goals, creating detailed timelines, managing resources efficiently, and effectively communicating with stakeholders.

Project failures and corresponding company failures are a problem in the construction industry. Several factors are attributable to these, some of which relate to the poor interactions of

stakeholders, poor planning and resource management and exogenous factors (Kumar, 2012). A study by the Project Management Institute's (PMI) PMI Pulse of the Profession survey highlights the challenge that projects are tough to finish because of projects unique combination of time, place, materials and men. The survey showed that change in organization's priorities (39%), change in project objectives (35&) and inaccurate requirements gathering (35%) were the top most primary causes of project failures in organizations.

Figure 1: Response to the PMI Pulse of the Profession survey.
Q: Of the projects started in your organization in the past 12 months that were deemed failures, what were the primary causes of those failures? (Select up to 3)



Source: 10 Project Management Best Practices you must know (2021)

Projects almost always go off track and even if you follow all of the essential project management best practices, there's still the potential for something to go wrong in consonance with Murphy's Law that whatever will go wrong will go wrong. The figure 1 illustrates this fact.

The complexity, dynamism, uncertainty and uniqueness of the construction industry make decision making and planning for their success particularly difficult. A notable solution to construction failure is the improvement of planning methods. In this light, planning and decision making tools e.g. micro-computer based design software were developed to improve decision

making and for problem solving. Yet these costly solutions have not successfully curbed project failures in the construction industry (Kumar, 2012). Various attempts have been made to identify critical success strategies.

According to Aibinu and Jagboro (2002), the success of construction project is critically significant for all project participants especially for clients as well as the country's economy and in bigger picture it contributes to country's development and people's standard of living. Furthermore, they postulated that a construction project is commonly acknowledged as successful when the aim of the project is achieved in terms of predetermined objectives that mainly result in completing the project on time, within budget and specified quality in accordance with the specifications and to stakeholders' satisfaction. For a project to be successful; construction failure must be minimized or reduced.

Project failures have significant implications from the economic and political points of view as posited by Faradi and El-Sayeh, (2006) because of its contribution to the GDP. In Nigeria, the construction industry contributes about 3% to the National GDP (National Planning Commission (NPC, 2020); Saka N and Adegbembo T. F, (2022). It is therefore in the interest of all to avoid project failure, or at best reduce and mitigate it should they occur at a1l.Due to these failures, people have to wait for the provision of goods and services longer than is expected. The services provided by infrastructural projects are key imputes for other sectors and these leads to an increase in the capital output for the Nigerian economy (Ogunde et al, 2017). Indeed, limited or no research on the subject is somewhat surprising and so reflects a gross neglect of an important public policy subject. This study will demonstrate experience and knowledge in international literature, and also evaluate the best international practices and strategies for efficient delivery of road infrastructure projects observed in Abuja, the Federal Capital Territory, Nigeria.

2.0 Literature Review

Effective project management is crucial for driving successful project delivery. But managing a project with multiple moving parts can seem like a daunting task. Project managers and teams need to put in place a structured plan and processes to ensure successful delivery. These days, automated project management platforms coupled with experienced resources are invaluable for

ensuring efficiency and successful project delivery. As noted, a project strategy is a high-level plan that outlines the approach, goals, resources, stakeholders, and timeline for a project. It serves as a roadmap for the project team, guiding them through planning, execution, and evaluation. It aligns project initiatives with the organization's strategic goals.

Ramanayaka, C and Rotimi, J (2011) gave the six Key Elements as project scope, which clearly defines what the project will and will not include, preventing scope creep.

Goal setting is the second element which sets achievable, specific, measurable, relevant, and time-bound (SMART) goals.

Risk Management identifies and addresses potential risks that could impact the project's success while Resource Allocation; Determines the resources (people, tools, budget) needed for the project.

Stakeholder Management identifies and manages the needs and expectations of stakeholders while Timelines and Schedule, establishes a realistic timeline and schedule for completing the project.

2.1. Benefits of Project Strategies include:

Improved Alignment: This ensures that the project aligns with the organization's strategic goals.

Enhanced Efficiency: Streamlines the project planning process.

Better Communication: Facilitates clear communication among team members and stakeholders.

Increased Success Rates: Provides a roadmap for project completion and increases the likelihood of success and.

Faster Completion: Helps projects stay on track and make sure they are completed more efficiently.

2.2. Examples of Project Management Strategies

Traditional Model: A sequential approach where each phase is completed before the next begins.

Agile Methodology: An iterative approach that allows for flexibility and adaptability.

Lean Project Management: Focuses on eliminating waste and maximizing value.

Six Sigma: Uses data-driven methods to improve processes and reduce defects.

Critical Path Method (CPM): Identifies the most critical tasks that determine the project's overall timeline.

Adaptive Project Framework (APF) lastly; is a flexible framework that adapts to changing project needs.

The best international practices and strategies for efficient delivery of infrastructure projects in Abuja and their substantial significance have remained unsubstantiated hence this research work. Strategy has also been defined in some ways by earlier researchers. However, Johnson and Scholes (2002) defined strategy as 'the direction and scope of an organization over the long term which achieves advantage for the organization through its configuration of resources within a changing environment to meet the needs of markets and to fulfil stakeholder expectations. Generally, it can be seen that the definition depend on the contextual background or perspective from which strategy is viewed. In the current study, strategy is explored within the context of construction project success. Thus strategy, as posited by Ramanayaka, C and Rotimi, J (2010), is that which will assist a project manager in decision making and problem solving within the complexities, uncertainties and dynamism of construction processes.

There are many advantages of using best practices. They not only advise one on how to be successful in project delivery but also help one avoid any unforeseen issue which usually is not thought of. As noted by Alex York (2021), one of the notable steps are to:

A. Build your business case for the project. Projects generally start as a simple idea. However, the idea must be developed. One must think of the various project requirements, resources, potential hurdles, and workflows needed to fully deliver the project. Its only when this is conceived correctly that the next stage can be considered.

B. Plan the work by creating Project Charter document. Planning is the most important part of a project. The tendency to short change the planning process and jump right into the execution should be controlled and more emphasis needs to be put in planning the work thoroughly. This is because, if we fail to plan, we plan to fail and this is the common reason for most project failures.

C. The project charter, also known as the project brief is the primary deliverables from the planning process and describes all aspects of the project at a high level. It defines the direction of the project and includes these:

(i) Name of the project,

(ii) Client,

(iii) Project overview, SMART; Specific, Measurable, Acceptable, Realistic and Time bound.

(iv) cope,

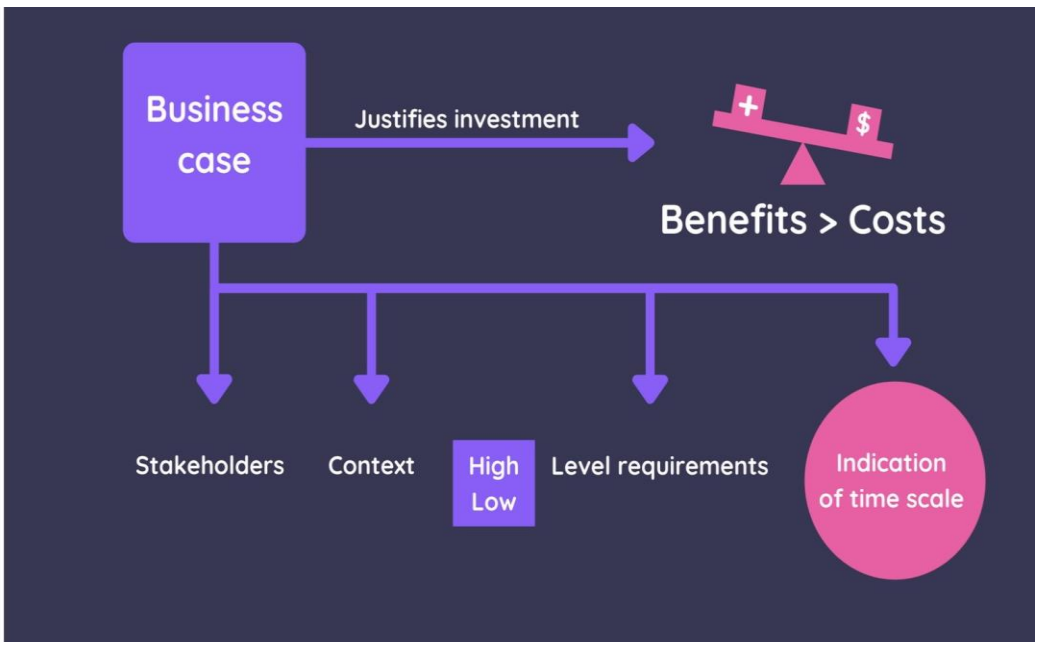
(v) Deliverables,

(vi) Milestones,

(vii) Success Matrices, and

(viii) Budget, timetable and resources

Once approved by the relevant stakeholders, it becomes the basis for the work to be performed.



Source: 10 Project Management Best Practices you must know (2021)

Others include:

(i) Quality Standards

(ii) Tracking and Variance Analysis

(iii) Escalation and Issue Management

(iv) Work Authorization and Change Control

D. Establish clear and consistent communication

E. Maintain a schedule

F Plan for setbacks and how to take corrective actions

Several other researchers and authors put up other project management strategies which can be summarized as follows:

(i) Define project objectives

(ii) Develop a Project Charter or Brief

(iii) Plan the project

(iv) Scheduling

(i) Agree the plan with your line managers

(ii) Healthy Risk Management

(iii) Resources Allocation and Management

(iv) Progress Monitoring

(v) Use a Work Breakdown Structure (WBS)

(vi) Choose the Right Team

(vii) Establish Project Tracking Methods and track deviations

(viii) Assign Roles and Responsibilities

(ix) Avoid Scope Creep

(x) Effective Communication

(xi) Early Payment to Contractors and Sub-Contractors

(xii) Stakeholders Engagement

(xiii) Agile Methodology

(xiv) Use Project Management Software

(xv) Continuous improvement

(xvi) Motivation of staff

(xvii) Regular Retrospective Meetings

2.3. Define Project Objectives

Make a conscious effort to think and analyse the project before commencement. Consider and define what materials are needed, probable costs, methodology to adopt, plant and material requirements. What human resources/personnel that may be required, organisational structure to follow, organisational breakdown, work breakdown structure etc. As posited by Ayyanar (2025), all stakeholders in the project team must discuss and agree on the scope, process, timeline, and pricing to avoid any misunderstandings and scope creep. The line managers, supervisors and all others will have the same knowledge of all tasks up to the finish line.

2.4. Develop a Project Charter or Brief

As noted by York (2021) in his submission, a project brief, also known as project charter, is a concise plan of the project. Among other things, it details the scope, deliverables, milestones, budget, timelines on the work breakdown structure, resources and materials.

2.5. Plan the project

A project plan details exactly how every item of work will be carried out and details of the work breakdown structure, and equipment needs. It includes the scope, scheduling, budgeting, personnel, Evaluation and control, work assessment, quality standards, tracking and variance analysis, escalation and issue management, work authorization and change control (York, 2021).The plan establishes a baseline for the project manager and enables him to monitor progress. Build on the plan that has been earlier made when defining the project. For example, if the project is a road infrastructural project, one may consider in detail the plants and equipment that may be required during each stage of the work. During earthworks for example, bulldozers, graders, dumpers, scrapers, compactors and sheep foot rollers, compactors among others that may be required. The project manager will also determine and decide the number of each equipment required depending on the complexity of the project at hand.

2.6. Scheduling

It is good practice to set a schedule that's realistic and achievable in line with the project completion award date. Work backward from the estimated completion date to create the project schedule, noting the milestones and tasks to achieve and when they need to be completed to avoid delays (York, 2021)

2.7. Agree the plan with your line managers

The project manager normally holds meetings regularly with his line managers to discuss his plan for the project. At the meeting, he drives his vision and explains reasons for his plans. The line managers and heads discuss, share ideas and agree on the way forward. Any grey area that may hamper implementation of the project plan is discussed and avoided at this stage (.Ayyanar, 2025)

2.8. Healthy Risk Management

Every project requires a dedicated risk officer who will be responsible for detecting potential project issues, who has a healthy dose of scepticism. Project strategies should include risk identification, assessment, and mitigation plans. Risk management is the identification, evaluation, and prioritization of risks, followed by the minimization, monitoring, and control of the impact or probability of those risks occurring (Ramanayaka, C and Rotimi, J (2010).Identification of the risks on time and applying mitigation measures will remove bottlenecks and avoid delaying the work

2.9. Resources Allocation and Management

Efficient resource allocation and management is very important in successful project delivery. Resources are tied to major project tasks and deliverables here. This helps the Project Manager in his financial and resource control of the project as he monitors the actual cost of the various deliverables with respect to his baseline planed cost.

2.10. Progress Monitoring

The project manager ensures he gets daily verbal and sometimes written report of the project from his line managers. He always seeks to update himself daily to be able to analyse changes, delays, shortfall, among others in equipment, materials and the work force. He is agile and responds immediately based on the feedback from his line managers. He usually relies on progress reports submitted by them. He keeps track on the milestones and Key performance indicators (KPI's). By actively monitoring progress, project managers can identify bottlenecks, allocate resources efficiently, and ensure timely delivery of project deliverables (Khan B, 2025).

The team must keep track of the project's progress and adjust processes as required to stay on track. Project tracking is the act of monitoring the progress of the project against the project plan. Project KPIs are evaluated to understand if corrective actions are required to protect project outcomes. The key project metrics to track include:

(i) Schedule Variance
(ii) Cost Variance
(iii) Earned Value
(iv) Resource Utilization Rate

2.11. Use a Work Breakdown Structure (WBS)

According to Khan B (2025), the Work Breakdown Structure (WBS) **breaks down big projects** into smaller, more manageable tasks, making planning and execution easier. It makes it easy to organize tasks according to their hierarchy. The main project goal is identified and broken down into smaller tasks. Managers can estimate time, assign resources and track progress.

2.12. Choose the Right Team

A right team heIps to get the job done efficiently. It is further necessary to make sure that the people in the team are assigned the roles that match with their skills and experience. To manage it effectively, the manager first critically determines the projects required skills and assigns the roles based on skill, strength and experience. He also encourages and promotes efficient line

communication between the operatives and occasionally reviews and adjusts their roles (Khan B, 2025)

2.13. Establish Project Tracking Methods and track deviations

Ayyanar, (2025) put forward that Project tracking is the act of monitoring the progress of the project against the project plan. The manager keeps track of the progress of projects with his managers, line managers, supervisors and team members. The team must keep track of the project's progress and adjust processes as required to stay on track. The report enables the manager to know what has been completed, as well as by whom, and what still needs to be done. Employees can provide updates as to what they are working on and share their updates with the project manager and fellow team members. This all important tracking is in most cases reinforced by status update meetings and emails.

2.14. Assign Roles and Responsibilities

The roles and responsibilities of each team member must be clearly defined. This helps to ensure that everyone understands their role in the project and the contribution they need to make. This will prevent confusion and conflict among team members. A RACI (Responsible, Accountable, Consulted, and Informed) matrix is a simple planning chart that allows project managers to assign responsibilities to all stakeholders for the project (Peters, L. A, 2002).

2.15. Avoid Scope Creep

Scope creep is a series of small changes in scope which are made to the project without using change management procedures. Individually, these changes may not impact the project constraints but they can accumulate and have a significant impact on the overall project. Managers should be diligent enough to lookout for the scope creep and make sure that any kind of changes go through a formal process which will help in identifying the necessary and unnecessary changes.

Good and regular communication with all stakeholders including project team and clients is crucial. Good communication means ensuring everyone knows the project goals, timelines, and expectations. Project managers should establish straightforward communication methods, such as meetings and emails. Honest and transparent communication with team members and clients will ensure the clear understanding of the project progress, challenges, milestones, and achievements. Here are some simple communication strategies:

(i) Regular meetings (weekly/monthly)
(ii) A communication tool for streamlining the process
(iii) Communication across all channels in case of issue/priority task

It is invaluable to regularly update everyone on project progress, milestones, and challenges. This transparency helps everyone know what to expect and believe in the project's success.

2.16. Early Payment

Koushki *et* al. (2005) identified ensuring an adequate source of project finance as a method of minimizing construction failures. Inadequate funding has been noted as a bane of efficient project delivery and to mitigate this problem, they suggested that financial problems should be avoided by making payments on time to contractors and sub-contractors and labour.

2.17. Stakeholders Engagement.

According to Ramanayaka, C and Rotimi, J (2010), Stakeholders are individuals or groups with a vested interest in the project's outcome. Effective project strategy involves identifying and engaging with stakeholders early to ensure that their needs and expectations are met. It is always beneficial to Involve stakeholders early and frequently throughout the project lifecycle.

2.18. Agile Methodology

Agile Methodology is rooted in collaboration, adaptability, and customer feedback. It emphasises iterative development, breaking the project into small workable bits and completing the derivables step by step. Traditional project management methodologies are proving to be too rigid, bureaucratic,

and time consuming for today's dynamic business environment. In fact, these methodologies can work against IT departments. Today, project managers need to respond with agility to rising issues and changes. The formal documentation and processes involved in traditional project management can weigh a conservative manager down.

2.19. Use a Project Management Tool

The use of Project Management Tool is a smart move. Some of these are Microsoft project, Smartsheet, Primavera and Teamwork Project. Essentially, these management software, makes the work of the project Manager and management itself easier. They help the manager to easily collaborate on projects, delegate tasks, stay on schedule, track projects, provide a snapshot, and communicate with clients and vendors. Such tools centralize all project information and conversations, helping teams to stay organized and on track.

2.20. Continuous Improvement

Technology is always evolving to meet the changing needs of users. In the same way, your approach to project management should evolve alongside business and IT processes. Communicate with your team, client, and business partners, as to how to improve your project management practices. A good manager continues to improve his practice by applying latest IT processes.

2.21. Motivation of Staff

Productivity in the construction industry has been steadily declining (Aiyetan, 2015) and labour efficiency has been cited as poor, resulting in declining productivity. Several techniques can be used to positively influence workers' behaviour. Two of these techniques are the behavioural and economic approaches. The former views motivation from the workers' psychological requirements and the second views it from the economic approach, placing emphasis on monetary rewards (Andawei,2006). Motivation variables that could impact on construction time are: pay and allowances, job security, a sense of belonging and identification with the project team. Others are recognition of contributions made, opportunity to extend skills and experience through learning, equitable rewards relative to others' input into the project, and the exercise of power and opportunity for career advancement for future benefits.

2.22. Regular Retrospective Meetings for more insights

Project management is about getting projects done as efficiently and effectively as possible. And no matter how good a completed project is, there is always need for improvement. It is to appraise projects and gain insights and take stocks that such meetings are held. Like the kickoff meeting, the retrospective one is for everyone who participated in the project including team members, stakeholders, and support people. The idea is to learn what worked, what didn't, and how things can be improved on future projects. The only way to capture these key insights is to get feedback and ideas from everyone (.Ramanayaka, C and Rotimi J 2010).

With regard to the experience of the respondents under the study area, a larger percentage of the respondents were quite experienced, having worked for over 21 years (71.43%) in the construction industry. This is followed by those who have spent between 11-20years (25.71%), an indication that a larger percentage of the respondents have spent a reasonable number of years as construction graduate professionals to give reliable information on the best practices and strategies for superior project delivery.

Findings relating to respondent's work professional organization results showed that the management cadre respondents, comprising of mainly Civil Engineers and Builders constituted 21.43%,while the executive level officers comprising of Civil Engineers, Builders, Architects and Quantity surveyors together made up 72 86% of the respondents. The non-executives were a mere 5.71% of the respondents. The respondents were asked to rank the best practices and strategies for superior project delivery in Abuja. The mean and Relative Importance Index method were used to determine the relative importance of the various best practices and strategies. The five-point likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) was adopted and transformed to relative importance indices (RII) for each factor. This has previously been used in similar studies (Sambasivan and Soon, 2007; Fallahnejad, 2013) using the following relation:

RII=W/SA*N

Where, W is the weighting given to each factor by the respondents ranging from 1(strongly disagree) to 5 (strongly agree), SA is the highest weight (i.e. 5 in this case), and N is the total number of respondents. The RII value had a range from 0 to 1 (0 not inclusive), the higher the value of RII, the more important was the effect of the factor.

The data presentation and analysis made use of frequency distributions and percentages of all the respondents. The ranking made it possible to cross compare the relative importance of the items as perceived by the respondents. After mathematical computations, the factors were then ranked using the value of RII as shown in table 3.

The statistics presented on the Table 3 complied very well with the results of most of earlier research works and literature.

Table 2: Demographic characteristics of respondents

Demographic characteristic	Frequency	Percent
Age		
20-29	6	8.57
30-39	17	24.29
40-49	34	48.57
50 and above	13	18.57

Sex		
Male	64	91.43
Female	6	8.57
Education		
Diploma	2	2.86
University	50	71.43
Post graduate	18	25.71
Type of organization		
Client	8	11.43
Engineers (Civil/Elec/Mech)	28	40
Builders/Architects/QS	34	48.57
Occupational level		
Non executive	4	5.71
Executive	51	72.86
Managerial	15	21.43
Working experience		
Less than 10years	2	2.86
11-20 years	18	25.71
21 years and above	50	71.43

Source: Field Survey (2025)

3.1. Best Practices and Strategies for Project Delivery

Table 3: Ranking of Best Practices and Strategies for Project Delivery by Respondents

S/N Factors Weighting/Response Frequency

		1	2	3	4	5	(Σf)	Σfx	MEAN	RII	RANK
1	Define project Obj	11	27	8	7	17	70	202	2.886	0.577	1st
2	Develop project Charter	13	25	8	6	18	70	201	2.871	0.574	2nd
3	Plan the project	12	25	10	6	17	70	201	2.871	0.574	2nd
4	Scheduling	11	25	11	9	14	70		2.857	0.571	4th
5	Agree the plan	16	20	12	11	11			2.729	0.546	12th
6	Healthy Risk Mgt	21	16	12	11	10			2.614	0.523	18th
7	Resource Allocat & Mgt	12	24	12	7	15			2.843	0.569	6th
8	Progress Meetings	16	21	12	11	10			2.686	0.537	14th
9	Use a WBS	11	25	11	9	14			2.857	0.571	4th
10	Choose the team	12	24	11	10	13			2.829	0.566	7th
11	Est Proj Tracking	23	14	11	11				2.614	0.523	18th.
12	Assign Roles	15	22	10	11				2.757	0.551	9th.
13	Avoid scope creep	20	17	12	11				2.629	0.526	16th.
14	Effective Communication	14	23	11	10	12			2.757	0.551	9th.
15	Early Payment	24	15	10	10	1			2.557	0.511	20th.
16	Stakeholders Engt	13	24	12	7	14			2.786	0.557	8th.
17	Agile Methodology	17	20	12	11	10			2.671	0.534	15th.
18	PM Project Software	15	21	12	11	11			2.743	0.549	11th.
19	Cont Improvement	21	16	11	12	10	70	184	2.629	0.526	16th.
20	Motivation of Staff	17	19	12	11	11	70	190	2.714	0.543	13th.
21	Regular Retro Meetings	18	23	12	7	10	70	178	2.543	0.509	21st.

Source: Field Survey (2025)

Where:1=Strongly disagree,2=Disagree,3=Undecided,4=Agree,5=Strongly agree

4.0. SUMMARY OF FINDINGS

The findings obtained were as follows:

Defining project objectives (RII=0.577, R=1) was ranked most highly by the respondents as the best practice and strategy towards a superior project delivery in Abuja.. This has proven that before commencing work on a construction project, the project objectives must first be outlined and defined. The next in ranking is to develop a project charter (RII=0.574;R=2), which normally results after the objective is defined. Planning the project (R=2), is equally ranked by the respondents with developing a charter most as it is a factor fuelled by the fact that the most singular strategy in effective project delivery is adequate planning, planning and re planning. 4th in that order is scheduling/ of work (RII=0.571;R=4), which is a common feature that results when project managers try to schedule work and deliverables after initial project planning in order to achieve best results. Using a work breakdown structure (WBS) (R=4) is ranked equally with scheduling by the respondents. Resource allocation and management was ranked R=6), Choosing the project team members(was the 7th in that order. Stakeholders engagement - RII=0.557;R=8), Effective communication (RII=0.551;R=9), Assigning Roles and Responsibilities to team members R=9), Use of Project Management Software R=11), in that descending order, complete the ranking of the top most significant best practices and strategies for superior construction project delivery in Abuja. The findings were similar to the results in the earlier studies reviewed where defining project objectives, development of project charter and planning the project were identified as the major best factors contributing to superior project delivery.

5. Conclusion and Recommendation

Project management strategies equip managers with the tools to plan, execute, and complete projects successfully. This approach involves prioritizing projects that align with long-term goals, managing resources across multiple projects for optimal impact.

These project management strategies streamline project operations, enhance team collaboration, and optimize resource utilization for successful outcomes. They provide a structured pathway for project managers and teams to follow from inception to completion.

The negative effects of failures in project execution often occur. This is because of the uniqueness of projects execution which involves a combination of people, time and place.. However, efforts must be made to achieve efficient project delivery.

The following are therefore recommended to mitigate project failures:

1. Adequate planning of the project before commencement.
2. Improved project management and administration
3. Risk monitoring, evaluation and immediate mediating response
4. Adequate staff welfare and motivation
5. Regular project monitoring and evaluation
6. Effective strategic planning and scheduling of project deliverables must be analysed and carried out before project commencement.
7. Effective communication between all project stakeholders
8. Accurate initial cost estimation should be done as well.
9. Engagement of only qualified and certified project managers to handle projects.
10. Strengthening of all contract award Procurement processes and procedures.
11. Engagement of only competent contractors to handle projects in order to mitigate these negative effects.

REFERENCES

Aibinu, A. A., and Jagboro, G. O. (2002). The effects of construction delays on project delivery in Nigerian construction industry. *International Journal of Project Management, 20* (8),593-599.

Aiyetan, O.A., (2015) Using system dynamics modeling principles to resolve problems of rework in construction projects in Nigeria. *Journal of Construction Project Management,South Africa.*

Aiyetan, A O and Olotuah, A O (2006) Impact of motivation on workers' productivity in the Nigerian construction industry. *Proceedings of 22nd Annual ARCOM Conference, Birmingham,UK,Association of Researchers in Construction Management,239-248*

Alex York (2021) 10 project management best practices you must know. *Proceedings* of *the Project Management Institute Annual Seminars & Symposium San Antonio, Texas, US.*

Andawei (2006) Motivation, An alternative to Improve workers Performance in today's Construction Industry. *The Quantity Surveyors Journal 40(3)25*

Ayyanar Pradheep (2025) Best Practices for Successful Project Delivery. SunTec Business Solutions, Pennsylvania, U.S.A.

Fallahnejad M. H.(2013) Delay causes in Iran gas pipeline projects. *International Journal* of *Project management* 31(1);136-146

Faradi and El-Sayegh (2006). "Significant factors causing delay in the UAE construction industry." *Construction Management & Economics,24(11)*:1167-76.

Garikapati M. C (2018). Project Management Best Practices. *Northern Illinois University Publishers, USA.*

Johnson and Scholes (2002). *Exploring Corporate* Strategy.Seventh Edition Pearson Education Limited Edinburgh Gate, Harlow Essex, England

Khan,B,(2025) Project Management Strategies for Project Managers|Top 15+.Avanza *Project Management UK Limited.*

Koushki, P. A., Al-Rashid, K., and Kartam, N. (2005). "Delays and cost increase in the construction of private residential projects in Kuwait." *Constr. Management Journal.*

Kumar G and Pradeep K.B,(2012) Impact of Agile Methodology on Software Development *Proceedings of International Journal of Computer Technology and Electronics Engineering (IJCTEE)* Volume 2, Issue 4.

Ogunde, Dafe, Akinola, Ogundipe, Oloke, Ademola, Akueta and Olaniran, (2017). Factors militating against Prompt Delivery of Projects in Lagos Megacity, Nigeria: Contractors'*Perspective.Mediterranean Journal of Social Sciences.* MCSER Publishing,Rome Italy.

Peters, L. A. (2002).Eight planning strategies for delivering quality projects. *Paper presented* at *Project Management Institute Annual Seminars & Symposium, San Antonio, TX. Newtown Square,PA*:Project Management Institute.

Project Management Institute (PMI) (2021). *Guide to the project management body of knowledge (PMBOK guide),Seventh edition.* Pennsylvania, USA.

Ramanayaka C. and Rotimi J. (2021). Strategy: towards its applicability for successful project delivery. *Proceedings of 27th Annual ARCOM Conference, 5-7 September 2011, Bristol, UK, Association of Researchers in Construction Management,* 869-878.

Saka Nand Adegbembo T. F.(2022) An assessment of the Impact of the Construction Sector on the Gross Domestic Product (GDP) of Nigeria. *Journal* of *Surveying,Constructon and Property;* 13(1),42-65.

Sambasivan, M., And Soon, Y. W. (2007). "Causes and Effects of delays in Malaysian construction industry." *International Journal of Project Management,25(5):*p.517-526