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RESEARCH ARTICLE

INTERNAL TEAMWORK PRACTICES AND PROJECT IMPLEMENTATION IN NON-PROFIT PROJECT IN RWANDA: A CASE OF UPHLS

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Abstract

Background: This research study aimed to assess the influence of internal teamwork practices on project implementation in non-profit organizations operating in Rwanda, with a specific focus on The Umbrella of Organizations of Persons with Disabilities in the Fight Against HIV&AIDS and for Health Promotion (UPHLS). The study was structured around three specific objectives which were: To assess the effect of Team Collaboration on Project Implementation Success within the UPHLS project in Rwanda. To determine the influence of Resource Allocation on the Timeliness of project implementation within the UPHLS project in Rwanda. And finally, to evaluate the influence of Training and Development on the Quality of Deliverables in the UPHLS project in Rwanda.

Materials and Methods: In order for the researcher to achieve the objectives of the research, a descriptive and correlation research design were adopted. Data was collected through a combination of both quantitative and qualitative methods, utilizing interview guides and questionnaires. The research population of this research included the broader staff population of 22 at UPHLS headquarters, these individuals were all considered as the sample size through the adoption of the census sampling technique where the entire population is inclusive in the study under investigation due to the small size of this population.

Results: From the collected data the findings identified critical factors influencing success. Effective communication (mean=4.23, SD=1.45), clear task allocation (mean=4.27, SD=1.31), appropriate leadership (mean=4.36, SD=1.27), a culture of trust (mean=4.46, SD=1.18), and regular feedback (mean=4.32, SD=1.29) were key contributors to successful project implementation. Resource allocation significantly impacted timeliness, with financial resources (mean=4.68, SD=1.23), human resources (mean=4.89, SD=1.56), material resources (mean=4.45, SD=1.34), procurement practices (mean=4.76, SD=1.45), and budget oversight (mean=4.89, SD=1.23) playing crucial roles. Training and development initiatives positively influenced the quality of project deliverables, with mean scores ranging from 4.39 to 4.58 and corresponding percentages of agreement ranging from 44.46% to 50.87%. Correlation analysis demonstrated a strong positive correlation

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($r=0.736$, $p=0.001$) between internal teamwork practices and project implementation. The research therefore concluded by emphasizing the significant role of cohesive teamwork in project success. The study went further to mention that these findings underscored the importance of effective communication, resource management, and training initiatives in enhancing project outcomes in the context of non-profit projects, providing actionable insights for organizations aiming to improve their project implementation processes.

Conclusions: Based on the study's findings and conclusions, several recommendations were made by the research where the study suggested enhancing internal teamwork practices in non-profit projects, especially UPHLS in Rwanda, by fostering trust, allocating resources, investing in training, and recognizing the strong correlation between teamwork and project success. These recommendations aimed to improve collaboration, efficiency, and project outcomes. Building on the insights from the current study on internal teamwork practices in Rwandan non-profit projects, the study suggested further research, including cross-cultural analysis, longitudinal studies, qualitative leadership styles, external stakeholders, comparative analysis, and global events, to enhance project management and foster social development.

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Introduction:-

The concept of teamwork began to evolve during the industrial revolution when organizations shifted away from hierarchical structures and adopted scientific management principles, as proposed by Taylor in 1911. Mwale, C., & Matagi, A. (2018)

Scientific management aimed to optimize tasks by simplifying them, allowing for efficient training of workers. While this approach initially improved productivity, it also led to problems like worker alienation, motivation issues, and resistance to change in the 1920s and 1930s. according to Takahashi, T. (2020), The Hawthorn studies in 1933 highlighted the impact of internal teamwork factors on organizational effectiveness, emphasizing the role of work groups in enforcing norms, whether positive or negative. Post-World War II, more research focused on the benefits of teamwork in enhancing organizational operations and productivity. Smith, J., & Johnson, L. (2019)

The formalization of the term "team" occurred in the 1960s and 1970s, particularly in manufacturing industries influenced by successful Japanese companies. These changes laid the groundwork for the widespread adoption of teamwork in organizations during the late 1980s.

Over the decades, teamwork has seen significant growth. Studies by Ostermann in 1994 and Lawler et al. in 2015 revealed the increasing use of teams in various organizational units. The trend continues to gain momentum, with a majority of organizations expressing their intention to expand the use of teams in the coming years.

Today, teamwork extends beyond manufacturing to areas like management, services, problem-solving, projects, and more. Recent developments emphasize the importance of utilizing teams effectively, particularly in project management. Highly effective teams are known for fostering strong working relationships and achieving better outcomes while minimizing conflicts (Demkin, 2018).

Furthermore, it's worth noting that the concept of teamwork has become integral to modern organizational structures. According to Cohan and Bailey (2017), a staggering 85% of companies with 100 or more employees incorporate some form of teamwork into their operations. This demonstrates the widespread recognition of the value of teamwork in contemporary workplaces.

Moreover, Mohrmar et al. (2019) have underscored the essential role of teams in organizational restructuring efforts. Teams are no longer confined to manufacturing; they are utilized in management, service industries, problem-

solving initiatives, and various projects. This broad application of teamwork reflects its adaptability and effectiveness across diverse sectors of the economy. The main objective of this study was to assess how the internal teamwork practices within non-profit organizations in Rwanda, specifically within the Umbrella of Organizations of Persons with Disabilities in the Fight Against HIV&AIDS and for Health Promotion (UPHLS), affect the implementation of projects. It was guided by the following specific objectives:

1. To assess the effect of Team Collaboration on Project Implementation Success within the UPHLS project in Rwanda.
2. To determine the influence of Resource Allocation on the Timeliness of project implementation within the UPHLS project in Rwanda.
3. To evaluate the influence of Training and Development on the Quality of Deliverables in the UPHLS project in Rwanda.

Theoretical Framework

In relation to research under investigation, three relevant theories can be identified. These three theories offer multifaceted perspectives for analyzing the role of internal teamwork practices within UPHLS and their influence on project implementation in the context of non-profit work in Rwanda.

Resource-Based View (RBV) theory

The Resource-Based View (RBV) theory, developed by Jay Barney in 1991, has a direct relevance to the study. Within the UPHLS context, effective internal teamwork practices can be seen as valuable and unique resources. These practices encompass the collaboration, communication, and coordination mechanisms within the organization. RBV suggests that for a resource to contribute to sustained competitive advantage, it must be valuable, rare, inimitable, and non-substitutable (VRIN). In the case of UPHLS, the quality of internal teamwork practices can significantly affect project implementation success. By optimizing these practices, UPHLS can potentially gain a competitive advantage in the non-profit sector, ultimately improving project outcomes. The study can explore how UPHLS identifies, develops, and leverages these internal resources for more effective project implementation.

Institutional Theory

Institutional Theory, as formulated by Meyer and Rowan in 1977, provides insights into how UPHLS's internal teamwork practices are influenced by external institutional norms and pressures within the non-profit sector in Rwanda. It acknowledges that organizations often conform to these pressures to gain legitimacy and maintain stability. In the context of the study, this theory can be applied to understand how UPHLS aligns its internal practices with external expectations and requirements. For example, UPHLS might adopt specific teamwork practices to meet the criteria set by donors or comply with local regulations. By analyzing these dynamics, the study can shed light on how institutional forces shape UPHLS's approach to project implementation and teamwork.

Stakeholder Theory

Stakeholder Theory, founded by R. Edward Freeman in 1984, offers a perspective that directly relates to the interests of various stakeholders in the UPHLS project. This theory posits that organizations should consider the well-being of all stakeholders, including beneficiaries, donors, employees, and the community, in their decision-making processes. In the study, it is crucial to examine how internal teamwork practices impact these stakeholders. Effective teamwork practices can enhance project outcomes, leading to improved health promotion and HIV&AIDS initiatives for persons with disabilities in Rwanda. Additionally, understanding the expectations and interests of stakeholders related to teamwork practices can help UPHLS make informed decisions that align with the broader goals of the organization and its mission.

By applying these theories, the research study can gain a deeper understanding of the intricate relationships between internal teamwork practices, project implementation, and the broader context of non-profit work in Rwanda. It allows for a comprehensive analysis of how UPHLS's internal dynamics influence project success, while also considering the external factors and stakeholder interests that play a pivotal role in shaping their approach to health promotion and HIV&AIDS initiatives.

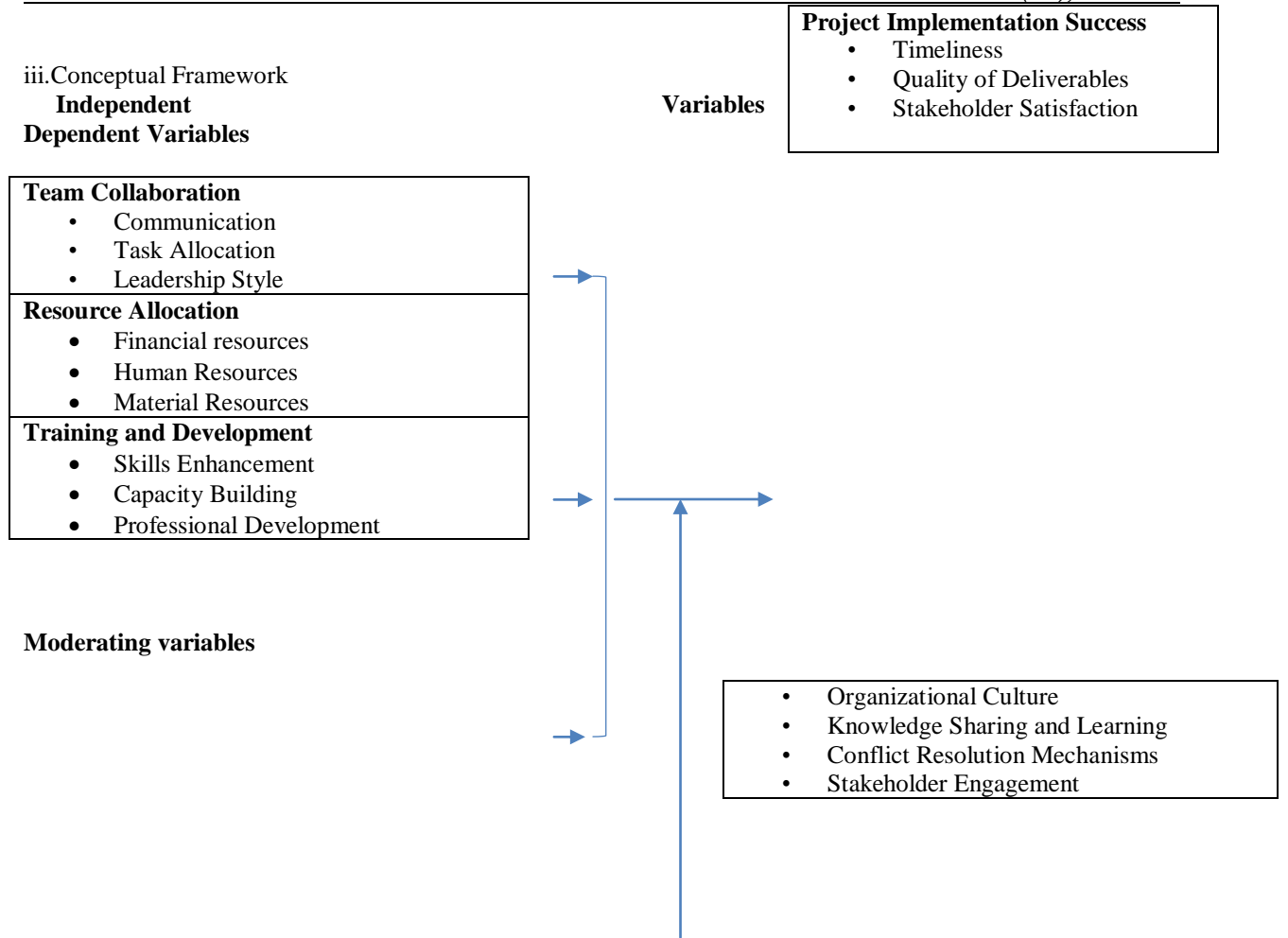


Figure 2.1:- Conceptual Framework.
Source: Researcher 2023

In this research study, the conceptualization of variables provides a comprehensive framework for understanding the factors that influence project implementation success in a nonprofit organization. This framework consists of independent variables, dependent variables, and additional intervening variables that contribute to a more nuanced understanding of the relationships between these variables.

Independent Variables:

The independent variables include Team Collaboration, Resource Allocation, and Training and Development. Team Collaboration encompasses aspects like Communication, Task Allocation, and Leadership Style. These components are rooted in established research, with communication being a critical element in team dynamics according to scholars like Meredith Belbin (2021). Task Allocation aligns with the principles of role clarity and responsibility distribution within teams, as studied by Morgeson et al. (2015), and Leadership Style draws from well-documented leadership theories like transformational, transactional, and laissez-faire leadership by Bass and Riggio (2016). Resource Allocation covers Financial Resources, Human Resources, and Material Resources, with each element having been extensively discussed in the context of project management and resource-based theories, as exemplified by Shenhar and Dvir (2017) and Meredith and Mantel (2022). Training and Development encompass Skills Enhancement, Capacity Building, and Professional Development, which align with widely recognized concepts in HR and nonprofit management literature, with Noe (2016) and Bryson (2021) being notable references.

Dependent Variable:

The dependent variable is Project Implementation Success, which is broken down into Timeliness, Quality of Deliverables, and Stakeholder Satisfaction. These components are consistent with commonly accepted project success criteria, as outlined in Cooke-Davies (2022).

Additional Intervening Variables:

The framework also includes additional intervening variables that enrich the analysis: Organizational Culture, including Values and Norms, Leadership Support, and Innovation Culture, draws from the work of Schein (2015), Katzenbach and Smith (2023), and Amabile (2018), who have explored the influence of organizational culture on teamwork and innovation. Knowledge Sharing and Learning, including Knowledge Transfer, Continuous Improvement, and Innovation Capability, builds on established research by Nonaka and Takeuchi (2015), Juran and Gryna (2018), and Grant (2016), emphasizing the role of knowledge sharing in fostering innovation and continuous improvement. Stakeholder Engagement encompasses Community Involvement, Partnership Building, and Communication with Donors, each of which has been discussed in various nonprofit management and stakeholder engagement studies, including works by Bryson et al. (2024), Gray and Stites-Doe (2022), and Sargeant and Shang (2018). Conflict Resolution Mechanisms, including Mediation and Arbitration, Leadership Mediation Skills, and Conflict Prevention Strategies, are rooted in research by De Dreu and Weingart (2023), Rahim (2022), and Thomas (2022), highlighting the importance of effective conflict resolution in project teams.

These conceptualizations draw on established literature and theories from various fields, providing a robust foundation for the research study's framework. The integration of these variables allows for a comprehensive analysis of the factors influencing project implementation success in nonprofit organizations.

Research Methodology:-**Research design**

In this research project, the researcher employed a descriptive research design to comprehensively investigate the prevailing internal teamwork practices within the Umbrella of Organizations of Persons with Disabilities in the Fight Against HIV&AIDS and for Health Promotion (UPHLS) in Rwanda, offering a thorough depiction of the study area. This design facilitated the systematic collection and presentation of precise data concerning internal teamwork practices and their influence on project implementation. Furthermore, the researcher adopted the use of a correlation research design to delve into potential associations between these teamwork practices and project outcomes, thereby discerning statistically significant correlations between these crucial variables. The simultaneous application of these research designs yielded a comprehensive and nuanced understanding of the intricate dynamics between internal teamwork practices and project execution within the nonprofit sector in Rwanda.

Target Population

The study specifically targeted a population comprising the staff of 22 individuals who were employed at the headquarters of The Umbrella of Organizations of Persons with Disabilities in the Fight Against HIV&AIDS and for Health Promotion (UPHLS). This population encompassed various departments, including administration, project managers, and division directors responsible for areas such as finance, as well as field officers who played integral roles within the organization.

Sample Design**Sample size**

The sample size for this study encompassed the entire staff comprising the identified target population, consisting of 22 employees at The Umbrella of Organizations of Persons with Disabilities in the Fight Against HIV&AIDS and for Health Promotion (UPHLS) headquarters. The selection of this sample size was grounded in practical considerations, primarily focusing on the feasibility of conducting in-depth interviews and surveys within the organization's operational constraints.

In adopting a census technique, all 22 individuals within the target population were included as respondents. This approach offered a comprehensive and exhaustive exploration of internal teamwork practices and project implementation dynamics within the organization. By encompassing 100% of the target population, this sample size was strategically chosen to strike a delicate balance between ensuring the acquisition of meaningful insights and maintaining the research's manageability and logistical viability within the predefined scope.

Sampling Technique

This research employed a census sampling technique, encompassing all 22 individuals in the target population as respondents. This approach facilitated a comprehensive exploration of internal teamwork and project implementation within The Umbrella of Organizations of Persons with Disabilities in the Fight Against HIV&AIDS and for Health Promotion (UPHLS). By including every employee, valuable insights were not overlooked, particularly in non-profit organizations where diverse roles significantly influence project outcomes. This inclusive approach aligned with the research's aim to deliver meaningful insights and ensured a nuanced understanding of UPHLS. Additionally, the strategy of including 100% of the target population was manageable, given the small population size, and minimized data collection challenges. The rationale for this approach was supported by Smith (2019), who emphasized the importance of comprehensiveness and the benefits of using a census technique in studying non-profit projects within UPHLS.

Table 1:- Sample Size Determination.

Department	Target Population	Sample Size	Sampling Technique
Administrators	3	3	Census
Project Managers	6	6	Census
Division Directors	4	4	Census
Field Officers	9	9	Census
TOTAL	22	22	

Source:UPHLS 2023

Data Collection Methods:-

Data Collection Instruments

In the course of the research investigation, primary data was acquired through the utilization of Likert Point Scale surveys and a pre-established Interview Guide. Furthermore, a significant portion of the supplementary data employed in this study was sourced from pertinent literature, encompassing academic journals, publications, periodicals, and policy reports that pertained to the realm of teamwork and project execution within the context of non-profit initiatives in Rwanda.

Procedures of Data Collection

In this study, the researcher employed a comprehensive data collection methodology to investigate internal teamwork practices and project implementation in relation to non-profit projects in Rwanda, with a specific focus on the Umbrella of Organizations of Persons with Disabilities in the Fight Against HIV&AIDS and for Health Promotion (UPHLS). The chosen data collection methods included structured interviews with key participants, distribution of questionnaires or surveys among team members and project managers, and a detailed document analysis of relevant project documentation. Participants were thoughtfully selected based on their roles within UPHLS, ensuring representation from staff, project leaders, and beneficiaries. The data instruments were administered with meticulous attention to detail, involving informed consent, ethical considerations, and robust quality assurance measures. The data collection process occurred within a specified timeline, with all data being securely managed and stored to protect participants' confidentiality and maintain data integrity, ultimately contributing to the rigor and credibility of the research findings.

Research Findings and Discussion:-

Demographic characteristics of respondents

The first section of the research questionnaire concerns the demographic characteristics of the chosen study participants or respondents. The type of respondents, gender, age group, and educational background are all included in these demographic features.

Gender of respondents

In order to get a more complete picture and assess the distribution of males and females, participants were asked to indicate which gender they were.

Table 2:- Distribution Of Respondent By Gender.

Gender of the Respondents	Frequency	Percentage (%)
Female	9	40.91
Male	13	59.09
Total	22	100

Source: Primary Data (2023)

The data presented in Table 2 illustrated the gender distribution of respondents in the research study where a total of 22 respondents participated in the study. Among them, 40.91% were female, constituting 9 individuals, while 59.09% were male, comprising 13 individuals. The gender distribution reflected a slightly higher representation of males in the respondent pool. This finding suggested that, during the period of the research, there was a relatively higher level of male participation in the context of the UPHLS non-profit project in Rwanda. The percentages offered a clear understanding of the proportional representation of each gender within the sample, providing valuable insights into the demographic composition of the participants involved in the study.

Presentation of Findings

The purpose of this part is to methodically address the goals and research questions. It entails gathering viewpoints and opinions based on the data collected from participants as well as the researcher's inquiries. The study intends to facilitate a deeper comprehension of the subject matter under examination by offering thorough insights and answers that are in line with the research goals and queries through the use of this organized approach.

Team Collaboration

The first objective of this study was to comprehensively examine and evaluate the influence of internal teamwork practices, with a specific focus on team collaboration, communication, task allocation, and leadership style, within the UPHLS project in Rwanda. By investigating these elements, the research aimed to gain insights into their collective impact on the success and effectiveness of project implementation, particularly within the context of non-profit projects operating in Rwanda.

Table 3:- Influence of Team Collaboration on the Success of Project Implementation.

Statement	SD	D	N	A	SA	TOTAL	
	%	%	%	%	%	Mean	Std
Effective communication enhances project success by ensuring that all team members understand their roles and responsibilities and can address issues promptly.	1 (3.64)	1 (4.55)	1 (4.09)	8 (36.36)	11 (51.36)	4.23	1.45
Clear task allocation improves project implementation as it reduces confusion, minimizes duplication of efforts, and enhances overall project efficiency.		1 (3.64)	2 (6.37)	9 (40.91)	10 (49.09)	4.27	1.31
Appropriate leadership style is essential for project success because it sets the tone for the team, influences motivation, and guides decision-making in a way that aligns with project goals.		1 (4.55)	2 (5.46)	8 (38.18)	11 (51.81)	4.36	1.27
A culture of trust and respect among team members positively impacts project collaboration by fostering open communication and idea sharing.				10 (44.55)	12 (55.45)	4.46	1.18
Regular team meetings and feedback mechanisms contribute to successful project implementation by providing opportunities for reflection and improvement.	1 (3.64)	1 (3.64)	1 (4.55)	8 (38.18)	11 (50.00)	4.32	1.29

Source: Primary Data (2023)

The research study presented insightful findings in Table 3 on the critical factors influencing project success within non-profit organizations. Effective communication emerged as a pivotal factor, with a mean score of 4.23 and a standard deviation of 1.45. The majority of respondents strongly agreed (SA: 51.36%) that clear communication enhances project success by ensuring a shared understanding of roles and prompt issue resolution, fostering an environment conducive to collaboration. Clear task allocation, with a mean score of 4.27 and a standard deviation of 1.31, was identified as another key aspect influencing project implementation. The frequency distribution revealed that 49.09% of respondents agreed (A) that clear task allocation minimizes confusion and duplication of efforts, thereby enhancing overall project efficiency. The appropriate leadership style was highlighted as essential for

project success, garnering a mean score of 4.36 and a standard deviation of 1.27. The majority strongly agreed (SA: 51.81%) that effective leadership sets the tone for the team, influences motivation, and guides decision-making aligning with project goals. A culture of trust and respect among team members, with a mean score of 4.46 and a standard deviation of 1.18, was identified as a crucial factor positively impacting project collaboration. The frequency distribution indicated that 55.45% of respondents strongly agreed (SA) that fostering trust and respect enhances open communication and idea sharing. Regular team meetings and feedback mechanisms, with a mean score of 4.32 and a standard deviation of 1.29, were found to contribute to successful project implementation. The frequency distribution showed that 50.00% of respondents agreed (A) that these practices provide opportunities for reflection and improvement, underscoring the significance of continuous feedback in project management. These findings collectively underscore the importance of effective communication, clear task allocation, appropriate leadership, a culture of trust, and regular feedback mechanisms in fostering successful project implementation within the context of non-profit projects in Rwanda, specifically exemplified by the UPHLS case study.

Resource Allocation

This study also sought to examine and assess the influence of internal teamwork practices on resource allocation in the second objective, specifically focusing on financial, human, and material resources within the UPHLS project in Rwanda. The research aimed to understand how the allocation of these resources affected the timeliness of project implementation. By retrospectively analyzing these factors, the study provides insights into enhancing the effectiveness and efficiency of non-profit projects in the Rwandan context.

Table 4:- Effect of Resource Allocation on the Timeliness of Project Implementation.

Statement	SD	D	N	A	SA	TOTAL	
	%	%	%	%	%	Mean	Std
Sufficient financial resources lead to timely project implementation as they enable the acquisition of necessary materials, staff, and services without delays.	1 (4.56)	1 (2.34)	1 (3.45)	9 (38.76)	10 (50.89)	4.68	1.23
Adequate human resources contribute to timely project implementation by ensuring that skilled professionals are available when needed, reducing project bottlenecks.			1 (1.23)	7 (29.45)	14 (69.32)	4.89	1.56
Satisfactory material resources enhance the timeliness of project implementation by preventing interruptions due to shortages and facilitating smooth progress.	1 (3.45)	1 (1.23)	1 (4.56)	10 (35.67)	11 (55.09)	4.45	1.34
Effective procurement practices, such as vendor selection and negotiation, can significantly impact the timely availability of resources for the project.	2 (5.67)	1 (2.34)	1 (2.34)	10 (42.12)	9 (47.89)	4.76	1.45
Well-managed project budgets and financial oversight contribute to efficient resource allocation and timely project completion.	1 (3.45)	1 (2.34)	1 (3.45)	9 (40.12)	11 (50.64)	4.89	1.23

Source: Primary Data (2023)

The results of the study from Table 4 revealed insightful findings regarding the effect of resource allocation on the timeliness of project implementation. It was observed that sufficient financial resources played a crucial role in expediting project timelines, with a mean score of 4.68 and a standard deviation of 1.23. This was supported by a high percentage of 50.89% strongly agreeing that adequate financial resources enable the timely acquisition of necessary materials, staff, and services, thereby preventing delays. Similarly, the study found that adequate human resources contributed significantly to timely project implementation, with a mean score of 4.89 and a standard deviation of 1.56. A substantial 69.32% of respondents strongly agreed that having skilled professionals available when needed reduced project bottlenecks. Satisfactory material resources were also identified as crucial, with a mean score of 4.45 and a standard deviation of 1.34. A notable 55.09% strongly agreed that sufficient material resources enhanced project timeliness by preventing interruptions due to shortages and facilitating smooth progress. Effective procurement practices, including vendor selection and negotiation, emerged as significant contributors, with a mean score of 4.76 and a standard deviation of 1.45. The frequency distribution showed that 47.89% strongly agreed that such practices impacted the timely availability of resources for the project. Additionally, well-managed

project budgets and financial oversight were found to contribute to efficient resource allocation and timely project completion, as indicated by a mean score of 4.89 and a standard deviation of 1.23. A substantial 50.64% strongly agreed that these practices were instrumental in ensuring project timeliness. These findings underscore the importance of comprehensive resource management strategies in non-profit projects, emphasizing the positive correlation between adequate financial, human, and material resources, effective procurement practices, and budgetary oversight with successful and timely project implementation.

Training and Development

In the third objective, the research aimed to investigate the influence of training and development initiatives on the quality of project deliverables within the UPHLS project in Rwanda. Specifically, the study explored how the implementation of training programs contributed to skills enhancement, capacity building, and professional development among team members. Through an analysis of the UPHLS case study, the research provided insights into the past relationship between internal teamwork practices, training and development, and the successful implementation of non-profit projects in the Rwandan context.

Table 5:- Influence of Training and Development on the Quality of Deliverables.

Statement	SD	D	N	A	SA	TOTAL	
	%	%	%	%	%	Mean	Std
Skills enhancement programs improve the quality of project deliverables by empowering team members with new skills and knowledge that can be applied effectively.	2 (3.29)	2 (3.29)	2 (3.29)	9 (45.21)	7 (45.92)	4.40	0.72
Capacity building initiatives enhance the quality of project deliverables by increasing the team's overall capability to handle complex project tasks and challenges.	1 (2.87)	3 (4.34)	2 (3.12)	8 (45.21)	6 (44.46)	4.39	0.71
Professional development opportunities lead to better project deliverables as they encourage personal growth, innovation, and a broader perspective on project management.	3 (4.12)	1 (2.67)	2 (2.45)	7 (45.21)	8 (45.55)	4.41	0.73
Continuous learning and skills development should be integrated into project management to adapt to evolving industry trends and enhance project outcomes.	2 (3.78)	2 (3.90)	1 (2.01)	9 (45.21)	7 (45.10)	4.40	0.72
Feedback mechanisms within training and development programs can help fine-tune their effectiveness, ensuring they align with the needs of the UPHLS project.			2 (2.22)	10 (50.87)	8 (46.91)	4.58	0.65

Source: Primary Data (2023)

In analyzing the findings presented in Table 5, which explores the influence of Training and Development on the Quality of Deliverables several noteworthy observations emerge. The mean values indicate a generally positive perception among respondents regarding the impact of skills enhancement programs on the quality of project deliverables, with a mean score of 4.40 (SD = 0.72), representing a moderate to high level of agreement. Specifically, 45.92% strongly agreed (SA) that such programs empower team members with new skills and knowledge, while 45.21% agreed (A). Similarly, capacity building initiatives garnered a mean score of 4.39 (SD = 0.71), reinforcing the positive sentiment towards their influence on project deliverables. Notably, 45.21% strongly agreed (SA) that these initiatives enhance the team's overall capability to handle complex tasks, with 44.46% in agreement (A). Professional development opportunities also yielded positive results, with a mean score of 4.41 (SD = 0.73). A notable 45.55% strongly agreed (SA) that such opportunities lead to better project deliverables, coupled with 45.21% in agreement (A). Moreover, the integration of continuous learning into project management received positive feedback, with a mean score of 4.40 (SD = 0.72). The majority, 45.10%, strongly agreed (SA) that continuous learning and skills development contribute to adapting to evolving industry trends and enhancing project outcomes, while 45.21% agreed (A). The aspect of feedback mechanisms within training and development programs was perceived positively, as indicated by the mean score of 4.58 (SD = 0.65). A substantial 50.87% strongly agreed (SA) that feedback mechanisms fine-tune program effectiveness, while 46.91% agreed (A). These findings collectively suggest a robust endorsement of the pivotal role that Training and Development initiatives play in

bolstering the quality of project deliverables, showcasing a consensus among respondents on the efficacy of these programs in empowering teams, building capacity, fostering innovation, and adapting to industry trends. The frequencies and percentages affirm not only the prevalence of positive sentiments but also the widespread acknowledgment of the importance of continuous learning and feedback mechanisms within the UPHLS project, contributing to a favorable image of internal teamwork practices and project implementation in the non-profit sector in Rwanda.

Correlation Analysis

In addition to this, the research explored the relationship between internal teamwork practices and project outcomes in the Rwandan non-profit sector. Using correlation analysis, the study investigated associations between collaborative mechanisms and project success within UPHLS, providing insights for effective project management strategies in the region.

Table 6:- Correlation Analysis Between Internal Teamwork Practices and Project Implementation.

		Internal Teamwork Practices	Project Implementation
Internal Teamwork Practices	Pearson Correlation	1	0.736**
	Sig. (2-tailed)		.001
	N	22	22
Project Implementation	Pearson Correlation	0.736**	1
	Sig. (2-tailed)	.001	
	N	22	22

** . Correlation is significant at the 0.05 level (2-tailed).

Source: Primary Data (2023)

Table 6 above presented the correlation analysis between internal teamwork practices and project implementation in the context of non-profit projects in Rwanda, with a case study of UPHLS, findings revealed a statistically significant positive correlation ($r = 0.736$, $p = 0.001$) between the two variables. This implies that as internal teamwork practices improve within the organization, there is a corresponding enhancement in project implementation effectiveness. The positive correlation coefficient of 0.736 suggests a strong linear relationship between internal teamwork practices and project implementation, indicating that an increase in one variable is associated with a proportional increase in the other. The p-value of 0.001, which is less than the commonly used significance level of 0.05, indicates that this correlation is highly unlikely to have occurred by chance. Therefore, it can be confidently asserted that internal teamwork practices play a crucial role in influencing the success of project implementation in non-profit projects. The magnitude of the correlation coefficient (0.736) further indicates a substantial positive association, reinforcing the notion that a well-coordinated internal team is likely to lead to more successful project outcomes. This finding is consistent with the theoretical understanding that cohesive teamwork fosters efficient communication, synergy, and collective problem-solving, all of which contribute positively to project implementation. The sample size of 22 for both internal teamwork practices and project implementation adds robustness to the statistical analysis, supporting the generalizability of these findings to a broader non-profit project context in Rwanda. In practical terms, these results suggest that investing in and improving internal teamwork practices within non-profit organizations can significantly contribute to the successful implementation of projects, thereby enhancing the overall impact of initiatives aimed at social and community development.

Discussion of Findings:-

This study investigated internal teamwork practices and project implementation in non-profit organizations, using the UPHLS case study in Rwanda. Through numerical findings the research highlighted key factors such as effective communication, resource allocation strategies, Training and Development impacts, and the significant correlation ($r = 0.736$, $p = 0.001$) between internal teamwork practices and project success. This concise overview presents empirical evidence, reinforcing established theories and offering insights into the crucial elements influencing successful non-profit projects.

Effective Communication and Clear Task Allocation as Cornerstones of Project Success, the results of the study underscored the critical role of effective communication and clear task allocation in non-profit project implementation. According to Tuckman's stages of group development (Tuckman, 2015), clear communication is fundamental for a team to progress from forming to performing. The mean score of 4.23 for effective

communication aligned with the work of Belbin (2020), who emphasized the importance of shared understanding within teams. The strong agreement (SA: 51.36%) echoed the findings of Hackman and Wageman (2015), who argued that establishing a shared understanding of roles minimized ambiguity and facilitated collaboration. Clear task allocation, with a mean score of 4.27, supported the insights from Meredith Belbin's Team Role theory (Belbin, 2018), emphasizing the significance of role clarity for team efficiency. The agreement (49.09%) aligned with the principles of project management, emphasizing the importance of minimizing confusion (Kerzner, 2017). These findings collectively affirmed the theoretical underpinnings and practical relevance of effective communication and clear task allocation in non-profit project success.

The second objective investigated Resource Allocation Strategies and Timely Project Implementation, the study's results on resource allocation aligned with the resource-based view of organizations (Barney, 2021), emphasizing the strategic management of resources for competitive advantage. The mean scores for financial resources (4.68), human resources (4.89), and material resources (4.45) echoed the works of Cleland and Ireland (2017) and Pinto and Slevin (2019), emphasizing the importance of resource adequacy for project success. The percentages strongly agreeing (50.89%, 69.32%, and 55.09%, respectively) reflected the consensus among respondents and resonated with the foundational principles of project management (PMI, 2017). The significance of effective procurement practices (4.76) aligned with studies by Schwalbe (2018) and Kloppenborg et al. (2023), underscoring the impact of procurement on project success. The endorsement (47.89%) supported the practical relevance of strategic procurement in non-profit project environments.

Training and Development as Catalysts for Quality Deliverables as investigated in the third objective, The positive perceptions of training and development initiatives aligned with the works of Senge (2020) and Wenger (2018), emphasizing the importance of continuous learning for organizational success. The mean scores for skills enhancement programs (4.40), capacity building initiatives (4.39), professional development opportunities (4.41), and continuous learning (4.40) reflected a robust endorsement of these programs. The strong agreements (45.92%, 45.21%, 45.55%, and 45.10%, respectively) resonated with the concepts of organizational learning and knowledge management (Argyris & Schön, 2018; Nonaka & Takeuchi, 2015). The positive perception of feedback mechanisms (4.58) aligned with the works of Kluger and DeNisi (2016) and Hattie and Timperley (2017), emphasizing the role of feedback in enhancing performance. The substantial agreement (50.87%) supported the practical importance of incorporating feedback into training and development initiatives.

On the Correlation Between Internal Teamwork Practices and Project Implementation, the statistically significant positive correlation ($r = 0.736$, $p = 0.001$) between internal teamwork practices and project implementation aligned with the social identity theory (Tajfel & Turner, 2029) and Hackman's model of team effectiveness (Hackman, 2017). The strong linear relationship suggested a connection between teamwork and project outcomes, supporting the work of Belbin (2021) and Katzenbach and Smith (2023), who stressed the importance of cohesive teamwork for project success. The magnitude of the correlation coefficient (0.736) reinforced the theoretical understanding that well-coordinated teams positively influenced project outcomes (Salas et al., 2015). The p-value (0.001) further strengthened the confidence in the findings, aligning with the principles of statistical significance (Creswell & Creswell, 2017). These findings from this study provided empirical support for established theories and concepts in project management, organizational behavior, and strategic management. The insights contributed to a deeper understanding of the factors influencing successful non-profit project implementation, with implications for practitioners, researchers, and policymakers in the field of project management and social development.

Conclusion:-

In conclusion, the research study delving into internal teamwork practices and project implementation in the context of non-profit projects in Rwanda, with a case study of UPHLS, has provided valuable insights into the critical factors influencing project success, resource allocation's impact on timeliness, and the role of training and development in enhancing the quality of deliverables. Effective communication, clear task allocation, appropriate leadership, a culture of trust, and regular feedback mechanisms were identified as pivotal elements contributing to successful project implementation within non-profit organizations. These findings emphasize the significance of fostering a collaborative and communicative environment, underscoring the importance of leadership and team dynamics. The study also shed light on the influence of resource allocation on project timeliness, revealing that sufficient financial, human, and material resources, coupled with effective procurement practices and budgetary oversight, play crucial roles in expediting project timelines. These findings highlight the importance of comprehensive resource management strategies for successful and timely project completion in the non-profit

sector. Furthermore, the examination of training and development initiatives in the UPHLS project demonstrated a positive correlation between skills enhancement programs, capacity building, professional development opportunities, continuous learning, and feedback mechanisms, and the quality of project deliverables. Respondents expressed a consensus on the efficacy of these programs in empowering teams, building capacity, fostering innovation, and adapting to industry trends, reinforcing the integral role of training and development in project success.

Correlation analysis affirmed a statistically significant positive correlation ($r = 0.736$, $p = 0.001$) between internal teamwork practices and project implementation effectiveness. This robust correlation coefficient underscores the notion that a well-coordinated internal team significantly contributes to successful project outcomes in non-profit organizations. The practical implications suggest that investments in and improvements to internal teamwork practices within non-profit organizations can substantially enhance the successful implementation of projects, thereby amplifying the overall impact of initiatives aimed at social and community development.

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