



PROJECT MANAGEMENT CHALLENGES AND CRITICAL SUCCESS FACTORS IN THE REHABILITATION OF ABANDONED HOUSING PROJECTS

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Abstract

Abandoned housing projects (AHPs) lead to economic losses, social issues, and damage the reputation of responsible authorities. Effective rehabilitation project management is crucial for sustainable urban development. This study explores the challenges and critical success factors (CSFs) throughout the AHP rehabilitation life cycle using qualitative thematic analysis of semi-structured interviews. Identified challenges include communication gaps, inadequate planning and preparedness, deficient risk management, competency issues, documentation problems, and lack of accountability. Key CSFs are effective decision-making, time management, team management, and the role of project managers. The findings provide guidance for policymakers, liquidators, and receivers to improve the implementation of the Housing Development Act for assessing rehabilitation contractors. Addressing these challenges and focusing on the CSFs is essential for successful AHP rehabilitation, mitigating losses, resolving issues, and enhancing the reputation of the authorities.

Keywords: Abandoned Housing Project, Project Management, Critical Success factors, White Knights

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INTRODUCTION

The construction industry, particularly in the housing development sector, has played a crucial role in the country's economic growth. The housing development sector is responsible for enhancing the quality of life and is an essential aspect of national development. However, the sector faces significant challenges, with Abandoned Housing Projects (AHPs) standing out as a pressing issue (Abdul-Razak, 2016). As of July 2022, there were 117 abandoned projects, a 48% increase from September 2021, with 102 projects (19,077 units) under rehabilitation and 15 projects (5,210 units) being restored. Selangor had the highest numbers, with 37 rehabilitation projects (15,044 units) and 10 restoration projects (3,914 units). In total, these AHPs impacted 23,562 units and 14,003 buyers nationwide (National Housing Department, 2022).

As part of the mitigation measures, the Ministry of Housing and Local Government (MHLG) established the Abandoned Project Rehabilitation Division (APRD) in 2009. The APRD has been initiating and monitoring affected stakeholder participation throughout the rehabilitation process. It plays a central role in managing stakeholders to collaborate effectively during the revival of the projects.

In the rehabilitation of AHPs, various stakeholders play significant roles. These stakeholders include home buyers who often bear the financial burden during the project abandonment. Landowners, involved through joint venture agreements with developers, may also be impacted. Creditors, such as banks, contractors, suppliers, and professional service providers, have financial interests in the project. The MHLG plays an important role in guaranteeing homebuyer's rights and coordinating rehabilitation efforts. Liquidators or receivers are appointed to manage and settle the affairs of the developer. Lastly, experienced contractors or property developers, referred to as 'White Knights (WK),' are appointed by the liquidator, receiver, or MHLG to carry out the rehabilitation process (Dahlan, 2011; Rahman et al., 2013).

Limited literature exists on the effective project management practices of WK in the rehabilitation of AHPs (Watson, 2009; Rahman et al., 2013; Doraisamy, Akasah and Khamis, 2016; Doraisamy and Akasah, 2016). Previous research has primarily focused on the causes and effects of AHPs in Malaysia and other countries. While there are studies that examine rehabilitation projects in general, including factors contributing to restoration and various issues during rehabilitation, little effort has been made to address project management practices in this specific context.

Therefore, there is a need to identify the best practices by the White Knights Contractor (WKC) in revitalising the AHPs. This study aims to explore the critical success factors of effective project management practices in revitalising AHPs by G7 contractors in Malaysia. Qualitative research was

conducted via administering semi-structured interviews with contractors who successfully delivered the project aka – the white knight. The output was analysed and constructed as a successful determinant for contractor to revitalize AHP. The anticipated outcomes will address the void in research on project success factors and offer valuable insights and actionable recommendations to contractors regarding project execution practices.

LITERATURE REVIEW

Abandoned Housing Project: A Persistent Challenge

To achieve high-income economy status, Malaysia's housing sector must adapt and cater to the demands of medium and low-income groups (Osman et al., 2017). Thus, the sector has made strides in reviving abandoned housing projects by prioritising affordable housing construction over the past decade (EPU, 2015). However, abandoned housing projects (AHPs) remain a pressing challenge plaguing the industry (Abdul-Razak, 2016). An AHP is defined as an incomplete housing development project that is not ready for occupancy (Abdul-Rahman et al., 2016). The National Housing Department (NHD) deems a project abandoned if it is not completed within the stipulated time in the Sales and Purchase Agreement, the developer acknowledges their inability to complete it, or there has been no construction activity for six consecutive months or more.

There are several factors influencing the abandonment of building projects in developing countries. Extensive research has identified diverse factors contributing to AHP abandonment in developing countries like Malaysia, with causes becoming increasingly complex due to modernisation (Hussin & Omran, 2011; Abdul-Rahman et al., 2015; Abdul-Razak, 2016; Doraisamy & Akasah, 2016; Yahya & Komar, 2016; Ariffin et al., 2018; Hilal & Dahlan, 2021). Yahya and Komar (2016) categorised these causes into contributory factors, such as financial problems, unfavorable economic conditions, and policies impacting developers, as well as project management factors stemming from incompetent planning, control issues, poor safety practices, and communication challenges.

Multifaceted Impacts of AHPs

Ariffin et al. (2018) grouped the causes of AHPs in Selangor into environmental impacts (e.g., unexpected ground conditions, pollution), law-related causes (e.g., contract breaches, disputes, legal changes), and financial crises (e.g., late payments, budget overruns, bankruptcies). As of the NHD's records, 109 abandoned projects have impacted 21,000 housing units nationwide. AHPs not only affect purchasers and stakeholders but also have environmental and socio-economic repercussions (Hilal & Dahlan, 2021). Purchasers face loan repayments for unfinished homes, while stakeholders (landlords, contractors, financiers, purchasers, developers) grapple with legal consequences, dishonest practices, and

complicated rehabilitation efforts. Both defaulting and rehabilitating developers struggle with funding and unsold units, hampering cash flow restoration. The issue tarnishes the Malaysian housing industry's reputation, creating negative perceptions among potential buyers and investors.

Hussin and Omran (2011) discuss the socio-economic impacts of AHPs, including attracting criminal activities, negatively impacting visual aesthetics, landscape modification, decreased biodiversity, and uncontrolled pollution due to unsupervised waste disposal and lack of sewage treatment. Abdul-Rahman et al. (2015) noted that AHPs disrupt surrounding utilities, road systems, and drainage, contributing to the proliferation of "white elephant" projects – large-scale, impractical, and underutilised undertakings that become burdensome liabilities. However, the concept of "white knights" emerges as a potential solution, referring to companies or individuals who rescue troubled projects, particularly AHPs, by taking on the responsibility of revitalising and ensuring their successful completion (Nana-Addy et al., 2022).

Rehabilitation of AHPs.

Rehabilitation is a process taken by several parties to resume construction work and complete an abandoned project or site (Kaur, 2018). It involves multiple stakeholders, each playing a vital role in ensuring the successful revival of the project. The rehabilitation process brings together new or original developers, contractors, consultants, creditors, liquidators (who assume the role of the original developers after project termination), the Malaysian Department of Insolvency (MDI), homebuyers or their associations, local authorities, and the Ministry of Housing and Local Government (MHLG) (Md. Dahlan, 2011). The MHLG acts as a facilitator, coordinating between these parties.

For the rehabilitating contractor or 'white knight', identifying and addressing project risks throughout the rehabilitation process is vital, as it can significantly impact the successful completion of the remaining construction work (Abdul-Rahman et al., 2016). Syarikat Perumahan Negara Berhad (SPNB), a national housing development company owned by the Ministry of Finance (MOF), encountered the following risks:

- Lack of collaboration among developers, consultants, and government authorities;
- Inability of developers to activate or transfer their bridging loans to the salvage developer;
- Problems related to land ownership;
- Unsettled legal actions among the stakeholders of AHPs;
- Lack of necessary information about the projects;
- Challenges arising during the resubmission of project approval documents.

The successful completion of AHPs cannot always be guaranteed, as reaching a consensus among all parties involved takes significant time due to the high stakes. It is essential for contractors and local authorities to allocate additional resources and prioritise the development of effective project management practices across all aspects of AHPs (Abdul-Rahman et al., 2016).

Effective Project Management.

Successful rehabilitation of abandoned housing projects (AHPs) requires a strong emphasis on effective project management practices. Project management encompasses the practical application of knowledge, processes, skills, methods, and experience to achieve specific project objectives within defined parameters (Murray-Webster & Dalcher, 2019). Competent project managers play a vital role in the successful management of AHPs, overseeing activities throughout the project's life cycle. The Project Management Body of Knowledge (PMBoK) defines the project life cycle as the phases a project goes through from initiation to completion (Project Management Institute, 2017). To successfully carry out rehabilitation works, a team of trained professionals should be involved (Doraisamy et al., 2015b). The RehabiMed (2007) provides a structured approach to rehabilitation projects, consisting of several crucial stages: knowledge acquisition, reflection and diagnosis, project drafting, work execution, and life span maintenance. These stages ensure precise rehabilitation, preservation of building values, and adaptation to client needs.

However, there is still a gap between what researchers need to know about construction project management for AHP rehabilitation and what is currently being practiced. This gap is often influenced by social, economic, and political developments that shape the unique challenges and constraints faced by construction projects in different regions or countries (Abidin & Hassan, 2023). Therefore, this study conceptualises five phases to measure an effective project management approach for AHP rehabilitation, tailored to the specific context and situation: Feasibility, Decision Making, Rehabilitation, Maintenance, and Closing. By bridging the gap between theoretical knowledge and practical reality, and adapting international standards to the local context, the construction industry can improve project outcomes, meet stakeholder expectations, and contribute to the successful rehabilitation of abandoned housing projects in the country.

RESEARCH METHODOLOGY

The nature of this research is exploratory, aiming to gain a deeper understanding of the practices of the white knight contractor (Ebekoziem, Abdul-Aziz and Jaafar, 2022). The research aims to explore the challenges and practices of the contractors in revitalising the AHPs. This research approach on the two steps namely, reviews of the literature on the effective project management practices

for rehabilitating AHPs and developing the research instruments to administer the interview session.

The research instruments of semi-structured interview were developed based on the following procedure:

- Stage 1: Establishing the ethical guidelines
- Stage 2: Crafting the interview protocol
- Stage 3: Scheduling then conduct the interview
- Stage 4: Analysing and establishing data saturation point
- Stage 5: Summarising the findings.

The interview process has the advantage of flexibility to ask detailed and enhanced questions beyond the initial plan (Adhabi & Anozie, 2017). Individual interviews provide an opportunity for in-depth exploration of specific topics and addressing personal challenges. However, a potential disadvantage is the time-consuming nature of interviews. To optimise efficiency, deploying predefined questions can shorten the duration while still generating valuable data that offer insights into the participants' experiences, perceptions, or opinions (Peters & Halcomb, 2015). Therefore, an in-depth interview approach is the most suitable data collection method for the current research.

The semi-structured questions adapt protocol suggested by Chen, Partington and Wang (2008) as listed in Table 1. For the data analysis, several methods including descriptive analysis by using frequency are presented in this paper. Each analysis and discussion are based on data collected throughout the Peninsular of Malaysia including two Federal Territories (WP), the WP Kuala Lumpur and WP Labuan as reported and published by the KPKT.

Table 1: Semi-structured questions.

Interview questions
Warm up questions:
- Can you describe your last rehabilitation project?
- Can you describe the typical project lifecycle of a rehabilitation project?
Principal questions:
- What was the organizational structure/culture in your previous rehabilitation project?
- Where are the common challenges when managing AHPs?
- What kind of project management methodologies do you employ (i.e., standards, tools, and techniques)?
- Based on your experience, what are the key criteria to a successful project management practice in a rehabilitation project?
Follow up questions:
- Could you further explain it?
- Can you give an example?
- What do you mean by that?

Alternatives questions:

- In your opinion, what are the major project management mistakes throughout the project life cycle of a rehabilitation project?
- How do you manage technical challenges during rehabilitation work?
- How do you manage the project costing and budgeting?
- How do you manage legal and regulatory aspect of the project?
- How do you assure quality during rehabilitation work?

End Questions:

- Is there anything that you would like to add?
- What is the most enjoyable feeling about your work? Why and give example.

Five respondents, all CIDB G7 class contractors actively engaged in rehabilitating AHPs in the Klang Valley, were chosen from a pool of ten potential candidates provided by the APRD. Selection criteria included their successful track record in AHP rehabilitation projects and their availability for interviews. Each interview session lasted one to two hours, and Table 2 below provides a summary of the respondent's backgrounds.

Table 2: The respondent's backgrounds.

Code	Position in the Organisation	Industry Experience (Year)	Experience Rehab. Of AHP (Year)	No. of AHP Completed	Location of Last AHP
R1	Project Director	40	10	5	Hulu Langat
R2	Project Director	21	11	3	Serdang
R3	Managing Director	40	15	3	Gombak
R4	Project Manager	30	10	2	Puchong
R5	Project Manager	20	10	2	Sepang

The study used thematic analysis to examine qualitative data by identifying, describing, and establishing connections between themes through coding (Braun & Clarke, 2006). A deductive approach was employed, utilizing existing theories to guide the analysis and interpretation (Braun et al., 2015). The analysis process involved examining, categorizing, and combining data to address the research objectives. Patterns in the raw data were identified, coded into categories, and developed into comprehensive themes to capture the depth of the original data (Seers, 2012). The aim was to draw out challenges and best practices for managing abandoned housing projects (AHPs).

To validate the identified themes, professionals in construction project management specialising in rehabilitation work were consulted through in-depth interviews. The deductive thematic analysis stages included familiarising with

the data, generating initial codes, searching for themes across the data, reviewing themes, and producing the final report.

ANALYSIS AND DISCUSSION

The discussion of the study’s findings is divided into two main sections. The first section addresses the challenges associated with rehabilitation projects throughout the project lifecycle. The second section focuses on the Critical Success Factors (CSFs). The findings reveal that the challenges occurring throughout the lifecycle of AHP rehabilitation projects are unique. Table 3 highlights the themes and clusters of these challenges.

Table 3: Challenges codes throughout project lifecycle for AHPs

Phases	Emerging Themes on Challenges	RESPONDENT					Cluster of challenges
		R1	R2	R3	R4	R5	
Planning And Feasibility Studies	Lack of Information	/	/	/	/	/	1. Communication 2. Planning and preparedness 3. Risk Management 4. Competency and Expertise 5. Documentation and Accountability
	Poor prediction,			/			
	Inexperience,		/		/		
	Underestimation,	/				/	
Lack of Legal Understanding	/						
Reflection And Decision-Making Process	Unqualified Decision-Making,	/					
	Lack Review of Challenges,				/		
	Prolonged Decision- Making,			/			
	Overanalysing,			/			
	Downplaying Probabilities ,	/					
	Incomplete Information,					/	
Third-Party’s Involvement		/					
Rehabilitation Phases	Poor Site Management			/	/	/	
	Inattentiveness	/					
	Material Sourcing		/				
	Unqualified Contractors			/			
Maintenance And Project Closing	Poor Time Management,	/			/	/	
	Not Follow Requirement,			/	/		
	Insufficient Manpower,	/					
	Poor Construction quality,		/				
	Lack Documentation Review				/		

Communication

Inadequate or ineffective communication channels and practices can contribute to all the clusters. This includes issues such as poor information dissemination, lack of coordination, miscommunication between stakeholders, and insufficient sharing of project requirements and expectations.

Planning and Preparedness

Insufficient planning and preparation can be a common issue across all clusters. This involves aspects such as inadequate research, lack of thorough analysis and assessment, failure to anticipate challenges, and underestimation of project complexities.

Risk Management

Inadequate risk management practices are connected to several clusters. This includes issues such as poor prediction and evaluation of risks, downplaying probabilities, insufficient consideration of legal implications, and lack of proactive measures to mitigate risks.

Competence and Expertise

A lack of competence and expertise is evident in multiple clusters. This encompasses issues like inexperience, unqualified decision-making, unqualified contractors, poor construction quality, and insufficient manpower. It highlights the importance of having skilled and knowledgeable individuals involved in project management.

Documentation and Accountability

Insufficient documentation and lack of accountability are common threads. This includes inadequate record-keeping, failure to follow requirements, poor site management, and a lack of comprehensive documentation throughout the project lifecycle.

Addressing these overarching issues will help mitigate the specific challenges highlighted within each cluster. By improving communication, enhancing planning and preparedness, implementing effective risk management strategies, promoting competence and expertise, and emphasising documentation and accountability, projects can become more successful and better equipped to handle various challenges.

Critical success factor for Effective project management practices

Rehabilitation of abandoned projects is a complex and uncertain undertaking. However, these challenges are not insurmountable (Listokin & Crossney, 2006). The success of a project is determined by its ability to be completed within the

specified timeframe, within budgetary constraints, and meeting the client's expectations (Akinsiku et al., 2014). The completion of a project involves collaboration from various stakeholders, including the client, project team, parent organization, producer, and end user (Tabish and Jha, 2013). Ultimately, the project manager plays an important role in efficiently achieving the goals and objectives of the rehabilitation. In relation to successful project management practices, Table 4 identified ten (10) criteria that ensure success.

Table 4: Critical success factor for effective project management practices.

Respondent	Quotation	Emerging themes
R1	<i>"I think strong planning..."</i>	Good Planning
R5	<i>"By having a good planning. You will not fail if your planning is good."</i>	
R3	<i>"You also must have experience in rehab projects."</i>	Experience in doing Rehabilitation work.
R5	<i>"...top management's continuous support."</i>	Top Management Support
R3	<i>"The same as getting good consultants and contractors with experience."</i>	Experienced Professionals
R3	<i>"It all comes back the guideline from the ministry and everything about good governance."</i>	Regulations/ Guidelines
R1	<i>"...always have clear communication."</i>	Clear Communication
R1	<i>"It helps also with having a good knowledge in ISO for quality control."</i>	Quality Practices
R5	<i>"Also, you must have a good team all around with..."</i>	Team Support
R4	<i>"It's important for me to show good leadership. If the PM is a good leader, your team will follow and support you throughout the project."</i>	Good Leadership
R2	<i>"You must capture the form list of all the legal challenges or technical challenges, quality challenges that you're going to focus on."</i>	Generate Checklist of Challenges for references

Findings show human-related factors like competent project team, management support, coordination, communication, and relevant experience, as well as external factors like effective authority guidelines and regulations, significantly impact rehabilitation project success. A tailored project management approach considering internal and external factors is crucial (Khattak and Mustafa, 2019). Interviews identified effective time, team, decision-making, and communication skills as important critical success factors.

a) Effective time management.

Effective time management is vital for the success of a rehabilitation project. It involves planning and sequencing activities to ensure timely completion. Failure

to manage time properly can result in delays, cost overruns, disputes, potential litigation, and even project abandonment. Based on the interview findings, effective time management in rehabilitation projects requires managing critical tasks with flexible thinking, efficient float management, and the ability to adapt to changes. Additionally, the influence of regulatory processes on the project management team's ability to adhere to the specified timeframe should be considered. Implementing project control techniques is crucial for minimizing the risk of project delays and ensuring completion within the allocated budget and required specifications (Chin and Hamid, 2015). By recognising and implementing these techniques, the risk of project delays can be reduced, thereby facilitating the timely completion of the rehabilitation project.

b) Effective project team management.

The competency of the project team plays a vital role in the success of project rehabilitation. It is widely acknowledged that projects require intelligent, well-trained, and motivated individuals. However, limited research has focused on identifying the specific performance-based competencies that contribute to project success (Skumolski, 2005). Based on the findings, four (4) criteria have been identified for ensuring the competency of team members. These criteria include conducting team assessments, performing ISO audits on team members, specialisation of team member tasks, and continuous team training. Organisations need to prioritise these solutions to ensure they have an efficient workforce and retain competent employees. Employee commitment, along with a competent workforce, is seen as important for organisations to compete in terms of quality and adapt to changes (Tripathi & Agrawal, 2014).

c) Effective decision making.

Effective decision-making is critical in project management, as even the best planning and tools cannot make up for poor decisions (Morfin, 2004). To make an informed decision, project managers must gather relevant information and identify potential solutions to mitigate risks. The finding suggests that effective decision-making in project rehabilitation requires specific tools such as coordination meetings with brainstorming sessions to address key issues, tracking planned schedules, and maintaining regular communication among team members. This is because decisions are critical in every project phase and should be approached carefully with sufficient time allocated for research and evaluating alternatives.

d) Effective Communication Skills for Project Managers.

The project manager and their team are responsible for achieving project goals through cost-effective and efficient measures (Levin and Rad, 2004). Effective

communication is essential for clear understanding among team members. Key qualities of an effective project manager include being calm, a good listener, a problem solver, adept at team coordination, result-oriented, reasonable, and clear in communication. Communication is vital for selling ideas, changing behaviors, and providing updates (Fox, 2001). Ensuring successful communication within the project environment is essential, and professional communication skills significantly support project success (Mohd Fateh et al., 2023). Table 5 summarised the CSFs emerging themes derived from the interview sessions.

Table 5: Summary of Critical Success Factors from the interview sessions

Critical Success Factors (CSFs)	Emerging Themes on Best practices	RESPONDENT				
		R1	R2	R3	R4	R5
Effective Time Management	Identification of Critical Task	/				
	Flexible Thinking		/			
	Familiar with Authority Regulatory Processes			/		
	Manage Floats				/	
	Ability to adapt with Changes					/
Effective Project Team Management	Conduct Regular Team Assessment		/			/
	Having ISO Auditing system					/
	Create a specialisation			/		
	Continuous Team Training	/				
Effective Decision Making	Conduct Coordination Meeting		/	/		
	Flexible Thinking			/		
	Tracking skills	/				
	Keep Regular Communication				/	
Effective Communication skills for Project Manager	Remain Calm	/				
	Be a Good Listener	/				
	Problem Solver	/				
	Good Team Coordination		/			
	Performer			/		
	Reasonable				/	
	Clarity in giving information					/

DISCUSSION

Interviews with respondents revealed that the organisations involved in project rehabilitation have a strong track record, particularly in the Klang Valley area. These organisations, classified as "white knight" contractors, hold important certifications such as CIDB G7 and ISO 9001:2015, which validate their quality and operational capabilities. The respondents demonstrated a clear understanding of the rehabilitation project lifecycle and effectively implemented strategies to meet the objectives of each phase.

The findings indicate a strong link between the financial status and constructability of abandoned projects during the feasibility phase. Conducting comprehensive stakeholder analyses and risk assessments can enhance decision-making. Developing a clear decision-making strategy, which includes adequate project information, risk solutions, technical assessments, experienced input, and collaboration with relevant authorities like the National Housing Department (NHD), is vital for addressing complex issues beyond the control of contractors.

During the rehabilitation phase, two distinct stages were identified: the authority stage and the physical work stage. Compliance with authority requirements and regulations often posed challenges, impacting the rehabilitation process. Respondents relied on experienced professionals and sought assistance from the NHD to navigate these challenges. Robust quality control measures throughout the rehabilitation process demonstrated the respondent's ability to manage project quality effectively.

The maintenance phase is vital for maintaining the overall quality of the rehabilitated project. A dedicated maintenance team and efficient checklist approaches were emphasised. Strict quality control during the rehabilitation phase minimises the need for costly maintenance post-completion. This approach ensures a smooth transition to the project's closure phase, which involves finalising accounts, meeting quality requirements, fulfilling contractual obligations, obtaining necessary certifications, and meeting conditions set by relevant authorities and project owners. The findings highlight the importance of a functional organisational structure and a strong organisational culture characterised by process-driven approaches, effective time management, teamwork, and a focus on quality.

CONCLUSION

This research highlights the challenges and Critical Success Factors (CSFs) from White Knight Contractors (WKC) views in rehabilitating Abandoned Housing Projects (AHPs). The findings emphasise the need for a unique project management approach due to uncertainties related to the history of abandonment, stakeholder involvement, and the rehabilitation process itself.

The study identifies challenges and success factors related to effective project management practices by WKC. Insights from this research offer valuable perspectives and solutions for successful AHP rehabilitation. Project managers are central players in aligning projects with strategic goals and driving organizational success.

Effective project management requires strong leadership, management traits, and a comprehensive risk management strategy throughout the project lifecycle. The findings highlight the importance of identifying weaknesses in project management practices and addressing potential threats. Support from top management and a conducive organisational culture are vital for high-performance project delivery.

The factors developed from these findings serve as a valuable guide for G7 contractors, property developers, and lower-class contractors involved in AHPs. The research provides practical insights and recommendations for improved project planning, quality management, time management, risk management, and personnel skills. These findings contribute to the body of knowledge on effective project management practices in AHPs and will benefit stakeholders and future research in navigating the complexities of AHP rehabilitation, leading to successful project outcomes.

This research contributes to the body of knowledge on effective project management practices in AHPs. The findings will be beneficial for stakeholders and future research, helping them navigate the complexities of AHP rehabilitation effectively and achieve successful project outcomes.

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