

Evaluating the Effectiveness of Health Care Projects by NGOs in Sindh: Challenges and Prospects for Improvement.

Atiq ur Rehman¹, Junaid Rehman ^{2*}, Shahjehan Manthar ³

Author's Affiliation:

¹ ZVMG Rangoonwala Trust and Community Centre, Karachi, Pakistan

² Mohammad Ali Jinnah University, Karachi, Pakistan

³ Higher Education Commission, Karachi, Pakistan

Article History:

Submitted: August 05, 2025

Revised: September 24, 2025

Accepted: September 25, 2025

Published online: September 30, 2025

Corresponding author(s):

Junaid Rehman

junaid.rehman@jinnah.edu

A B S T R A C T

Healthcare is a fundamental necessity of a prosperity society that warrants untiring commitment towards delivering effective, affordable & accessible services. In Sindh province, the challenge of ensuring high-quality healthcare is intensified by limited governmental funding in addition to inadequate healthcare infrastructure that collectively hamper access to vital healthcare services for the general public. This calls for strategically-revisiting the current approach, where Non-Governmental Organizations (NGOs) can play an instrumental role in bridging the healthcare performance gaps and minimizing the service delivery challenges at the government's end. This qualitative study therefore explores the enhancement of healthcare project outcomes within the NGOs operating in Sindh province through the adoption of project management standards & methodologies of Project Management Institute (PMI), USA, coupled with an evaluation of other key challenges that hinder project governance & delivery. In this regard, the data were collected using semi-structured interviews done with NGO Representatives, Donors & Public Health Professionals including the Executives of Sindh government health department and subsequently analyzed using thematic analysis method. The results uncover some key actionable insights & strategies on how healthcare service delivery projects can be improved through effective collaborations & partnerships between the healthcare NGOs and health department of Sindh province, coupled with the adoption of internationally-established standards of PMI for effectively enhancing the performance & efficiency of the projects and consequently achieving the desired public health outcomes.

Keywords: Healthcare NGOs, Sindh Province, Public Health, Project Management, PMI Standards & Methodologies, Public Service Delivery

1 INTRODUCTION

Effective collaboration among the relevant stakeholders serves as the right strategy for delivering quality and achieving desired objectives when executing the healthcare projects ([Jones & Dolsten, 2024](#)). Collaboration has been recognized as one of the strategic approaches for healthcare quality improvements ([Enahoro et al., 2024](#)). Non-Governmental Organizations (NGOs) play an important role in improving the healthcare facilities in the developing countries ([Iqbal & Mahmood, 2024](#); [Najar et al., 2025](#)). The role of NGOs has become vital in attaining the relevant SDGs as NGOs are providing vocal platforms for the involvement of society as a stakeholder ([Desai, 2024](#)). In order to ensure that effective, affordable & accessible healthcare services, non-traditional players must be taken on board in public health projects using modern concepts and flexible working structures within the NGOs ([Jones & Dolsten, 2024](#); [Odugleh-Kolev & Parrish-Sprowl, 2018](#)). The World Health Organization (WHO) identified five strategic points for launching new program as part of Integrated People-Centered Health Services (IPCHS) initiative. The IPCHS presents a future-based delivery of people-oriented and unified health services, a future where the general public can have access to elementary healthcare services ([WHO, 2018](#)). These points include: i) Authorizing and etching people, ii) Solidification of authority & responsibility, iii) Reporting the care model, iv) Coordinating services & v) Creating an enabling environment.

During the recent years, field researchers have been exploring the factors affecting the Project Success ([Fareed et al., 2025](#)). The variables and elements that can aid in project success have been the topic of research, whereas Project Management (PM) specialists believe success to be a crucial component in project life ([Ika, 2009](#)). The success or failure of initiatives primarily rests on the decision-making team ([Drouin et al., 2021](#); [Raziq et al., 2018](#)). The effectiveness of health projects run by Pakistani NGOs depends on a variety of factors. A little work has been done to identify the factors that hampered the success of healthcare projects, thus there is still a significant need to comprehensively identify the factors that challenge the performance of such projects, especially in the context of a developing country like Pakistan. A thorough system of coordination & communication needs to be established between NGOs, the health department, donor organizations and other parties involved in the healthcare projects. Aspects like using better project implementation techniques for any healthcare project, detailed medical records of those who received medical assistance, maximization of the transparency system, and difficulties faced by NGOs while implementing any healthcare project.

Therefore, this study has endeavored to address this gap by simultaneously considering three key dimensions of the current research problem. First, enhancing the collaboration between NGOs and Sindh government health department. Second, using project management standards & methodologies of Project Management Institute (PMI), USA as recommended in its official handbook (PMBOK) by Sindh NGOs while managing their healthcare projects. Third, examining the challenges faced by Sindh NGOs while managing projects and how they can be overcome. These discussions on research problem of the current study leads to framing the following research questions: (i) What are the challenges faced by the Healthcare NGOs of Sindh province governing the effective delivery of their healthcare projects, and how the collaboration between the healthcare NGOs of Sindh and Sindh government health department can help overcome these challenges? (ii) How can

the service delivery of the healthcare projects administered by Sindh NGOs be improved through the application of project management standards & methodologies of PMI?

The remaining sections of this paper are organized as follow: The Section 2 presents up-to-date account of Literature Review and is followed by Section 3 that justifies the Methodology adopted for this research. The Section 4 presents the Results & Analyses on the study data and leads the reader to the Discussions on the study results in Section 5. The Section 6 states the Implications which are followed by the Limitations and Conclusion in Section 7 & 8 respectively.

2 | LITERATURE REVIEW

2.1 | Healthcare NGOs in Pakistan

Involvement of Non-Governmental Organizations (NGOs) not only improves the efficiency and governance of healthcare projects but also enhances the overall performance of the healthcare sector ([Ahmad, 2024](#); [Ejaz Shaikh & Rizvi, 2011](#)). The NGOs help marginalized groups by filling the gaps which have not been addressed by the Public Sector ([Ahmad, 2024](#)). The NGOs are not only working from the medical side, but they are also playing productive role in improve the health education in Pakistan NGOs and government partnership for health systems strengthening: a qualitative study presenting viewpoints of government, NGOs and donors in Pakistan ([Iqbal & Mahmood, 2024](#)). They as private entities have responded to the public issues specially related to health systems during the disasters and floods ([Abdullah et al., 2024](#)). NGOs are working at both micro and macro levels in healthcare setting to complement the efforts of the government made in health cause ([Ejaz Shaikh & Rizvi, 2011](#)). Edhi Foundation is an NGO providing the support for healthcare with a longest fleet of ambulance ([Ahmad, 2024](#)).

2.2 | Public Healthcare Projects in Pakistan

The healthcare budget of Pakistan at the start of the 21st century was reported to be 0.8% of the GDP, which was the second lowest in the region ([Ghaffar Kazi & Salman, 2000](#)). 25 years later, the national investment in the healthcare budget is still below 1% of the GDP and requires a comprehensive financial strategy for healthcare projects ([Khan Nazir & Afzal, 2025](#)). There are few major healthcare projects in Pakistan that have delivered some positives for the people. For instance, programs like the Expanded Program of Immunization (EPI) and strengthening the Maternal and Child Health projects have improved the health status of the population with positive indicators ([Kurji Premani & Mithani, 2016](#)). Healthcare delivery is a challenge in Pakistan, yet the projects are considered more effective in achieving the healthcare targets in Pakistan ([Saleem et al., 2020](#)). A rise in complexity is reported in healthcare, and it is essential to handle it through managing healthcare projects effectively ([Warsi & Shaiq, 2025](#)). Shah et al. ([2025](#)) have concluded that the overall quality management practices in healthcare projects in Pakistan are comparatively better. The governance on the other end is still a challenge in healthcare projects, and this issue needs attention from the policymakers and healthcare experts ([Khattak, 2024](#)).

2.3 | Health Department of Sindh Province

Sindh Province has suffered from unequal public health problems and humanitarian disasters in the recent past ([Buriro Abro & Abro, 2024](#)). Economic and social inequalities in the region have increased the maternal health issues in the province ([Bhanbhro & Ali, 2025](#)). Maternal health remained a challenge in Sindh; the maternal mortality ratio in the province was higher than the national average in the past ([Tanzil et al., 2014](#)). The Health

Department of Sindh, however, managed to respond to health issues, especially during human crises ([Buriro Abro & Abro, 2024](#)). The Sindh Health Department is addressing health vulnerabilities through different projects in Sindh. PPHI is an initiative of Sindh that significantly contributes to the primary healthcare of people with a network of over 1358 facilities ([Abid, 2025](#)). The Expanded Program of Immunization (EPI) of the Sindh Health Department is another initiative that has produced significant results ([Kurji Premani & Mithani, 2016](#); [Tanzil et al., 2014](#)). Sindh province is highly susceptible to climate, which is directly associated with public health and a significant threat to health globally ([Buriro Abro & Abro, 2024](#)). Sindh province, through collaboration with different organizations, is working to address these climate issues that negatively affect the public ([Haider et al., 2025](#)).

2.4 | Application of Standards & Methodologies of PMI

The successful implementation and completion of any project depend on the systematic use and implementation of appropriate project management standards, methodologies, tools & processes ([Al-Hajj & Zraunig, 2018](#)). According to Mulcahy (2009), the project management methodologies & frameworks of Project Management Institute (PMI) can be used to enhance the efficiency of any project. Payne et al. (2011) highlight that the formal application of project management methodologies helps in completing a project within a definite time and budget. They further recommend that these methodologies can be used for projects of different nature as per their relevance and applicability. Matos et al. (2019) in a qual-quant study evaluated the impact of applying project management tools on health projects administered by an NGO. It was found that PCM (Project Cycle Management) is one of the main considerations which, if managed in an effective & efficient manner, could lead to improved healthcare project outcomes within an NGO environment. Another work conducted by Brière et al. (2015) underscores the significance of project managers' own competencies & leadership skills when it comes to successful project completion.

3 | METHODOLOGY & DESIGN

3.1 | Research Administration & Data Collection

This research employed qualitative methodology to explore the effectiveness of healthcare projects executed by Non-Governmental Organizations (NGOs). Qualitative inquiry provides an in-depth exploratory insight into the subject under examination ([Myers & Newman, 2007](#)). An extensive literature review led to the creation of the Interview Guide for executing this research. In order to protect the identity of the respondents, they were provided with a unique identifier code. The respondents were assured about the use of data for research purposes. This helped in seeking unbiased responses to a considerable extent. The interviews were video recorded and subsequently transcribed for further analysis using NVivo software tool.

3.2 | Sample Population and Sample Size

The sample population for the current study included experienced Healthcare Professionals, Public Health Consultants and Health Policymakers including the Project Managers of Healthcare NGOs and the Executives of Sindh government health department. The expertise & relevant work experience served as two pre-requisites towards the selection of the individuals within the above categories. Generally speaking, the sample size in a qualitative study is contingent upon reaching the saturation point ([Marshall et al., 2013](#); [Myers & Newman, 2007](#)). Data saturation is defined as the juncture at which additional data fail to provide new insights

or when no further data are available ([Bowen, 2008](#)). Bazen et al. ([2021](#)) concluded that there is no specific number of interviewees or point for saturation, the data can be saturated on any number of interviewees between 1 to 95 ([Constantinou Georgiou & Perdikogianni, 2017](#)). The current study used five interviews and this sample size is consistent with prior studies such as Constantinou et al. ([2017](#)) and Yin ([2003, 2009](#)). A study by Mujahid and Mubarik ([2021](#)) also used a similar sample size in their qualitative inquiry.

3.3 | Data Analysis Approach

Thematic analysis is a widely recognized technique in qualitative research that is characterized by its systematic approach for identifying and interpreting patterns or themes within the data. As outlined by Braun & Clarke ([2006](#)), this process entailed several key steps: initial coding of the data, extraction of relevant themes and detailed interpretation to draw meaningful conclusions, thus forming coherent themes and subthemes. In order to ensure data accuracy & integrity, any inconsistencies identified during the interview transcription process were diligently rectified through follow-up communication with the interviewer. The trustworthiness of the data was tested using Cohen Kappa's inter-coder reliability test through NVIVO. The Cohen Kappa's value of > 0.8 establishes good inter-coder consistency as per the threshold values found in ([Wongpakaran et al., 2013](#)). The relationships between nodes were also tested through Pearson Coefficient test and significant values established the validity through a Pearson Coefficient test as per values recommended by Kuswanto & Qonita ([2024](#)).

4 | RESULTS AND ANALYSIS

This data for the study were collected using semi-structured in-depth interviews. To this end, Interview Guide was developed that covered open-ended questions related to key areas of the underlying research problem. The questions helped in drawing new insights governing the core of the research problems as part of the diversified viewpoints and opinions of the participants. The table 1 below gives the demographic information of the respondents.

Table 1: Demographics of Interviewees

S No	Type of Organization	Designation	Firm Size	Age	Work Experience	Participant Id	Firm Code
1	NGO Hospital	Ex CEO & Trustee	Large	60	30+ years	P-1	A
2	NGO Hospital	President of NGO	Large	55	30+ years	P-2	B
3	Health Department	Additional Director	Medium	45	10 + years	P-3	C
4	Healthcare NGO	Project Manager	Medium	30	5-10 Years	P-4	D
5	Healthcare NGO	Project Manager	Large	35	5-10 Years	P-5	E

This analysis explores the qualitative aspects of collaboration between non-governmental organizations (NGOs) and government health department in Sindh. The analysis is based on interviews that captured different opinions and experiences related to these aspects of the research problem. The analysis identifies key themes that are essential for understanding the dynamics and challenges of such partnerships. These findings

provide valuable insights for enhancing the effectiveness of healthcare projects. The following themes emerged as part of the qualitative data analyses.

4.1 | Demographic Data Analyses

The theme ‘trend and extent of collaboration’ divides into Growing collaboration between NGOs and government health Department and private-partnerships and their impact of health services. The participants found that the collaboration between NGOs and government health department in Sindh is increasing, it addresses complex health challenges by combining governmental policy-making and NGOs' community-focused strategies. One of the participants shared that:

“Like all developed countries, the governmental organizations have realized that co-existence is the best policy, and the global trend for collaboration between NGOs and the government has increased (P-05)”.



Figure 1: Word Cloud for Trend and Extent of Collaboration

This approach aligns with global health research advocating for integrated health systems. As far as the public-private partnerships and their impact on health services in Sindh are concerned, participants shared that public-private partnerships have become critical in Sindh's health sector, improving healthcare access, quality, and innovation. These partnerships are part of a global trend in healthcare delivery that significantly contributes to the strengthening of the region's health system, as confirmed by contemporary healthcare policy research.

4.2 | Motivations for Collaboration

The participants discussed the motivations for collaborations. The key sub-themes include Government inability to deliver Required services. The participants viewed that in Sindh, the partnership between NGOs and government health department is partially motivated by the difficulties faced by the government in providing comprehensive healthcare services. This circumstance requires external assistance to fulfil the healthcare requirements, as evidenced by studies on inadequacies in the healthcare system. One participant told:

“It is not possible for the government to reach everywhere for comprehensive healthcare delivery; local NGOs are therefore engaged to address healthcare issues and inadequacies (P-04)”.

The participants of the study agreed that NGOs are increasingly filling critical gaps in healthcare in Sindh, stepping in to provide essential services where government capabilities fall short. This proactive role of NGOs is a response to immediate healthcare needs, reflecting trends observed in global health service research.



Figure 2: Word Cloud for Motivation for Collaboration

4.3 | Necessity and Pre-Requirement for Collaboration

Most of the participants agreed that, in the context of evaluating the effectiveness of health projects by NGOs in Sindh, it is crucial to conduct a comprehensive analysis of the necessity and prerequisites for collaboration with government entities. They found that this process involves a meticulous gap analysis and thorough assessment by NGOs before engaging in any collaboration. Such an analysis should focus on identifying unique benefits or resources that government bodies can provide, ensuring they are essential for the project's success.

“Before going into any collaboration, it was of the main importance to identify the reasons why NGOs are collaborating with government health department. They need to analyze what they are lacking and what benefit they will gain through such collaboration; this first step is to identify whether the resources they require are available only from government departments. (P-02)”

The responses concluded that this pre-collaboration assessment is fundamental in clarifying the objectives and purposes of the collaboration, guaranteeing that the intended goals and outcomes are realistically achievable and aligned with the strategic interests of both parties. This proactive approach ensures that collaborations are not only strategically planned but also effectively executed to meet the desired health project outcomes.



Figure 3: Word Cloud for Necessity and Pre-Requisite for Collaboration

4.4 | Challenges in NGO-Government Department Collaboration

Participants frequently discussed the challenges in NGO-Government collaboration. Sub-themes include inadequacies in Government Projects Planning and Execution, Bureaucratic delays and Inefficiencies, Interference of Government in Project Execution, and Lack of Transparency and Conflict of Interest in Government Departments. One of the participants added that:

“Government departments frequently fail to adequately plan for the projects, causing amendments and delays during the project life cycle. This ineffectiveness extends to financial budgeting, where the government's budget lacks alignment with the actual project requirements, further complicating the NGO's operation. (P-01)”

These challenges frequently disrupt the smooth functioning of health projects, posing a threat to the achievement of desired outcomes in NGO-led health initiatives in Sindh. The success of health projects is essential for the well-being of our society, and any delays and inefficiencies can have serious consequences. It is therefore important for the relevant authorities to take quick action and ensure that health projects are implemented effectively and efficiently. By doing so, we can achieve our research objectives and ensure that society benefits from the timely and successful implementation of health projects.



Figure 4: Word Cloud for Challenges in NGO-Government Collaborations

4.5 | Clarity of Objectives & MOU

Participants also discussed the clarity on objectives in memorandum of understanding (MoUs) between Government and non-governmental organizations. As part of evaluating the effectiveness of health projects carried out by NGOs in Sindh, it has been found that having a clear and shared objective for collaboration is critical. To achieve this, it is essential to create a Memorandum of Understanding (MOU) that defines mutually agreed-upon goals that benefit public welfare.

“Sometimes the scope of the work is not clearly defined on MoUs, which causes the delay and other challenges in healthcare delivery (P-03)”.

The alignment of objectives between NGOs and government entities is also crucial in ensuring successful partnerships, which is a key factor in achieving project outcomes. This finding highlights the importance of strategic coherence and unity of purpose in collaborative health projects, adding significant value to the research.

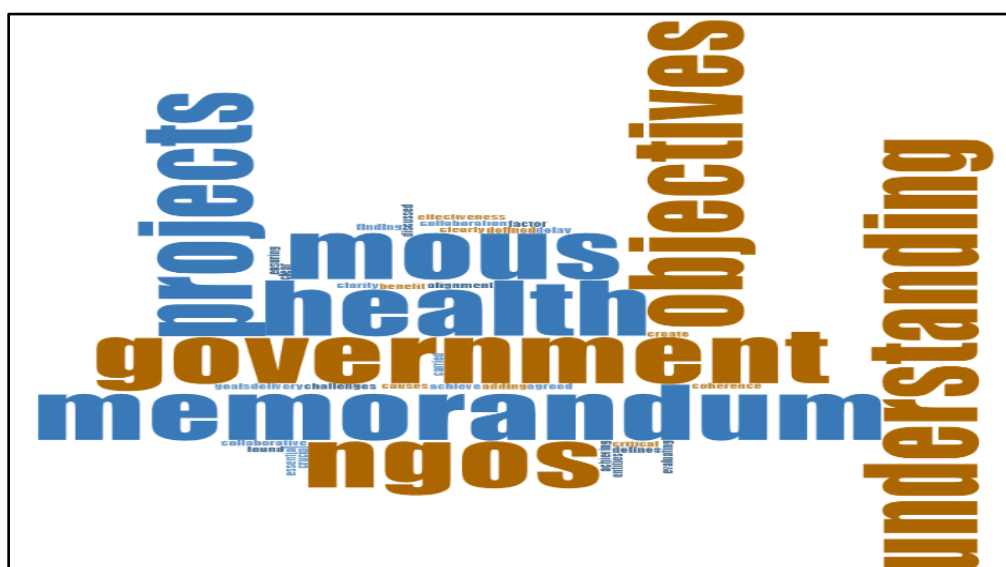


Figure 5: Word Cloud for Clarity of Objectives and MoUs

4.6 | Human Resource and Collaboration

The sub-themes of ‘work attitude and efficiency and disparities’, and ‘consequence of government staff reluctance’ were transformed into main theme ‘human resource and collaboration’. As part of our research on evaluating the effectiveness of health projects implemented by NGOs in Sindh, participants felt it important to consider the varying work attitudes and efficiency levels between government and NGO staff. One participant shared:

“This disparity is often attributed to differences in organizational culture and operational methodologies. NGOs usually adopt a more agile and community-centric approach, while government employees tend to work within traditional, hierarchical frameworks (P-01)”.



Figure 6: Word Cloud for Human Resource and Collaboration

To address this issue, the current research provides valuable insights into strategies for enhancing engagement, aligning objectives more closely, and implementing measures to increase government staff motivation and commitment to shared project goals. By recognizing and strategically managing this challenge, my research adds value to the field of public health and is essential for ensuring that health projects achieve their intended impact, particularly in collaborations where government participation is critical.

4.7 | Risk Management in Collaboration

The theme on ‘Risk Management in Collaboration’ mainly discusses two critical sub-themes, including clear delineation of risk responsibilities and challenges posed by shifting risks to NGOs. Participants shared that it is crucial to establish a clear division of risk responsibilities between NGOs and government health department. This means defining who is responsible for different types of risks, such as financial, operational, or compliance-related risks. Such clarity is essential to avoid misunderstandings and ensure that each party is well-prepared to manage the risks they are responsible for.

“Risks often arise from decisions or changes made by the government, therefore, it is within the purview of the government department to assume these risks. This stance would help shield

the NGO from potential factors that could adversely affect the efficiency and overall execution of the project. (P-01).”

This approach not only helps to execute projects more smoothly but also aligns with best practices in collaborative risk management, which is a critical factor for the success of health initiatives. A balanced and sustainable collaboration model must be developed, where risk management is a shared and well-strategized responsibility, contributing significantly to the success and sustainability of health projects in the region. The understanding of these issues is crucial for the development of effective and sustainable partnerships between NGOs and government bodies in managing health projects.



Figure 7: Word Cloud for Risk Management in Collaboration

4.8 | Respect and Equality in Collaborations

The major sub-themes ‘Addressing the Perception of Inequality by NGOs’ and ‘Emphasizing mutual respect and equal Treatment’ were transformed into the main theme ‘Respect and Equality in Collaborations’. In the realm of evaluating the effectiveness of health projects by NGOs in Sindh, the principle of mutual respect and equal treatment in public-private partnerships (PPPs) stands out as a cornerstone for successful collaboration. Participants agreed that government and NGOs should treat each other on the basis of equality. The due regard and consideration are instrumental in facilitating effective communication and decision-making.

“The respect and equality promote a healthy relationship between government and NGO; it motivates the NGOs and their staff to accomplish what is not emphasized in the MoUs (P-02).”

Offering mutual respect and promoting equality directly impacts the willingness of NGOs to engage and invest in collaborative projects. Understanding and mitigating the sense of inequality can lead to more balanced partnerships, where contributions and expertise from all parties are valued equally.

4.9 | Feedback Mechanism and Continuous Improvement

In the context of this research focusing on the effectiveness of health projects of NGOs through collaborations between NGOs and government health department of Sindh, the adoption of the Kaizen philosophy,

officials in projects, lack of transparency and conflict of interest. Other studies have also indicated these issues in Pakistan ([Aamir & Hashmi, 2025](#); [Sabri Ahmad & Umar, 2025](#)). Some of these problems are common in the region; the issues of bureaucratic delays, inefficiencies and lack of transparency in projects are also reported in Bangladesh ([Uddin, 2025](#)), with similar issues reported in Nigeria ([Alamu et al., 2024](#)). These challenges frequently disrupt the smooth functioning of healthcare projects, posing a threat to the achievement of desired outcomes in NGO-led healthcare initiatives in Sindh.

As far as utilizing project management standards & methodologies of PMI is concerned, the findings advocated for incorporating structured processes that enable data-driven decisions and performance enhancement ([Paracha Irshad & Chughtai, 2022](#)). Project management tools are effective for both project performance and organizational performance ([Li Mathur & Jugdev, 2025](#)). Further analysis of the data suggested to emphasize on pre-collaboration gaps and alignment of the project objectives with the measurable outcomes as critical success factors for the projects. This is consistent with the research of Zierock et al. ([2024](#)) that linked the objectives with expected outcomes and emphasized that the project objective should be strategically aligned with the anticipated outcomes.

5.1 | Research Implications

The study was aimed at exploring the challenges faced by the healthcare NGOs of Sindh province governing the effective delivery of their healthcare projects. The following are some key implications on theoretical & practical front:

5.1.1. Theoretical Implications

First, it enriches the theoretical literature by empirically suggesting the application of standards & methodologies of PMI, USA in the execution & governance of the public healthcare projects within the context of NGOs. Second, by exploring the basic discrepancies in collaboration between the NGOs and government, especially in finance and planning, the study provides guidelines to develop monitoring strategies and improve the key areas of the collaboration for avoiding such issues in future. Third, by exploring different ways of collaboration through developed themes, the current study provides a sound basis for the both the NGOs and the health department of Sindh government to consider the suggested improvements and accordingly review the KPIs with an aim to enhance the overall performance, efficiency and effectiveness of the public health projects.

5.2.1. Practical Implications

First, NGOs in Sindh should incorporate risk management framework coupled with the availability of comprehensive mechanism for continuous feedback & quality improvements, aimed at achieving sustainable success of the healthcare projects. Second, the NGOs in Sindh province should initiate meaningful collaborations & partnerships with the health department of Sindh province including the institutions working under its control. This would help them ensure that the healthcare projects are efficiently and effectively executed while being closely aligned with the healthcare needs of the public and communities at large. Third, the NGOs in Sindh should adopt in letter & spirit the project management standards of PMI, USA by incorporating the methodologies, frameworks & best practices as documented in its official handbook (PMBok) including the other supplementary documents & templates. This will help optimize performance of the projects being administered by these NGOs. By recommending a transition from traditional project

management standards to the internationally-accepted standards of PMI, USA, this research offers new direction governing the effective delivery healthcare projects as PMI standards are not currently being implemented by the Healthcare NGOs and the health department of Sindh province.

5.2. Limitations and Future Research Directions

The research has following limitations. First, the study relies on a qualitative data sample of limited number of participants, the experience and perspective from the participants of similar work groups may vary across the regions. The future research may therefore focus on other regions, and a comparative study of all provinces may improve the generalizability of the results. Second, while the current study explored the role of project management tools, exploring the use of digital tools & technologies is also essential for enhancing the service delivery of the NGO-administered healthcare projects. Third, future research should explore the use of international standards & methodologies of other project management organizations and assess how they directly affect the performance and sustainable delivery of the healthcare projects. Last, while the study used cross-sectional data involving specific period of time, the changes in policy, processes & systems are expected and can lead to changes in the results. Therefore, the future studies should work on longitudinal data in order to keep a track of these changes.

6 | CONCLUSION

This research explored the effectiveness of healthcare projects administered by the healthcare NGOs in Sindh province. The results underscore the importance of systematic planning & availability of right resources as indispensable for the successful delivery of the healthcare projects. This study results revealed how the project performance was drastically affected by the issues like budgetary constraints, bureaucratic impediments, office politics and differences between project plan specifications & actual requirements. Thus, to overcome these challenges, healthcare NGOs of Sindh are recommended to build & continually enhance the capacity of their project teams, incorporate flexible budgets, establish formal project monitoring & assessment units and set realistic project milestones, timelines, deliverables & KPIs, while simultaneously avoiding frequent policy and administrative changes. Moreover, by adopting the established standards of PMI, USA, the healthcare NGOs can substantially enhance the performance & sustainability of their projects. Needless to say, the success of health projects is essential for the well-being of our society, and any delays & inefficiencies can lead to serious consequences. Therefore, the healthcare NGOs of Sindh are suggested to implement the recommendations made in this study if they ought to complete their projects efficiently & effectively in the days to come.

REFERENC

Uncategorized References

- Aamir, H., & Hashmi, U. (2025). Bureaucratic Decision-Making and Public-Private Partnerships: Finding Balance, Reducing Conflict, and Building Sustainable Cooperation across Sectors. *Dialogue Social Science Review*, 3(7), 1142-1152.
- Abdullah, M. A., Shaikh, B. T., Sikander, A., & Sarwar, B. (2024). Public health and health System's responsiveness during the 2022 floods in Pakistan: what needs to be done? *Disaster medicine and public health preparedness*, 17, e567.
- Abid, S. (2025). Understanding the Role of PPHI in Primary Healthcare in Sindh. *Global Strategic Pulse: CISSS Journal of Geopolitical & Geoeconomic Studies*, 1(2), 36-50.
- Ahmad, A. (2024). *The Role of Local and International Non-governmental Organizations in the Development of Pakistan: Examining EDHI Center as a Case Study* [İstanbul Kültür Üniversitesi].
- Al-Hajj, A., & Zraunig, M. (2018). The impact of project management implementation on the successful completion of projects in construction. *International Journal of Innovation, Management and Technology*, 9(1), 21-27.
- Alamu, O. I., Hassan, A. O., Asa, K. J., & Odunayo, H. A. (2024). Addressing Infrastructure Deficits through Public-Private Partnership Funding of Public Projects in Nigeria: A Review. *TWIST*, 19(3), 130-138.
- Bazen, A., Barg, F. K., & Takeshita, J. (2021). Research techniques made simple: an introduction to qualitative research. *Journal of Investigative Dermatology*, 141(2), 241-247. e241.
- Bhanbhro, S., & Ali, I. (2025). Birthing in burning places: intersecting climate crises, maternal health challenges and structured vulnerabilities in Sindh Province of Pakistan. *The Journal of Maternal-Fetal & Neonatal Medicine*, 38(1), 2539354.
- Bowen, G. A. (2008). Naturalistic inquiry and the saturation concept: a research note. *Qualitative Research*, 8(1), 137-152.
- Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative research in psychology*, 3(2), 77-101.
- Brière, S., Proulx, D., Flores, O. N., & Laporte, M. (2015). Competencies of project managers in international NGOs: Perceptions of practitioners. *International Journal of Project Management*, 33(1), 116-125.
- Buriro, S. A., Abro, A. A., & Abro, A. A. (2024). Multiple effects of climate change on human health in Sindh. *International Journal of Social Sciences Bulletin*, 2(4), 775-785.
- Constantinou, C. S., Georgiou, M., & Perdikogianni, M. (2017). A comparative method for themes saturation (CoMeTS) in qualitative interviews. *Qualitative Research*, 17(5), 571-588.
- Desai, V. (2024). Role of non-governmental organisations (NGOs). In *The companion to development studies* (pp. 149-155). Routledge.
- Drouin, N., Müller, R., Sankaran, S., & Vaagaasar, A.-L. (2021). Balancing leadership in projects: Role of the socio-cognitive space. *Project Leadership and Society*, 2, 100031.
- Ejaz, I., Shaikh, B. T., & Rizvi, N. (2011). NGOs and government partnership for health systems strengthening: a qualitative study presenting viewpoints of government, NGOs and donors in Pakistan. *BMC Health Services Research*, 11(1), 122-129.
- Enahoro, A., Osunlaja, O., Maha, C. C., Kolawole, T. O., & Abdul, S. (2024). Reviewing healthcare quality improvement initiatives: Best practices in management and leadership. *International Journal of Management & Entrepreneurship Research*, 6(6), 1869-1884.
- Fareed, M. Z., Su, Q., Abbas Naqvi, N., Fareed, M. M. S., & Ahmed, G. (2025). The Impact of Project Governance on Public Project Success and Its Moderation Through Transformational Leadership. *Engineering Management Journal*, 1-13.
- Ghaffar, A., Kazi, B. M., & Salman, M. (2000). Health care systems in transition III. Pakistan, Part I. An overview of the health care system in Pakistan. *Journal of public health medicine*, 22(1), 38-42.
- Haider, S., Masood, M. U., Awan, A. A., Khan, R. Z. N., & Rashid, M. (2025). Adaptation, and Sustainable Development in Sindh, Pakistan. *Remote Sensing and GIS Application in Forest Conservation Planning*, 391.
- Ika, L. A. (2009). Project success as a topic in project management journals. *Project Management Journal*, 40(4), 6-19.
- Iqbal, M., & Mahmood, S. (2024). An Analysis of Government and NGO Initiatives in Promoting Reproductive Health Education in Pakistani Educational Institutions. *Tanazur*, 5(1), 261-282.
- Jones, C. H., & Dolsten, M. (2024). Healthcare on the brink: navigating the challenges of an aging society in the United States. *npj Aging*, 10(1), 22.
- Khan, M. R., Nazir, M. A., & Afzal, S. (2025). A need for a comprehensive health financing strategy

- in Pakistan: an analysis of key health financing issues. *Journal of Health Organization and Management*, 39(4), 531-549.
- Khattak, A. A. (2024). Role of Participation and Consensus on Projectsâ TM Performance in Public Sector Health Care in Peshawar. *International Journal of Politics & Social Sciences Review*, 3(III), 268-275.
- Kurji, Z., Premani, Z. S., & Mithani, Y. (2016). Analysis of the health care system of Pakistan: lessons learnt and way forward. *J Ayub Med Coll Abbottabad*, 28(3), 601-604.
- Kuswanto, A., & Qonita, A. (2024). Team Problem-Solving with Agile Business Process to Improve Employee Performance Using NVIVO Analysis at PT XYZ. *Journal of Advances in Accounting, Economics, and Management*, 2(1), 16-16.
- Li, X., Mathur, G., & Jugdev, K. (2025). Impact of using project management tools and techniques on project and firm performance. *International Journal of Managing Projects in Business*, 18(2), 312-330.
- Marshall, B., Cardon, P., Poddar, A., & Fontenot, R. (2013). Does sample size matter in qualitative research?: A review of qualitative interviews in IS research. *Journal of Computer Information Systems*, 54(1), 11-22.
- Matos, P. V., Romão, M., Sarmiento, J. M., & Abaladas, A. (2019). The adoption of project management methodologies and tools by NGOs: A mixed methods perspective. *Journal of Business Research*, 101, 651-659.
- Mujahid, M. S., & Mubarik, M. S. (2021). The bright side of social media: social media platforms adoption and start-up sustainability. *Frontiers in Psychology*, 12, 661649.
- Myers, M. D., & Newman, M. (2007). The qualitative interview in IS research: Examining the craft. *Information and organization*, 17(1), 2-26.
- Najar, A. V., Pardasi, E., Salehi, M., Shargh, B. B., & Hooshmand, E. (2025). Challenges and opportunities for NGO-government collaboration in healthcare systems of developing countries. *Social Sciences & Humanities Open*, 11, 101558.
- Odugleh-Kolev, A., & Parrish-Sprowl, J. (2018). Universal Health Coverage: The Role of Community Engagement. *Bulletin of the World Health Organization*, 96(9), 660-661.
- Paracha, U. K., Irshad, M., & Chughtai, M. S. (2022). A Moderated Mediation Model of Team Focus Transformational Leadership, Team Cohesiveness and Leader-Member Exchange for Project Success. *Journal of Innovative Research in Management Sciences*, 3(2), 53-71.
- Payne, J. M., France, K. E., Henley, N., D'Antoine, H. A., Bartu, A. E., Elliott, E. J., & Bower, C. (2011). Researchers' experience with project management in health and medical research: Results from a post-project review. *BMC Public Health*, 11(1), 424.
- Rajabi, M., Ebrahimi, P., & Aryankhesal, A. (2021). Collaboration between the government and nongovernmental organizations in providing health-care services: A systematic review of challenges. *Journal of Education and Health Promotion*, 10(1), 242.
- Raziq, M. M., Borini, F. M., Malik, O. F., Ahmad, M., & Shabaz, M. (2018). Leadership styles, goal clarity, and project success: Evidence from project-based organizations in Pakistan. *Leadership & Organization Development Journal*, 39(2), 309-323.
- Rita Mulcahy, P. (2009). PMP Exam Prep. In (pp. 1-19). Minnesota: RMC publications.
- Sabri, K. H., Ahmad, N., & Umar, M. H. (2025). Exploring Factors of Project Failure: A Qualitative Study of Development Projects of Pakistan. *Journal of Social Signs Review*, 3(2), 187-197.
- Saleem, F., Murtaza, I., Hyder, S., & Malik, M. I. (2020). Public health and project management: Do projects deliver? *International Journal of Environmental Research and Public Health*, 17(19), 7244.
- Shah, S. A., Sultan, K., Shoukat, M. H., & Rehman, S. U. (2025). Quality management practices toward project performance in healthcare sector: modelling the mediating role of intellectual capital. *International Journal of Quality & Reliability Management*, 42(5), 1507-1526.
- Tanzil, S., Zahidie, A., Ahsan, A., Kazi, A., & Shaikh, B. T. (2014). A case study of outsourced primary healthcare services in Sindh, Pakistan: is this a real reform? *BMC Health Services Research*, 14(1), 277.
- Uddin, M. Z. (2025). The Cost of Coordination Failures: Impacts on Urban Development Projects and Citizen Services in Bangladesh. *Open Access Indonesia Journal of Social Sciences*, 8(1), 1922-1936.
- Warsi, A. Z., & Shaiq, M. (2025). The Role of Sustainable Planning and Project Team Attitude in Achieving Sustainable Project Success in the Health Sector. *THE ASIAN BULLETIN OF GREEN MANAGEMENT AND CIRCULAR ECONOMY*, 5(1), 44-64.
- WHO. (2018). Continuity and coordination of care: a practice brief to support implementation of the WHO Framework on integrated people-centred health services.

- Wongpakaran, N., Wongpakaran, T., Wedding, D., & Gwet, K. L. (2013). A comparison of Cohen's Kappa and Gwet's AC1 when calculating inter-rater reliability coefficients: a study conducted with personality disorder samples. *BMC medical research methodology*, 13(1), 61.
- Yin, R. K. (2003). *Case study research: Design and methods* (3rd ed.). Sage Publications.
- Yin, R. K. (2009). *Case study research: Design and methods* (Vol. 5). SAGE Publications.
- Zierock, B., Blatz, M., & Karcher, K. (2024). Team-Centric Innovation: The Role of Objectives and Key Results (OKRs) in Managing Complex and Challenging Projects. Proceedings of the 15th International Conference on Applied Human Factors and Ergonomics (AHFE 2024),