



**ADAPTIVE PROJECT MANAGEMENT PRACTICES, TEAM COLLABORATION
AND PROJECT RESILIENCE A CASE OF UWEP PROJECTS, AMURIA DISTRICT**

BY

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DECLARATION

I, **Angella Akurut** hereby declare that this is my original work and to the best of my knowledge has never been submitted for the award of a Masters in any other institution of higher learning unless other otherwise acknowledged.


Signature..... AAde.....

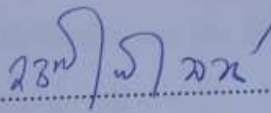
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APPROVAL

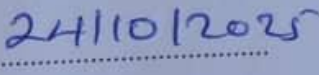
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DEDICATION

I dedicate this dissertation to my beloved husband and children, whose unwavering love, patience, and encouragement have been my greatest motivation throughout this journey. I also dedicate it to all those who value and cherish education as a lifelong pursuit and a beacon of hope for personal and societal transformation.

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May God richly bless you all.

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LIST OF ACRONYMS

APMP – Adaptive Project Management Practices

DCDO – District Community Development Officer

FY – Financial Year

GEF – Global Environment Facility

PM – Project Management

PR – Project Resilience

SEPLS – Socio-Ecological Production Landscapes and Seascapes

SPSS – Statistical Package for the Social Sciences

TC – Team Collaboration

UN – United Nations

UWEP – Uganda Women Entrepreneurship Programme

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ABSTRACT

This study examined the mediating role of team collaboration in the relationship between adaptive project management practices and project resilience among Uganda Women Entrepreneurship Projects (UWEP) in Amuria district. Specifically, the study assessed the relationship between adaptive project management practices (APMP) and Project resilience, APMP and Team collaboration, Team collaboration and project resilience, and the mediating role of team collaboration in the APMP-Project resilience link. The study used a cross sectional research design and a quantitative approach. Using the guidelines of Kregcie and Morgan (1970), a sample of 122 projects was derived from a population of 179 UWEP projects. A structured questionnaire was used to collect data from the respondents and a response rate of 68.9% was realized at the level of unit of analysis. Data was analyzed using SPSS Version 22. The tool passed the test for validity and reliability. Following the guidelines of Baron and Kenny (1986), the findings revealed that all the conditions required for mediation to occur were fulfilled confirming partial mediation. Based on the findings, the study concluded that team collaboration plays a vital mediating role, transforming adaptive project management efforts into enhanced project resilience, and therefore both elements must be intentionally cultivated for comprehensive project robustness. Therefore, the study recommended that UWEP project managers should integrate approaches that encourage adaptive management and at the same time develop team collaboration to achieve optimal project resilience through the creation of holistic capacity-building initiatives that instill adaptive planning skills and collaborative leadership abilities in project staff, the creation of project frameworks that require stakeholder participation and consultative decision-making, and the allocation of resources to help support both the flexible operation models and team integration efforts.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The chapter comprises of the background of the study, problem statement, purpose of the study, research objectives, research hypotheses, scope of the study, significance of the study and conceptual framework.

1.1 Background of the study

In an increasingly volatile and uncertain environment, fostering project resilience is crucial for successful delivery amidst disruptions. Resilient projects withstand challenges and adapt dynamically, turning obstacles into opportunities for growth and innovation (Hillson, 2019; Aven, 2021). Project resilience refers to the capacity of a project to anticipate, absorb, adapt to, and recover from disruptions while maintaining its core objectives and integrity (Ahmed & Opoku, 2024; Rahi, 2019; Dublin & Natori, 2020; Proag, 2014). It involves proactive planning, effective risk management, and adaptability to ensure project continuity and success despite uncertainties and adverse conditions (Bhamra et al., 2011; Aven, 2021). Project resilience is characterized by awareness and adaptive capacity, which collectively enable sustained performance under challenging conditions (Rahi, 2019; Dublin & Natori, 2020; Bhamra et al., 2011; Hosseini et al., 2016).

However, project sustainability remained a global challenge over the years with many projects being hit hard by shocks. For instance, in Europe, the REPowerEU program encountered resilience challenges due to bureaucratic delays, regulatory hurdles, and supply chain disruptions, which hindered its ability to adapt effectively (European Commission, 2023). Project resilience challenges have also been reported in Japan, Bangladesh, United States and in Australia (Japanese National Police Agency, 2017; Asian Development Bank, 2022; Project Management Institute,

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