

# International Urban Environmental Management Construction Projects, Success Measurement and the Challenge of Parameterizing Human Capacity Development in the 21st-Century

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**CITC-14 | SEPTEMBER 2-5, 2024  
HOSTED BY FEDERAL UNIVERSITY OF RIO DE JANEIRO  
RIO DE JANEIRO, BRAZIL**

**CITC GLOBAL**  
**Construction in the 21st Century**



# Introduction & Background

This paper highlights

- Use, and peculiarities, of international construction projects in solving 21<sup>st</sup>-century urban environmental challenges
- 21<sup>st</sup>-century as a knowledge economy
- Growing use of project work model contrasted against falling project success rates
- The inadequacy of existing success measurement metrics in international construction projects
- Need for success metrics that are more relevant in international construction projects

# Aim, Objectives, and Scope

To highlight the

- Peculiarities of international projects
- Insufficiency/inadequacy of existing metrics for measuring project success and need for a paradigm shift
- Human capacity development (HCD) as a success metric that is new, relevant, innovative, and recipient stakeholder-sensitive and therefore needed in the long-run
- Scope- international urban environmental management construction projects

# Research Design and Methodology

- Research Design - critical literature review
- Methodology - thematic survey, analysis, and critiquing of existing information on urbanization, its challenges, environmental management, construction projects , project success measurement and human capacity development.

# Results (1)

- Urbanization creates environmental challenges that are accentuated in the 21st century
- Managing urban environmental challenges often involve construction projects
- Projects are changing in nature, increasing in size, complexity, duration and metric-driven
- Major drivers of projectization: competition, regulation, environment, social changes
- International construction project peculiarities: large/huge scale, size, scope, “internationality” mix

# Results (2)

- “Internationality” mix - language, culture, team membership, stakeholder diversity/number, multiple site resourcing, etc.
- Project success is important, continuing and growing area of research/practice interest
- Critical contrast: increasing projectization vs. poor success rates
- Need: new/more appropriate tools; methodology flexibility, specialized success metrics
- Human capacity development (HCD) seen as one such success metric
- HCD: human abilities strengthened, created, adapted towards improving project management practice and outcomes.

# Discussions, Conclusions & Recommendations (1)

- Construction projects are one way of managing urban environmental challenges
- By nature projects are changing, becoming more complex and metric-driven
- There is growing & continuing interest in properly measuring project success
- Success measurement requires new/more appropriate tools; methodology flexibility, specialized success metrics

# Discussions, Conclusions & Recommendations (2)

- International construction projects are peculiar in nature and often involve specialized knowledge
- Projects are avenues for developing human capacity or knowledge which is the most important 21st-century commodity
- Recommendation: to be considered successful, international urban management construction projects should be required to additionally develop the human capacity of relevant recipient stakeholders