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The American University in Cairo
School of Global Affairs and Public Policy

**APPLICATION OF STANDARDIZED PROJECT MANAGEMENT PRACTICES IN
EGYPTIAN NON-PROFIT ORGANIZATIONS: TWO CASE STUDIES**

A Thesis Submitted to

The Department of Public Policy and Administration

**in partial fulfillment of the requirements for the
Master of Public Administration**

By

Mostafa Adel

SPRING 2018

Acknowledgment

This shall always be a gentle reminder that sky is the limit. My academic journey started on February 2, 2015, and it is coming to its end on February 4, 2018, exactly 3 hectic-yet enjoyable-years. Completing two master's degrees from two reputable and globally renowned universities in three consecutive years has never occurred to me. Actually, the fact that I was awarded two scholarships to obtain my master's degree has been a dream that was too far to be achieved, yet it was achieved eventually. I will always be grateful for the Yousef Jameel public leadership fellowship for sponsoring me during my studies at AUC. I did everything I can to complete my degree in two years, instead of two years and a half and I am glad that my effort is paying off. My goal was to graduate from AUC with high honors, and I am literally over the moon to see it happening.

Over the course of my three-year journey, my social life was severely compromised. My focus was only on my professional and academic life. Hence, I intend to restore my work-life balance upon completing this degree. Many variables were introduced in my life during this period, yet there was only one constant, which happened to be you. I appreciate your support and your belief in me and my capabilities all along the way.

My family has been the greatest family ever by having their ultimate support, despite the fact that they are irritated by my career-shift decision. Yet, they never failed to be there for me.

I would like to thank Dr. Shahjahan Buhaiyan, Dr. Ghada Barsoum and Dr. Khaled Abd El-Halim for their belief in me. Special thanks to Dr. Laila for her support and invaluable guidance as my supervisor.

To everyone who believed in me, everyone who supported me, everyone who was there for me, Thank you.

Abstract

A standardized project management approach across the entire organization is one of the business models adopted by non-profits that contributes to a more efficient and effective project delivery and achieving the organizations' goals and objectives. Lack of a standardized project management approach might result in project failure and losing the skills and knowledge gained from previous projects, which significantly harms the organizational efforts to have institutional memory that allows implementing these skills and knowledge in future projects. A project management office is the key to mainstream the standardized project management methodology across non-profits. This research aims at investigating the impacts of adopting project management offices within the context of non-profits in Egypt. This study employed a qualitative approach to research through a case study methodology by interviewing key informants of two non-profits in Egypt; one national and one international, which are already implementing a project management office. The key findings of the research suggested that the two organizations under study operate in a very similar way, in terms of challenges faced by the two organizations, adopting business-like models, tendency to diversify their income generating activities and finally, adopting a project management office. The study concludes that the project management offices are the catalyst of change for non-profits to mainstream a standardized project management approach and mainstream strategies across organizations. Also, a standardized project management approach allows non-profits to implement a time-tested and results-oriented methodology of project management. Based on the lessons learned from the case studies, recommendations for non-profits are presented to guide non-profits' executives, project management office directors, and non-profits' staff members while implementing the PMO.

Key Words: Non-profits, Project Management Office, Qualitative, Implementation, Egypt, Standardized, Methodology, business models

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List of Acronyms

NGO	Non-Governmental Organization
NPO	Non-Profit Organization
PM	Project Management
PMO	Project Management Office
ROI	Return on Investment
FROI	Financial return on Investment
SROI	Social Return on Investment
SOP	Standard Operating Procedure
HRW	Human Rights Watch
MoSS	Ministry of Social Solidarity
NFNRA	National Foreign NGOs Regulation Apparatus
PMI	Project Management Institute
APM	Association for Project Management
PMM	Project Management Methodology
KM	Knowledge Management
PMCoE	Project Management Center of Excellence
IRB	Institutional Review Board

CSO	Community Service Organization
CSR	Corporate Social Responsibility
M&E	Monitoring and Evaluation
CDA	Community Development Association
MoE	Ministry of Education
KPI	Key Performance Indicator
ICT	Information and Communications Technology
SHRM	Strategic Human Resources Management
SGU	Strategies and Governance Unit
IT	Information Technology
AUC	American University in Cairo
HR	Human Resources
MENA	Middle-East and North Africa
IRB	Institutional Review Board

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1. Introduction

1.1 Study Overview

The non-profit sector is a key player tackling the economic and social development aspects in developing countries (Matzkin, 2008), including Egypt. Ghada Waly, the Egyptian Minister of Social Solidarity, stated that there are 48,300 NPOs and 96 international organizations in Egypt (Yehia, 2017). The role that non-profit organizations (NPOs) play is increasingly becoming more vital every day. These organizations provide a variety of aid, services and employment opportunities, which supplements the role played by both the government and the business sector.

However, there are many challenges that undermine NPOs' overall performance. This stems from the fact that NPOs operate in an extremely competitive and increasingly dynamic environment with a high level of sophistication. The competition intensifies at different levels: local, national and international levels over funding, governmental or business sector support, staff and clients (Stone, Bigelow & Crittenden, 1999; Moxley, 2004). The key prominent challenges for NPOs are fiscal, technological, human resources, effectiveness, accountability and identity crisis (Ahmed, 2005). Moreover, efficiency and effectiveness of NPOs' services delivery are at risk due to the non-sustainable practices implemented (Weerawardena, McDonald & Mort, 2010). A survey conducted by the Non-profit finance fund (2009) reinforced this argument as the results highlighted that the current level of NPOs' service delivery is deteriorating. As a result, there has been a tendency by NPOs to adopt business models to overcome these challenges and enhance their overall performance (Andreasen, Goodstein & Wison, 2005; Dees & Anderson, 2003).

Project Management Offices (PMOs) are gaining more momentum nowadays as a unique business model and an exceptional organizational phenomenon (Hobbs, Aubry &

Thuillier, 2008). Business corporations are increasingly implementing project management offices (PMOs) in order to introduce new managerial practices throughout the entire entity (Hobbs, Aubry & Thuillier, 2008; Aubry, Müller, Hobbs & Blomquist, 2010). According to the pulse of the profession, which is the Project Management Institute (PMI) global survey, more than 69% of companies are already implementing PMOs (PMI, 2015).

This study investigates how the current performance of NPOs can be boosted through investigating how likely the implementation of PMOs would assist in overcoming the existing challenges¹. It sheds the light on how NPOs already adopt Project Management Offices (PMOs) through looking at two case studies. The case studies look at the experience of two NPOs, an international NPO and a national NPO, in implementing PMOs within the organization.

The study reviewed the different typologies of non-profits, challenges that non-profits might experience and reasons behind these challenges. In addition, the study examined the similarities and differences between non-profits and private enterprises. This was followed by exploring the trend of adopting business-like models by non-profits and examining the impact on the organizations' social mission. Also, the study looked at how the boundaries between these two sectors are blurring as a result of their increasing interaction. Furthermore, project management as a concept was explored, with special focus on the standardized project management methodology and its importance to non-profits. Finally, the study covered the project management office as a model highlighting its various typologies, functions and implementation challenges.

¹ This study capitalizes on the researcher's unpublished thesis submitted to Aberdeen Business School, Robert Gordon University in 2016 by tackling the same field of research, yet from a whole different angle with specific focus in non-profits in Egypt.

1.2 Problem Statement

There are various challenges that hinder non-profits' ability to achieve their goals and objectives. One of the key underlying reasons behind these challenges is the lack of a standardized project management approach across the different functions, departments and programs. This comprises strategic objectives mainstreamed across programs and projects, a unified M&E and reporting system in place, and a consistent management methodology for programs and projects. Lack of a standardized project management methodology significantly increases the risk to lose the skills and knowledge gained from completed projects, especially with the increasing turn-over of non-profits' staff. This also endangers the organizational efforts to have institutional memory to enhance the efficient and effectiveness and apply the lessons learned in the future (PM4Dev, 2015).

Meanwhile, non-profits have already been adopting business-like models in order to improve their performance and gain a competitive advantage. This might have implications on the social mission of non-profits. Moving on to the PMO, there is no previous experience of non-profits adopting the PMO as a model from the business sector. That's why there is no Standard Operating Procedure (SOP) or a guideline to follow for implementation.

There is a gap in literature because the published papers and journal articles covering the operational and organizational challenges facing Egyptian non-profits and the implementation of PMOs within the non-profit context are sparse. This argument is supported by Lewis (2007), who argued that there is a little research tackling organization and management for non-profits are sparse. Hence, the focus of this thesis is exploring the likelihood of NPOs to adopt PMOs and the potential impacts of this.

1.3 Research Questions

The key research question for this thesis is:

To what extent the adoption of a PMO model by non-profits contribute to tackling the challenges faced by these organizations?

There are research sub-questions that contribute to answering the key research question:

- What are the challenges faced by non-profits in Egypt?
- Why do non-profits adopt business-like models, including a standardized project management methodology?
- What is the impact of adopting business-like models on the overall performance of non-profits?
- How do non-profits adopt the PMO model in Egypt?

1.4 Importance of the Study

There are several reasons for the significance of this study. First, there is a gap in literature tackling the challenges of non-profits in Egypt. Second, this study explores the different perspectives on the impact of the new NGO law on non-profits in Egypt. Third, there is a gap in literature addressing the adoption of business models in general and a standardized project management approach specifically by non-profits in Egypt and the impact on social mission. Fourth, the literature covering the adoption of PMOs by non-profits, implementation, functions, challenges and guidelines is sparse. Fifth, this study introduces the diversification of income generating activities as a new trend by non-profits in Egypt to reach financial sustainability. Finally, this study provides a roadmap for non-profits' executives and development professionals on adopting a PMO as one solution to tackle the performance challenges faced by NPOs

1.5 Scope of the Study

The main goal of this research is to explore the implementation of PMOs by non-profits operating in Egypt as a means to address the challenges faced by these organizations. This is the rationale behind examining this specific model, its functions, challenges of implementation and steps taken to overcome them. In addition, this research explores the tendency of non-profits to apply new practices to secure alternative financial resources and to what extent this is affecting their social mission. Recommendations for non-profits executives, PMO directors and non-profits staff are developed accordingly.

The objective of this study encompasses investigating the different challenges, including the new NGO law, that affect non-profits' performance in Egypt. It also encompasses how the standardized project management approach can contribute to tackling these challenges, investigating how non-profits adopt business-like approaches and the impact on their social mission, and highlighting how non-profits in Egypt adopt the PMO within their context.

1.6 Conceptual Framework

The study discusses non-profits as a concept, challenges faced by these organizations, how the adoption of business like models broadly- and a standardized project management approach specifically- would tackle these challenges, and how the PMO would contribute to achieving this standardized project management approach (Figure 1). The elements that construct the conceptual framework are as follows:

a-Non-Profit Organizations (NPOs)

Any non-profit, voluntary group operating on a local, national or international level, undertaking a wide range of services and humanitarian functions (United Nations, 2003).

The use of “non-governmental organizations” and “non-profit organizations” depends on location, narrative and traditions of each country based on a western worldview (Lewis, & Kanji, 2009). For instance, the term “non-profit organizations” is mostly used in developed countries to highlight that the nature of these organizations as not distributing profits (Kenny, 2013). The term “non-governmental organizations” is used in developing countries or global south (i.e. India) (Lewis, 2007; Kenny, 2013). Yet, Tennant (2008) argued that the terms “non-governmental organizations” and “non-profit organizations” are being used interchangeably. Gresham (2018) emphasized that NGOs do not contrast with NPOs as they are one category of the non-profits. He added that NGOs most often refer to non-profits with an international reach. For the purpose of this research, the term “non-profit organizations” shall be adopted across the study, given that “non-profits” are the broader definition.

b-Adoption of business-like models:

Adoption of business-like models and practices means adopting practices led by a for-profit cause, institutional structures and organizational procedures developed for private enterprises and businesses to guide the implementation of activities and services delivery within the context of non-profits (Dart, 2004).

c-Project Management

Project management is the application of practices, tools, skills, methodologies and knowledge in project activities in order to meet project goals (PMI, 2017).

d-The Iron Triangle:

The iron triangle is a framework that enables project managers to evaluate and balance the demands of time, cost and quality within their projects (Atkinson, 1999).

e-Standardized Project Management Methodology:

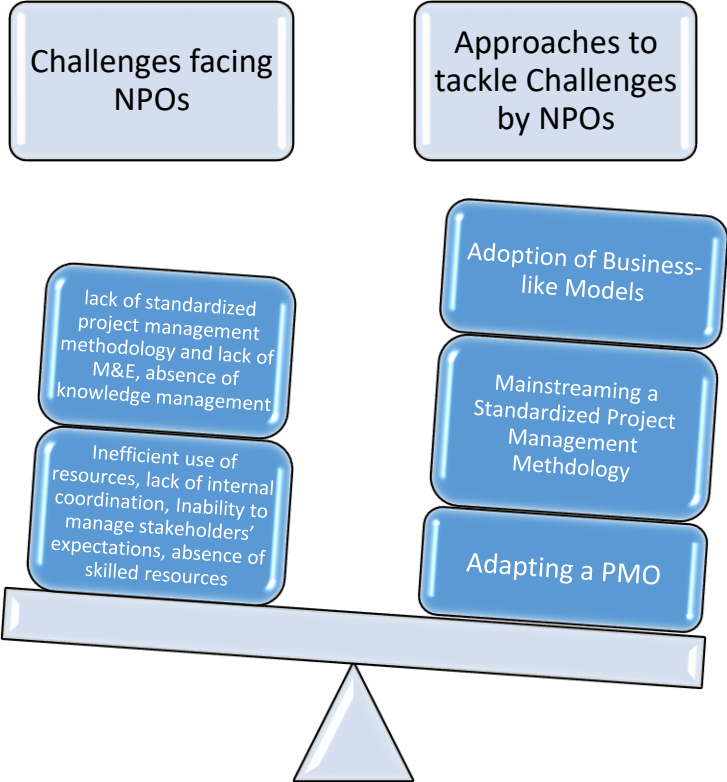
A standardized project management methodology provides NPOs with a strategic tool that allows organizations to implement already established, time-tested, results-oriented methodologies of project management (PM4Dev, 2015).

f-Project Management Office (PMO)

The PMO, also known as a center of excellence/expertise, is an organizational entity established to assist project managers and various managerial levels on strategic issues and functional matters in implementing project management practices (Ward, 2000).

The above knowledge blocks are inter-related and contributes to answering the research question highlighted earlier. Non-profits are facing several challenges that impact their projects delivery, which negatively reflects on the organizations' efforts to achieve their goals and objectives. These challenges are associated with the lack of a standardized project management approach (i.e. lack of knowledge management system in place, inefficient use of resources, lack of internal coordination across departments). That's why non-profits tend to adopt business-like models, including implementing a standardized project management approach, as an attempt to overcome these challenges. Notably, PMOs are one means to mainstream strategies and a unified project management approach across the organizations' different functions and departments. This would lead to a better performance, more efficient and highly effective projects delivery on time, cost and high quality, in other words: overweigh the challenges.

Figure 1: Conceptual Framework



Source: Developed by the Researcher, inspired by the work of Hobbs, and Aubry (2007), Dai and Wells (2004) and Hobbs, Aubry, and Thuillier (2008).

2. Literature Review

This chapter comprises four main sections: the first section covers non-profit organizations; their roles, categories and challenges they encounter. The second part lays out the difference between NPOs and business enterprises and the tendency to adopt business-like models by non-profits. It also covers the different forms of this approach and how this impacts their social mission. The third section tackles project management as a concept, its key pillars, the iron triangle as a concept and standardized project management methodology. The last part covers the project management office as a model, functions, typologies, how to implement it and challenges of implementation.

2.1 Non-Profit Organizations:

Non-Profit Organizations (NPOs) are known as the third sector, while the government is the first and the private sector is the second (Willets, 2002; Mostashari, 2005; Lewis, 2002; Pharr, 2003; Lambell, Ramia, Nyland, & Michelotti, 2008); the three together form the base of the development of any society. NPOs are among the key players in development work and reduction of vulnerabilities (UNDP, 2014), especially in developing countries (Bromideh, 2011).

2.1.1 Definition:

There is a wide variety of definitions for NPOs by various scholars. NPOs refer to organizations that neither belong to the government nor the private sector (Bromideh, 2011; Lambell, Ramia, Nyland, & Michelotti, 2008; Pharr 2003; Ulleberg, 2009). They act as representatives of communities, social and political movements at all levels from the local to the global (Lambell, Ramia, Nyland, & Michelotti, 2008) through directing advocacy and operational efforts to social, economic and political goals (Teegen, Doh, & Vachani 2004). NPOs do not distribute their surplus funds to shareholders; these organizations use these

funds to achieve their goals (Grobmain, 2008; Bromideh, 2011). Teegen, Doh, and Vachani, (2004) argued that the term “Non-Profit Organizations” does not provide a description of the organizations that it outlines because it emphasizes what the organizations are not, rather than what they are. Notably, the United Nations (2003) provides a comprehensive definition for NPOs as any non-profit, voluntary group which is operating on a local, national or international level, undertaking a wide range of services and humanitarian functions. NPOs provide technical assistance, advice, analysis and expertise, lead the implementation of international cooperation agreements and protocols and act as early warning mechanisms. It can be concluded that these definitions complement each other in a way that provides a better understanding of the nature of the NPOs and their operations.

2.1.2 Categories:

NPOs can be divided into several categories based on their level of operations (Rahman, 2003), type of activities (Willetts, 2002; Mostashari, 2005; Lambell, Ramia, Nyland, & Michelotti, 2008; Ulleberg, 2009), and benefits they create (Parker, 2003; Teegen, Doh, & Vachani, 2004). First, NPOs can be classified on the basis of their level of operations into three types: Grass-roots organizations (Community-based organizations), which sometimes become active at national or international levels, support organizations and intermediary organizations (Rahman, 2003). Second, NPOs might be divided on the basis of their activities into operational organizations (service providers), which mobilize resources (i.e. financial, materials, staff, volunteers), advocacy organizations, which promote the interests of those who lack the voice or exposure (Willetts, 2002; Mostashari, 2005; Lambell & Parker, 2003; Teegen, Doh, & Vachani, 2004; Bromideh, 2011), and hybrid organizations that combine the two functions (Ramia, Nyland, & Michelotti, 2008; Parker, 2003; Teegen, Doh, & Vachani, 2004). In addition, NPOs might be classified into advocacy and rights-based organizations; charity, welfare and relief organizations; professional support and

network organizations (Ulleberg, 2009). Finally, NPOs might be classified on the basis of the benefits they create into membership (club) NPOs, which offer benefits for their members, social purpose NPOs, which promote social interests and might be further classified into operational, and advocacy or hybrid organizations (Parker, 2003; Teegen, Doh, & Vachani, 2004; Ulleberg, 2009). It is worth mentioning that Bromideh (2011) has argued that the literature on NPOs' categorization is still underdeveloped and that it is challenging to categorize NPOs based on their activities, given that the majority of NPOs undertake a wide set of activities.

2.1.3 Roles:

The role played by NPOs encompasses a diverse portfolio of services and interventions that vary from one country to another, depending on the vulnerabilities faced in each country and in accordance with the socio-economic and political landscape. First, NPOs are a key player to promote social justice and human rights, to the marginalized groups in societies at local, national and international levels, especially in developing countries and failed states (Bromideh, 2011; Giner-de-la-Fuente, & Gríful-Miquela, 2006). Second, NPOs are active in communities and grassroots initiatives and activities with regards to policy making, planning and execution of various advocacy and operational activities (ibid; Grobman, 2008). Third, NPOs are dedicated to working on economic, political and social development, especially in developing countries, where they participate in the policy discussions and formulation, act as advocates, lobbyists, operators, watchdogs, or innovators that introduce new initiatives and concepts (Ulleberg, 2009).

Notably, Giner-de-la-Fuente, and Gríful-Miquela (2006) highlighted that NPOs cannot provide their services unlimitedly because these services are associated with each organization's specialization and available funds. They added that NPOs usually choose a

target group to assist them either immediately or continuously by providing the means to enhance their conditions.

2.1.4 Challenges:

There are numerous challenges that impact NPOs' performance as indicated by various scholars (e.g. Bromideh, 2011; Twigg, & Steiner, 2002; Batti, 2015; Wysocki, 2009; Nanthagopan, Williams, & Page, 2016; Easterly, 2009; Shleifer, 2009). The challenges can be classified into internal and external ones (Batti, 2015), which is aligned with the classification proposed by Bromideh (2011), who classified NPOs' challenges into inter-NPO and Intra-NPO, respectively. The first category encompasses all internal and organizational issues within the NPO such as limited financial resources (Wysocki, 2009; Batti, 2015; Bromideh, 2011), Human Resources, management skills, internal communication (Bromideh, 2011), knowledge management (Twigg, & Steiner, 2002), lack of technical capacity, infrastructure, vendors and suppliers, disruptive interference from the senior management (Batti, 2015) and monitoring and evaluation (Nanthagopan, Williams, & Page, 2016). The second category can be divided into national level challenges such as registration, relationship with a wide set of stakeholders: governmental bodies, the private sector and beneficiaries (Easterly, 2009; Shleifer, 2009; Ika, Diallo, & Thuillier, 2012; Ika, 2012), and international level challenges such as religion, politics, financial crisis (Bromideh, 2011), lack of understanding of the socio-economic and political landscape (Batti, 2015; Bromideh, 2011), turbulent social, political and economic contexts (Nanthagopan, Williams, & Page 2016; Bromideh, 2011; Skelcher, & Smith, 2017).

Challenges that face NPOs have also been divided into three broad categories: structural/contextual, institutional/sustainability, and managerial/organizational problems (Ika 2012; European Commission 2007; Ika & Hodgson 2010; Kwak, 2002). Structural/contextual problems include the geographic, economic, sociocultural, historic, demographic, political

and environmental challenges, given that NPOs are part of a broader context (Ika 2012). Institutional/sustainability problems include lack of technical expertise and institutional capacity, lack of managerial support, incompatibility between donors' management systems and countries, pressure on quick results from donors and governments (Eneh 2009; European Commission 2007; Gauthier 2005; Ika & Hodgson 2010; Martens 2005). Managerial/organizational problems include lack of skilled personnel, inefficient stakeholders' management, cost overrun, poor risk analysis and management, poor projects/programmes design, unrealistic projects objectives and goals and poor monitoring and evaluation systems in place (Ahsan & Gunawan, 2010; Bokor, 2011; Diallo, & Thuillier 2004, 2005; Ika & Hodgson 2010; Ika, Diallo, & Thuillier 2010, 2012; Youker 2003). Most importantly, identification of the different challenges that face NPOs while implementing projects activities is crucial in order to develop solutions that might increase the efficiency and effectiveness of the project implementation, identify capacity-building interventions to improve performance, and provide guidance to local stakeholders that would lessen the challenges to project implementation at the grassroots level (Batti, 2015).

Furthermore, it is worth mentioning that there are several factors that impose pressure on NPOs. In turn, NPOs are increasingly obliged to enhance the efficiency and effectiveness in delivering their services despite the financial challenges and the increasing need for these services (Kong, 2008). This, to a great extent, is related to NPOs' need to maintain accountability, meet the donors' requirements and regulations, and show more tangible evidence of projects' impacts in order to secure funding (Kellock-Hay, Beattie, Livingstone, & Munro, 2001; Lindenberg, 2001) in an increasingly competitive environment. In other words, NPOs might end up either suffering from bankruptcy or irrelevance in case they do not revisit their practices as one means to achieve greater impact, efficiency, effectiveness and accountability (Lindenberg 2001). This shows that the sole notion of "doing good" in

NPOs is not sufficient anymore, and it has become clear to donors that the adoption of best practices and strategic management is crucial for these entities to survive (Akingbola, 2006; Guo, Brown, Ashcraft, Yoshioka, & Dong, 2011).

2.1.5 NPOs Vs. Private Enterprises:

Giner-de-la-Fuente and Gríful-Miquel (2006) differentiated between NPOs and business enterprises based on the principle motive of each, what the organization offers to the market, who the clients are, how the organization manages to survive, and processes (Table 1). Moreover, there is a significant difference between private enterprises and NPOs with regards to mission and nature of operations (Mort, Weerawardena, and Carnegie, 2003; Weerawardena, McDonald and Mort, 2010). On the one hand, NPOs have to introduce changes to the local community in order to achieve social impacts and meet the donors' goals and stakeholders' expectations (Weerawardena, and Carnegie, 2003). On the other hand, the key motive of private enterprises is increasing shareholders' profits through their wide range of services (Weerawardena, McDonald and Mort, 2010).

To some researchers, NPOs might be perceived as businesses designed to achieve social outcome instead of making profits (Surtees, Sanders, Shipton, & Knight, 2014; Kong, 2008). Interestingly, NPOs should not necessarily be defined by not generating profits, given that some might generate a surplus; however, profits are not returned to shareholders or owners (Weerawardena, McDonald and Mort, 2010). Furthermore, the goal of maximizing profits is exclusive to private enterprises, but there is no proprietorship in the case of NPOs (Guo, Brown, Ashcraft, Yoshioka, & Dong, 2011).

Giner-de-la-Fuente and Gríful-Miquel (2006) argued that NPOs can only deliver services through defined projects that meet stakeholders' expectations, which is a key difference between NPOs and private enterprises. Notably, donors and clients will be convinced to put money, time and effort into projects depending on the NPOs' ability to

demonstrate high levels of efficiency and effectiveness in projects delivery. Giner-de-la-Fuente and Gríful-Miquel (2006) highlighted another key difference between NPOs and private enterprises, which is that the former build up projects around shared networks with their partners while the latter are structured by specific processes leading to the value chain. Hence, there are different value chains associated with every single project developed by NPOs.

Table 1: Key Differences Between Private Enterprises and NPOs

Essential Factors	Private Enterprises	NGO's
Principal organization's criterion	Economic profit	Free social and humanitarian attention
What the organization offers to the market?	Products and services	Giving social and humanitarian help
Who the clients are?	Other companies and people in general	Public sector, cooperating companies, and people (who offer their effort and time)
How the organization manages to survive?	Being economically efficient and effective	Being socially efficient and effective
Processes	Structured oriented to the value chain	Structured by projects

Source: (Giner-de-la-Fuente & Gríful-Miquela, 2006, p. 110).

2.2 Adoption of business models

Business-like models and activities comprise practices led by a for-profit cause, institutional structures and organizational procedures developed for private enterprises and businesses to guide implementation of activities and services delivery (Dart, 2004). NPOs might encompass different organizational logics such as public service and market survival, which can hybridize to frame the organization's identity and work (Skelcher and Smith, 2017). Notably, NPOs are becoming more realistic, flexible and keener to explore solutions from the world of business (Giner-de-la-Fuente & Gríful-Miquela, 2006; Schiller, 2005). Specifically, NPOs have already adopted market strategies, workforce flexibility, partnerships and better control over services, in other words: hybridization of conventional

and new institutional logics (Skelcher and Smith, 2017). Moreover, NPOs follow similar rules as the ones followed by private enterprises with regards to strategic plan, action map, critical goals and key performance indicators; however, the only difference stems from the values that guide the NPOs (Giner-de-la-Fuente & Gríful-Miquela, 2006). Balancing between the social and financial goals of NPOs and business models adopted is vital to sustain them (Dees & Anderson, 2003). The fact that the levels of interaction between NPOs and the business and government sectors are increasing, sets higher expectations by NPOs' different stakeholders towards better performance and higher accountability (Nobbie & Brudney, 2003). Moreover, the changing socio-economic and socio-political environments nationally and globally and the blurring boundaries between sectors impose increasing pressures on NPOs to adopt business models, practices and philosophies (Polonsky & Grau, 2008; Di Zhang & Swanson, 2013; Eikenberry & Kluvery, 2004). Furthermore, NPOs have been adopting business-like models for the past few years due to shortage in funds and high demand over their products and services (Park, 2008; Barinard & Siplon, 2004). Notably, adoption of business-like models provides NPOs with a competitive advantage over their competitors in terms of improved accountability, optimized resource usage, cost-effectiveness and more sustainability to create social capital and tackle societal challenges (Sanders & McClellan, 2012; Dees and Anderson, 2003; Havlat, 2012). There are numerous success stories of NPOs that adopted business-like models (i.e. Oxfam, Red Cross) but with proper adaptation of these approaches to fit within the context of NPOs (Chad, Kyriazis & Motion, 2014).

2.2.1 The “Blurring Boundaries” Phenomena:

There are three main sectors within economies: public, for-profit and non-profit sectors. There used to be conventional boundaries between these sectors that differentiate them; however, these boundaries are collapsing- in other words: blurring (Park, 2008;

Brandsen, Van de Donk, & Putters, 2005; Frumkin, 2002; Dees & Anderson 2003). Notably, the increasing levels of collaboration between the three sectors is the underlying reason for the boundaries to blur. This phenomenon is also known as “Sector-bending”, which refers to the various approaches, methodologies and relationships that blur the distinction between the three sectors, and specifically between the for-profit and non-profit sectors, increasing the similarity in how they operate in the everyday (Dees & Anderson, 2003).

2.2.2 Hybridization

As a result of the blurring of boundaries between sectors as highlighted above, the organizations from the different sectors are significantly changing. That’s why the hybridity and ongoing change are becoming the key features of these organizations, which allows for differentiating them based on how they cope with these two factors (Van de Donk & Putters, 2005). Remarkably, Dees and Anderson (2003) classified the organizations involved into four key groups based on their coping mechanism: Imitation, interaction, intermingling and industry creation. First, imitation means the adoption and adaptation of strategies, methodologies and practices of the for-profit sector by non-profits. Second, the interaction between these two sectors has different forms such as collaboration, contracting-out and competition. Third, intermingling refers to organizations that comprise components of both sectors (i.e. NPO with a business subsidiary). Finally, industry creation means the emergence of new fields due to the blurring phenomena (i.e. charter schools and alternative energy).

2.2.3 Typologies of adopting business-like models:

Because literature on adopting business-like models by non-profits is fragmented (Modi & Mishra, 2010; Chad, 2013; Maier, Meyer & Steinbereithner, 2016), the following section takes a holistic approach to provide a better understanding of these models. Dart (2004) classified these models into four broad categories: business-like rhetoric, business-like

goals, business-like service delivery, and business-like management. First, Business-like rhetoric refers to the use of language, terminologies and example of the business world by NPOs, in other words: it is more linguistic than substantive. Second, Business-like goals refer to NPOs having financial goals and revenue generating activities guided by the non-profit beliefs and values. Third, NPOs with business-like service delivery are those that adjust their mode of delivery to deliver higher numbers of more efficient, more focused and less interpersonal services. Finally, NPOs with business-like management refers to adopting a results-focused approach through empowering program managers in order to be fully accountable for the results of the programs they are running.

Similarly, Brainard and Siplon (2004) categorized the adoption of business-like models into two key categories: economic model and voluntary spirit model. The economic model refers to adopting business-like models with efficiency and output at the heart of the adoption process, while the voluntary spirit model underpins the membership and participation in democratic processes and inclusive debate. In addition, there are several concepts that might describe the mode of adopting business-like models by NPOs such as managerialization, managerliasm, professionalization, marketization, venture philanthropy and social entrepreneurship.

First, professionalization refers to integrating professional concepts into the day-to-day work (Hwang & Powell, 2009), besides implementing professional processes and practices while selecting staff members (Maier, Meyer & Steinbereithner, 2016). Second, managerialization refers to the processes and practices that originate from the business world and are being implemented by non-profits (Hvenmark, 2013). Notably, a distinction was made between managerialization and managerliasm. The former focuses on the practical aspect in terms of processes, while the latter focuses on ideology (Hvenmark, 2013; Meyer, Buber & Aghamanoukjan, 2013). Third, venture philanthropy refers to the application of

venture capital practices such as the Return on Investment (ROI), the Financial Return on Investment (FROI) and the Social Return on Investment (SROI) within the context of non-profits by seeking a sustainable relationship with stakeholders (Ginpold, 2000; Katz, 2005; Hafenmayer, 2013). This falls under the marketing realm (Frumkin, 2003). In addition, venture philanthropy is considered as one of the non-traditional sources of profit for non-profits as funding and human resources are invested in non-profits by venture capitalists and donors (Pepin, 2005).

Another distinction was made between commercial ventures and social venture capital; the former seeks FROI and the latter seeks SROI (Pepin, 2005; Katz, 2005). Fourth, social entrepreneurship refers to non-profits that embrace innovation and proactivity in the risk-taking and decision-making processes by adjusting their mission to suit the market values (Eikenberry & Kluver, 2004; Mort, Weerawardena, & Carnegie, 2003). Moreover, non-profits' executives who adopt this approach are considered as social entrepreneurs embracing the market values with the organization's mission and objectives (Dees, Emerson, & Economy, 2001) by pursuing social and business objectives (Di Zhang & Swanson, 2013). Finally, marketization, also known as market-orientation (Sargeant, Foreman & Liao, 2002; Chad, 2013), is associated with adopting a strategic management methodology in managing the relationship with stakeholders and beneficiaries (Gonzalez, Vijande & Casielles, 2002; Modi & Mishra, 2010). This encompasses several trends such as contract competition, commercialization (dependence on revenues from sales of services and goods) and monetary exchanges (Volunteers receive money for their work) through revenue generating activities (Maier, Meyer & Steinbereithner, 2016; Eikenberry & Kluver 2004; Pepin 2005).

Maier, Meyer and Steinbereithner (2016) developed a more detailed categorization of the different forms of adopting business-like approaches. It very much resembles the

categorization developed by Dart (2004) discussed above, yet it provides more insights about sub-categories under each of the key approaches.

Corporatization refers to adjusting NPOs' governance structure to be in line with the business model (Alexander & Weiner, 1998). In addition, marketization, highlighted above, encompasses commodification, which is the adjusted form of NPOs' outputs and activities (Logan & Wekerle, 2008), and consumerism, which refers to the altered attitudes of stakeholders as a result of marketization (Lorimer, 2010). Market orientation refers to responding to information gathered about clients and competitors (Shoham, Ruvio, Vigoda-Gadot, & Schwabsky, 2006). Social enterprises refer to NPOs that aim at tackling social problems adopting market-based approaches (Kerlin, 2013). Becoming more entrepreneurial category encompasses the concepts of entrepreneurial orientation (Davis, Marino, Aaron, & Tolbert, 2011) and social entrepreneurship (Helm & Andersson, 2010) which focus on NPOs' behaviours of innovation and risk-taking (Maier, Meyer and Steinbereithner 2016). Professionalization encompasses managerial professionalization, which refers to hiring staff with business background, and substantive professionalism, which means staff with specific backgrounds related to the job nature, such as education, medicine and social work (Hwang & Powell, 2009). Business-like philanthropy comprises venture philanthropy, which refers to investing money and expertise in NPOs (Moody, 2008) and philanthrocapitalism, which is associated with the notion that investments are usually led by the wealthy (Ramdas, 2011). Business-like goals represent the second category encompassing commercialization, previously covered above, and conversion, which refers to NPOs changing their legal status to for-profit organizations (Goddeeris & Weisbrod, 1998). The third category represents the "business-like rhetoric" which was covered earlier.

2.2.4 Implications of adoption of business-like models by non-profits:

NPOs that adopt business-like models are experiencing a more effective and efficient service delivery, a better mode of operation and boosted overall performance (the Aspen institute, 2001; Chad, 2013). Notably, there is a positive correlation between organizational effectiveness and efficiency and the level of societal orientation (the Aspen institute, 2001; Sargeant, Foreman & Liao, 2002). Societal orientation is associated with the extent of NPOs' focus on stakeholders' demands besides the societal needs (Sargeant, Foreman & Liao, 2002), which is the heart of the marketization concept as highlighted earlier. Furthermore, NPOs adopting a market-oriented philosophy witnessed an increasing level of stakeholder satisfaction, increase in their resources and an improved performance (the Aspen institute, 2001; Gainer & Padanyi, 2002).

Empirical evidence supports this as highlighted by Chad (2013), who conducted a study on an Australian NPO that applied a market-orientation methodology. Chad (2013) reviewed annual income from donations, clients and government tenders for a five-year period before and after the adoption of this model. Notably, the revenue from government tenders increased from \$12 million during the five years prior to adopting this model, to \$34 million during the five years after adopting this model, which stands for a 92% increase. Moreover, the revenue generated from clients increased from \$2 million to \$5 million, which is a 150% increase. In addition, the revenue generated from donations significantly increased by \$2 million. Chad (2013) explained that this significant increase in revenues is due to the NPO's effort exerted in meeting stakeholder demands and expectations and building the capacities of staff members.

Also, there is a positive correlation between organizational performance and market-orientation (Shoham, Ruvio, Vigoda-Gadot, & Schwabsky, 2006); however, there is a negative correlation with commercialization (Guo, 2006) and entrepreneurial orientation

(Coombes, Morris, Allen, & Webb, 2011). Notably, studies show that the likelihood for positive effects on performance seem to be higher if business-like models are implemented in bundles or fully within NPOs that are already business-like (Beck, Lengnick-Hall, & Lengnick-Hall, 2008). Also, there is a positive correlation between commercialization and tendency to attract and retain professional staff (Guo, 2006). Furthermore, there is a positive correlation between adopting business-like models and NPOs' legitimacy (Dart, 2004); however, there is no empirical evidence supporting this argument (Kuosmanen, 2014; Kistruck & Beamish, 2010).

On the other hand, business-like models encompassing strategic management, market-orientation and risk-taking should not be adopted by non-profits due to their inconsistency with NPOs' nature, which is based on societal participation and volunteerism (The Aspen Institute, 2001; Alexander & Weiner, 1998). Furthermore, civil society as a concept is deteriorating due to adopting business-like models, which compromised non-profits' values and mission (Sargeant, Foreman & Liao, 2002; The Aspen Institute, 2001; Eikenberry & Kluver, 2004). Notably, the major concern about adopting these models by non-profits is drifting away from NPOs' original social missions (Jones, 2007; Polonsky & Grau, 2008; Sanders & McClellan, 2012; Brainard & Siplon, 2004; Young, 2002; Chad, 2013; Eikenberry & Kluver, 2004; Lyons, 2001; Sharp & Brock, 2010; Ahmed, 2005). This will be further discussed in the following section.

The debate between those in favor and those against the concept of adopting business-like models is summed up by highlighting the benefits and drawbacks this approach (The Aspen Institute, 2001). On the one hand, there are four key benefits of adopting business-like models by non-profits: sustainability of resources, increased effectiveness and efficiency, increased financial resources (i.e. donations and funds), and organizations become more target-oriented and results-focused. On the other hand, there are several drawbacks of

adopting these models such as lack of public support, social mission drift, subject to market dynamics, risk of losing volunteers, lack of resources necessary to cope up with changes resulting from this approach and pressures to increase the services delivered by NPOs.

2.2.5 NPOs' social mission: Identity crisis?

The social mission of non-profits refers to their social impact on their wide range of stakeholders (i.e. volunteers, employees, other NPOs, donors, target group and the society) (Polonsky & Graue, 2008). There are three key risks that might undermine NPOs' social mission: lower quality of services due to lowering cost and quality and pursuing profit, mission drift due to adopting business-like models, and compromising NPOs' advocacy role by collaborating with private enterprises (Dees & Anderson, 2003). Based on the literature, there are three key schools tackling the debate of the social mission of NPOs adopting business-like approaches: Moderate, radical and opposing, respectively. First, the majority of scholars (Lyons, 2001; Chad, 2013; Young, 2002; Brainard & Siplon, 2004) supported the moderate school acknowledging the benefits that result from adopting business-like models, while they are concerned about the organizations' mission drift and call for a balance. Notably, there are many practices that non-profits can adopt from businesses, given that these practices are adapted to fit within the organizations' context (Lyons, 2001). Furthermore, adopting business-like practices has several benefits for non-profits as long as organizations' executives do not go too far with the adoption process without tailoring them to suit the organizations' mission, which might lead NPOs to lose their spirit (Brainard and Siplon 2004; Chad 2013). Most importantly, the major threat to the mission of non-profits would be the commercialization of these organizations by engaging in revenue generating activities; however, NPOs' executives can overcome this risk by understanding the mission of their organizations and ensuring not to drift away from this mission (Young, 2002).

Moving forward to the second school, the radical one, Sharp and Brock (2010) argued that strategic planning-one of the business-like practices adopted by NPOs-undermines NPOs' ability to achieve their social missions. Levine and Zahradnik (2012) supported this argument by emphasizing that some NPO executives refrained from adopting these models given that such a practice would lead to drifting from the organization's social mission. Notably, NPOs compromise their social mission despite the fact that they achieve their goals by partnering with business enterprises, get involved in revenue generating activities or adopt social entrepreneurship concept (Eikenverry & Kluver, 2004).

The third and last school adopts a point of view that there is no contradiction between adopting business-like models and NPOs' social mission as non-profits can achieve both goals (Sanders & McClellan, 2012). Notably, there might be a risk of identity crisis and social mission drifting away, yet the empirical evidence to support this argument is sparse (Dees & Anderson, 2003).

2.3 Project Management

2.3.1 Definition

Project Management (PM) is the application of practices, tools, skills, methodologies and knowledge in project activities in order to meet project goals (PMI, 2017). In addition, project management provides a means for organizations to become more effective, more efficient and more competitive within an extremely dynamic and complex environment (Ika, 2009). There are twelve key components of project management: project definition, project requirements in terms of quality, time and resources, business case, securing funding, developing action plan, leading the project team, managing risks and issues, monitoring progress, managing budget, managing communication with stakeholders, managing relationship with service providers and closing the project (APM, 2017). Project management knowledge is based on ten key pillars: integration, scope, time, quality, cost, procurement,

human resources, communications, risk management and stakeholders' management (PMI, 2017).

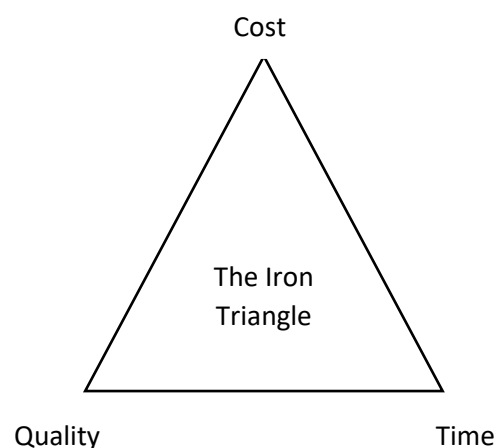
Wysocki (2009) argued that the project management cycle within the NPO context encompasses five key phases: Scoping, planning, launching, monitoring and closing. Notably, project teams might experience environmental or financial barriers, besides challenges that result from changes within the strategic direction of either the government, the donor, or both over the course of these phases. Notably, there are several unknown variables that might arise during the lifecycle of projects, such as flawed knowledge, information irregularity and most importantly, uncertainty (Atkinson, Crawford, & Ward, 2006). Interestingly, uncertainty should not be perceived as a negative aspect of project; however, it might act as a catalyst that improves planning and implementation of project activities-in other words: it is either a risk or an opportunity (Pansini & Terzieva, 2013). Hence, managing uncertainty is unavoidable in any project (Aubry, Hobbs, & Thuillier, 2007). However, some of the stakeholders might reject the notion of uncertainty, and they might even get disappointed by the project outcomes because involving various players means having different objectives (Dai & Wells, 2004).

2.3.2 Iron Triangle:

The iron triangle encompasses schedule, cost and quality (Figure 2), which is the globally used criteria in measuring performance (Jha & Iyer, 2007). The iron triangle is a framework that enables project managers to evaluate and balance the demands of time, cost and quality within their projects (Atkinson, 1999). It has become the “de-facto” method to measure project performance and success (Shenhar & Dvir, 2007; Turner & Bredillet, 2009). That's why it is considered as the guiding concept for project management. The mutual dependency between the triple constraints is the heart of the iron triangle, given that increasing quality requires more time, which will increase the cost and vice versa (Morris &

Sember, 2008). Moreover, Wysocki (2009) stressed that the iron triangle should not be limited to time, cost and quality; however, it should extend to cover scope and resources as well. That's why it is crucial for the project team to keep each of these factors in mind during planning and implementation of the project activities. Notably, Ika (2009) argued that the traditional iron triangle that encompass time, cost and quality is outdated, given that it was adopted between the 1960s and the 1980s. However, the 21st century iron triangle expanded to cover the strategic objectives of clients and donors, end users' satisfaction, stakeholders' benefits, project team's benefits and evaluation of success and failure, besides time, cost and quality.

Figure 2: The Iron Triangle



Source: (Ebbesen, & Hope, 2013)

2.3.3 Standardized PM

Non-profits are in dire need for a standardized project management approach in order to increase the levels of project success, develop project team skills on project management (Pensel & Wiewiora, 2013; Rodney Turner, Keegan, & Crawford, 2002), generate best practices (Dai & Wells, 2004), and develop synergies (Aubry, Hobbs, & Thuillier, 2007). A standardized project management methodology is defined as one method to capture the project management best practices, which are the methodologies developed based on the

experience of professionals, and mainstream them across the different programs and functions in order to have a comprehensive methodology for highly effective and more efficient project management (PM4Dev, 2015).

This approach underpins the organizations' efforts not only to better manage risks, but also to deal with uncertainties (Atkinson, Crawford, & Ward, 2006). Adopting a systematic project management approach across the organization is vital. Such an approach provides NPOs with a strategic tool that allows organizations to implement already established, time-tested, results-oriented and methodologies of project management (PM4Dev, 2015). Moreover, the benefits of using a standardized project management methodology across the entire organization include the use of the same terminology, better understanding of roles and responsibilities (PM4Dev, 2015; APM, 2017), proper documentation across projects, better mobility of project teams, and structured approach for developing new project managers (APM, 2017), increased levels of stakeholder's confidence on how the organization is managing projects, accurate forecast of resources, clear procedures for different processes over the course of the project, and enable project manager to manage and track project activities (PM4Dev, 2015). This would lead to achieving predictable results with consistent quality and pre-defined responsibilities that guarantee better accountability (Nanthagopan, Williams, & Page, 2016).

NPOs are increasingly facing competitive and globalized markets that are experiencing ongoing changes that underpin the organizations' need to restructure their business models to improve their performance (Monteiro, Santos, & Varajão, 2016). Specifically, more effective and efficient project management practices would significantly boost overall organizational performance by improving the different aspects of project performance and lessening the chances of failure (Munns & Bjeirmi, 1996; Monteiro, Santos,

& Varajão, 2016). Notably, due to the fact that the number and complexity of projects has remarkably increased, there is a growing need for centralized management functions (Monteiro, Santos, & Varajão, 2016; Müller, 2009) encompassing processes, responsibilities, and policies, which allow the projects to achieve organizational goals (Müller, 2009). Surprisingly, many organizations manage projects by applying ad-hoc processes, instead of having a standardized project management methodology (Monteiro, Santos, & Varajão, 2016). The ad-hoc approaches to project management significantly contribute to inefficiencies in project delivery, and might even lead to project failure (Block & Frame, 1998). NPOs risk losing the knowledge and skills gained from earlier projects due to the absence of a standardized project management methodology (PM4Dev, 2015).

2.4 Project Management Office

As one attempt to improve project implementation and achieve organizational goals in the highest interests of internal and external stakeholders, new business models have emerged, such as the Project Management Office (PMO) (Monteiro, Santos, & Varajão 2016; Müller 2009). The adoption of such an office would improve project management effectiveness by leading the knowledge management role, by which knowledge from previous failures and success is acquired, and providing a wide range of project management support (Dinsmore 1999; Fleming & Koppelman 1998; Knutson 1998). This would tackle NPOs' most prominent challenge, which is the high staff turnover that directly leads to the loss of organizational memory and missing the opportunity to implement the lessons learned from previous projects in new projects (PM4Dev 2015).

2.4.1 Definition

There are various definitions of the PMO by different scholars. Kerzner (2009) defined the PMO as a unit or department that aims at developing and institutionalizing project management practices in project-based or matrix organizations. Similarly, Ward (2000)

defined PMO, also known as a center of excellence/expertise, as an organizational entity established to assist project managers and various managerial levels on strategic issues and functional matters in implementing project management practices. Furthermore, Desouza and Evaristo (2006) defined PMO as an attempt to sustain project management practices, methods and tools in organizations. In addition, the PMO is an organizational unit established to promote a unified approach for project management to enhance organizations' levels of effectiveness and efficiency (Monteiro, Santos, & Varajão, 2016). Moreover, Hobbs, Aubry, and Thuillier (2008) emphasized that the key function of the PMO is to standardize the Project Management Methodologies (PMMs) providing project management support in order to improve project delivery (Merla, 2005). The Project Management Institute provided a comprehensive definition of the PMO as an organizational body assigned the responsibilities of coordinating the management of projects that falls under its domain in a centralized way, which would vary from project management support to direct management (PMI, 2008). It can be concluded that the PMO sets the standards for project management (i.e. process, methodology, tools), which the various project managers follow while implementing their projects activities.

According to Merla (2005), there are nine key challenges that organizations might be suffering from, which call for the adoption of the PMO: late delivery of projects, projects run over budget, inconsistent project estimations, dissatisfaction of clients, inability to manage stakeholders' expectations, absence of skilled resources, faulty project status reporting, inefficient use of resources, and resources conflict between different projects.

Dai and Wells (2004) highlighted that the mission of the PMO encompasses three key pillars: advocate and support the implementation of the best project management practices across the organization, standardize project management process, while developing a reliable, efficient

and responsive delivery process, and promote an environment that enables continuous improvements of project management practices to better achieve strategic goals.

2.4.2 Functions

There are numerous functions for the PMO as identified by various scholars. These functions are very much aligned with the PMO mission highlighted above. The ultimate goal of implementing a PMO is to have a standardized project management methodology across the entire organization (Martin, Pearson, & Furumo 2007) in order to improve the organization's project management effectiveness (Block & Frame 1998). This would be achieved by providing project support to lessen the administrative burdens (Block & Frame 1998; Dai, & Wells 2004), offering project management consulting and mentoring (Block & Frame 1998; Dai & Wells 2004), professional project management training opportunities (Block & Frame 1998; Dai & Wells 2004; Kaufman & Korrapati 2007; Pemsel & Wiewiora 2013; Desouza & Evaristo 2006; Andersen, Henriksen, & Aarseth 2007), assistance in staffing projects (Block & Frame 1998; Dai & Wells 2004; Kaufman & Korrapati, 2007), enforcement of project management standards (Block & Frame 1998; Dai & Wells 2004; Martin, Pearson, & Furumo 2007), enabling virtual project offices across geographical distance (Block & Frame 1998), develop project archives (Dai, & Wells 2004), project reporting to sponsors (Kaufman & Korrapati 2007), controlling project scope, time and quality (Aubry 2015; Artto, Kulvik, Poskela, & Turkulainen, 2011; Hobbs & Aubry 2007; Dai & Wells 2004), knowledge Management (KM) and sharing (Desouza & Evaristo 2006; Hobbs & Aubry 2007; Pemsel & Wiewiora 2013; Gartner 2006) and project audits at different project stages (Kaufman & Korrapati 2007; Andersen, Henriksen, & Aarseth 2007; Artto, Kulvik, Poskela, & Turkulainen, 2011; Dai & Wells 2004). The strategic role of the PMO is crucial, which encompasses aligning the project goals to the organization's strategy,

monitoring delivery progress, managing risks, and promoting governance and accountability (PMI, 2017).

PMO is considered an investment that requires time to give a return. NPOs are expected to gain a wide set of benefits in the long term after implementing the PMO. These benefits encompass proactive project risk management, set standards to prioritize projects, identifications of potential areas of collaboration between projects, increased tendency to innovation and change, increased levels of transparency due to sharing information, enhanced application of project management practices, gathering projects best practices, better coordination of tasks, optimization of resources, effective evaluations in terms of time, scope and quality, increased levels of projects success, and reaching competitive advantage by reducing uncertainties (Aubry, Hobbs, & Thuillier 2007; Dai & Wells, 2004; Atkinson, Crawford, & Ward 2006; Pinto, Cota, & Levin, 2010; Pansini & Terzieva 2013). Notably, Gartner (2006) stressed that the top-performing PMOs significantly reduce business risks, optimize the scarce human and financial resources, and positively impact the organization's growth. Most importantly, establishing a PMO was among the key recommendations by the Project Management Institute (2017) for organizations' increased progress, which includes developing project management talent, managing project benefits, driving executive sponsorship and addressing agile approaches.

2.4.3 Typologies

PMOs significantly differ in size, practices, typologies, accountability and practices based on the organization (Darling & Whitty 2016; Desouza & Evaristo 2006). Englund, Graham and Dinsmore (2003) argued that there are three PMO models: project support office, project management center of excellence, and program management office. In addition, Kendall and Rollins (2003) identified four PMO models: The Project Repository Model, the Project Coaching Model, the Enterprise PMO, and the "Deliver Value Now".

Garfein (2005) proposed four PMO models: The Project Office, the Basic PMO, the Mature PMO, and the Enterprise PMO. Letavec (2006) highlighted that there are three key PMO models: A Consulting PMO, the Knowledge PMO, and the Standard PMO. Meanwhile, Desouza and Evaristo (2006) identified four PMO models: The Supporter, the Information Manager, the Knowledge Manager, and the Coach. Furthermore, Hill (2008) proposed five PMO models: The strategic office, the basic PMO, the standard PMO, the advanced PMO, and the center of excellence. Additionally, Kerzner (2009) identified three PMO models: The Functional PMO, the customer group, and the enterprise PMO. Similarly, Crawford (2011) proposed three PMO models: The project control office, the business unit PMO and the strategic PMO. Unger, Gemünden and Aubry (2012) introduced three PMO models: Supporting, controlling, and coordinating. Bolles and Hubbard (2015) identified five PMO models: The project specific, the business unit PMO, the project support office, the enterprise PMO, and the center of excellence, which are exactly the same as the PMO models proposed by the project Management Institute (2013). More insights about the key differences between these different models are presented in Appendix (2). Monteiro, Santos, and Varajão (2016) identified 47 PMO models with the enterprise PMO, the project support office and the Project Management Center of Excellence (PMCoE) as the most common models

Notably, the different typologies identified by various scholars fall under three key levels identified by Desouza and Evaristo (2006): An operational level, a tactical level, and a strategic level. First, an operational level PMO provides basic support to single projects and enforces standardized project management practices. Second, a tactical level PMO provides support to multiple projects and manage the cross-project interdependencies. Third, the strategic level PMO involves all the features of the operational and tactical PMOs and is authorized to prioritize projects according to its alignment with the organization's goals and objective.

2.4.4 PMOs statistics

According to the 9th Global Project Management Survey by PMI (2017), organizations that align their PMO to the organization's strategy reported 38 percent increase in the number of projects meeting the original goals and 33 percent decrease in project failures. Moreover, 71 percent of the organizations that participated in the survey in 2017 have a PMO, compared to 66 percent in 2016. In addition, 56 percent of the top performing organizations in 2017 have their PMO aligned to the organization's strategy, compared to 44 percent in 2016, with a 27 percent increase in the rate of completing projects successfully (PMI, 2017, 2016).

2.4.5 Implementation

Resources on the exact time frame and the necessary PMO implementation steps are sparse. There are three main steps to implement a PMO within the organization: Providing training for project managers on the PMO as a concept, launching the PMO, and activation through continuous project consultation (Perry & Leatham, 2001). The exact time frame varies from one organization to another based on the level of the PMO to be implemented. Roughly, it might take between three months and up to one year to establish a project level PMO, one year to three years for a business unit PMO, and between three to seven years for an enterprise PMO (Rad & Levin, 2002). Based on a survey conducted by Dai and Wells (2004), there are several organizational policy documents that should be issued prior to establishing a PMO: PMO charter, project management strategy, guidelines for the project management methodology, standard operation procedures, business justification document, planning and configuration management, project tracking policy, reporting mechanisms, best practices database, quality assurance policy and risk management plan.

2.4.6 Challenges

Establishing a PMO is not an entirely smooth process. There are several challenges that might affect the implementation of the PMO in organizations. Kendall and Rollins (2003) identified three key challenges to establish a PMO in an organization: lack of PMO value proposition and expected impact on project deliverables, lack of support from senior management, and increasing financial obligations incurring from the PMO overhead expenses. Moreover, Singh, Keil and Kasi (2009) highlighted three more challenges to establishing a PMO: Rigid corporate culture and failure to manage organizational resistance to change, lack of experienced project managers and PMO leadership, and lack of proper change management strategy in place. They proposed several options to overcome these each of these challenges as well. First, there should be a strong PMO champion who leads the entire process of establishing the PMO and seeks support from senior managers who favor the implementation of the PMO. Second, an experienced program manager who understands the organization's culture and power dynamics should be hired besides allocating top-performing project managers as a part of the PMO team. Third, organizations should adopt a flexible change management strategy that fits the organization's needs that encompasses process standardization prior to the implementation of the PMO.

3. Research Methodology

The research methodology is based on a two-tiered approach encompassing a qualitative research through a desk review and semi-structured interviews with key informants.

Qualitative research is the most suitable approach for our research due to the need to gain a deeper understanding of the research topic, which happens to be comprising of several clusters. Moreover, the underlying reason to conduct semi-structured interviews with few key informants is to focus on limited number of case studies that will help providing in-depth information behind conducting semi-structured interviews with about their organizations. On the one hand, the primary data source will be in-depth interviews with senior managers for two NPOs operating in Egypt; one national and one international. On the other hand, the secondary data source will be a desk review for existing journal articles, NPOs' annual reports, publications, websites and policy papers

3.1 Sample Design

The research adopts a case study methodology. The sample shall encompass an Egyptian national NGO and an international NGO. The two NGOs were selected based on the fact they both have a strategic unit within each organization that operates in a way that resembles with the PMO. The rationale behind this sample is comparing how each organization implements the PMO, how it impacts the organization's overall performance, implementation challenges faced and how relevant is their model with the models identified within the literature. The study adopted a purposive sampling for conducting the in-depth interviews. The interview sample encompasses nine interviewees: The M&E Director, the Strategic Unit Director, the Strategic Unit Advisor and the M&E Officer for the first organization and the Youth Development Manager (previously a senior specialist at the Strategic Unit), the Strategic Unit Director, the Quality Assurance Officer, the Finance Manager and the Chief Executive Officer for the second organization. The rationale behind

selecting the interviewees is based on the staff members that are responsible for the strategic unit or work closely with it. The selection of different staff members with different position within each organization aims at having different perspectives about the implementation of the strategic unit in each organization, which allows for better triangulation and validation. This will enrich the study by comparing the results to reach the final recommendations and conclusion.

3.2 Data Collection

Interview questions asked are open-ended ones in order to avoid any direction by the researcher. Most importantly, the questions asked are aligned with the research questions and objectives. Interviews took place between October and November 2017. Duration of interviews varied between 45 to 90 minutes per interview.

3.3 Data Analysis and Validity Issues

The primary data collected through interviews were recorded and transcribed for thematic analysis. The primary data collected was triangulated, validated and critically analyzed using other secondary data obtained from the different data sources. The data was then synthesized together and associated with the literature for identifying any convergences and divergences, in order to gain a deeper understanding of the operational and organizational challenges for NPOs and the likelihood for PMOs to overcome them. The methodology of developing the interview questions was inspired by the work of (Al-Tabaa, Gadd & Ankrah, 2013). The interview questions were developed at two levels. The first level covered the challenges faced by the organization, strength and weaknesses of the project management approach adopted, adoption of business-like models by the organization and impacts on the organization's social mission. The second level covered the strategic unit in the organization, its functions, achievements, challenges of implementation, way forward and relevance to the

standard PMO definition. Then, synthesis matrix was used in order to increase the reliability while analyzing and reporting the findings.

3.4 Research Limitations, Delimitations and Ethical Considerations

3.4.1 Research Limitations

There is a lack of empirical evidence either in favour of or against the adoption of business-like models by NPOs. More specifically, the resources covering the NPOs' performance, challenges impacting their performance and adoption of business-like models by non-profits and adoption of PMOs within the Egyptian context are sparse. Hence, the main contribution of this study is to identify these challenges from different angles: national and international perspectives and to explore the likelihood to implement PMOs within the context of Egyptian non-profits.

3.4.2 Research Delimitations

The study results should not be overgeneralized because the political economy and the environment where the NPOs are operating are different from one country to another.

3.4.3 Ethical Considerations

Following the guidelines of the work of Babbie (2015), it was highlighted that the interviewees' participation will be on a voluntary basis prior to the interview. In addition, the data collected during the interviews will be confidential and same goes for the interviewees' name and the organizations' names; they shall not be mentioned within any part of this study. Organizations shall be featured using numbers, while all participants shall be featured using assigned pseudonyms to ensure anonymity of their responses (Table 2).

Table 2: Interviewees' Pseudonyms

First Organization		Second Organization	
Position	Code	Position	Code
Strategic Unit Director	SD	Executive Officer	EO
Strategic Unit Advisor	SA	Strategic Unit Director	SD
M&E Director	MD	Finance Manager	FM
M&E Advisor	MA	Quality Assurance Officer	QA
		Youth Development Manager	YD

Source: (Developed by the Researcher).

There is a consent form highlighting all these aspects and the interviewees will be required to sign it prior to conducting the interviews (Appendix 3). Also, the researcher obtained approval from the Institutional Review Board (IRB) at the American University in Cairo on September 29, 2017, prior to the field work.

4. Research Findings

This chapter presents the research data from the two non-profits under research according to the research methodology highlighted earlier in chapter three. The data analysis is broken down into four key themes: Challenges that face non-profits, project management, adoption of business models and project management office. The first section provides an overview of the different challenges that face the two NPOs and how this is affecting their performance. The second section covers the project management practices implemented by the two organizations, the capacity building opportunities they offer and key strengths and weaknesses of these practices. The third section provides an overview about the organizations' tendency to adopt business-like models within the context of their organizations and how this is affecting their social mission. Finally, the fourth explores the idea of the PMO, how it is actually implemented in each of the two organizations, how it emerged and its key functions.

The four key sections are an integral part leading to an answer to the key research question, which is “What is the role of PMOs in overcoming the challenges faced by NPOs?”

The data analysis section links the four sections together, and highlights how they are interconnected. It helps identify the wide set of obstacles that undermine the organizations' performance, discusses how the project management practices are applied across the organization, to what extent organizations adopt business-like approaches and explores the impact of establishing PMO and its role to overcome the challenges faced by the two organizations under study.

4.1 Background

4.1.1 NGOs in Egypt

According to Abd El-Wahab (2017), the quantitative development of the number of NGOs and the major jumps in their numbers during the last seven years, reaching 47580 organizations according to the statistics of 2017, while the number was 30214 organizations in 2010, an increase of more than 50%, with the majority concentrated in the fields of charitable work, Social, and care giving.

a-Geographical spread

Despite the obvious rise in the number of NGOs during previous periods, it is noticeable that this has not been reflected in geographical distribution, as the urban governorates have dominated the largest share of NGOs ((Abd El-Wahab, 2017).

The data of 2017 reveal the concentration of NGOs in the urban governorates, where the organizations in Greater Cairo (Cairo 8899 organizations, 18.7%, Giza 4683 organizations, 9.8%, Qalubia 2273 organizations, 4.8%) representing about 33.3% of the organizations in Egypt, followed by Alexandria Governorate next to Giza Governorate by 6.9% (3277 organizations). It is worth noting that this arrangement has not changed over the past seven years, with Greater Cairo having the largest share - despite the slight decline - respectively (Cairo 6900 organizations, 18.8%, Giza 3611 organizations, 9.8% 9.6%), with 33.6% of the organizations in EGYpt, followed by Alexandria next to Giza by 7.1% according to 2012 statistics (Abd El-Wahab, 2017).

b- Areas and activities

As for the activity of NGOs, the data indicate that they are distributed to the development of local communities by (17247 organizations) representing 36.3% of the total

NGOs for 2017, and second is the NGOs working in the field of cultural, scientific and religious services by (13361 organizations) representing 28.1% of the total NGOs. The social assistance organizations came in third place with 24.5% (11651 organizations) of the total organizations for 2017 (Abd El-Wahab, 2017).

As for the activity of human rights organizations, there are about 239 organizations out of the total number of 2017 organizations. Of course, this number does not represent the number of human rights organizations in Egypt, but refers to organizations that are subject to the NGOs Law. For the various forms of legal and institutional organization since the majority of them were founded as civil companies, and comes at the bottom of the list of organizations working in the field of population development, care, management and administration, technical support and capacity development, the empowerment and rehabilitation of young people and social and defense, reaching their numbers respectively as follows (15, 35, 45, 51, 51, 52 organizations) (ibid.).

4.1.2 The New NGOs Law

Law 70 of 2017 is the new NGOs law that shall regulate the NGOs work in Egypt was approved by the Egyptian Parliament on 29 November 2016 (Appendix 1), which will replace law 84 of 2002 (Bälz, & Mujally, 2016; Ahram Online, 2017). The new law allows NGOs to abide by its regulations and comply to its provisions in one year ([Ahram Online](#), 2017).

According to the new law, there will be a national agency that complements the work of the Ministry of Social Solidarity (MoSS) to be known as the National Foreign NGOs Regulation Apparatus (NFNRA), which will supervise all the activities of foreign NGOs in Egypt and their collaborations with governmental and non-governmental bodies inside Egypt (Aboulenein, 2017) besides supervising foreign funding to local Egyptian NGOs (Bälz, & Mujally, 2016; [Ahram Online](#), 2017). The new agency will be led by a chairman-to be

appointed by the President-and representatives of military, intelligence, and Ministry of Interior (Bälz, & Mujally, 2016).

The new law stipulates that donations exceeding 10,000 EGP should be preapproved by MoSS, while foreign funds must be received in the NGOs' bank account and cannot be used unless it is cleared by the National Authority and MoSS (Aboulenein, 2017). Failure to inform the National Authority and MoSS might result in jail up to five years and fines up to 1 million EGP (Aboulenein, 2017; Bälz, & Mujally, 2016). Also, all NGOs are forbidden from conducting activities that “harm national security, public order, public morality, or public health” (HRW, 2017; Aboulenein, 2017). In addition, all NGOs are obliged to stick to the “state’s development plan” and refrain from working in areas that are not considered as a priority by the government (Bälz, & Mujally, 2016; Aboulenein, 2017).

4.2 The First Non-Profit

4.2.1 A brief overview of the organization:

The first NPO has been working in Egypt since 1954. It is one of the oldest INGOs working in Egypt. It is based in Cairo, as the head office, and mainly most of the organization’s offices are located in Upper Egypt. The organization’s work in Egypt has started with providing food supplies and building schools, including community schools in Upper Egypt and then, in the mid-nineties, the organization shifted from implementing infrastructure activities to the rights-based approach rather than. Since 2005, the organization’s work-the current existing portfolio as well as the history and expertise- have been aligned around four main programs: the education program, the women’s’ rights program and the agriculture and natural resources program and the governance program, this was done across all offices in the different governorates.

4.2.2 Challenges facing the organization:

The first organization is currently going through a major transformation in response to several challenges. The main problem is that the organization has always had a deficiency when it comes to their M&E systems and when it comes to writing stories about their work:

“We are very good when it comes to implementing on the ground. However, when it comes to documenting what we do, when it comes to proving how we do our work, this has always been the challenge for us”. (SA, 2017).

This challenge is not only limited to the Egypt country office, but also it extends to the HQ. Notably, this is one reason why the M&E unit was restructured and re-positioned, which shall be covered later in his section. Moreover, part of the problem was how to measure impact especially since the organization’s work was in different governorates (i.e. Alexandria, Matrouh, Sinai and Upper Egypt). The decision was made to focus their interventions geographically, in upper Egypt specifically. This was based on a study conducted by the organization that upper Egypt is the most disadvantaged area in Egypt. Notably, 2015 was a major turning point for the organization. The organization was supposed to publish their impact report for the past 10 to 15 years in 2015. The consultant could not track the evaluation reports and had to conduct interviews with beneficiaries. As a result, the organization did publish this report; however, it was called “Legacy Report” instead of “Impact Report” due to the missing information.

Second, the absence of a proper knowledge management system across the organization has always been a challenge. This is very much associated with the lack of M&E system as well:

“The problem is that most of our legacy is within our staff. Hence, we need to extract that and upload to our system” (SD, 2017).

This is extremely crucial to the sustainability and business continuity of the organization. This stems from the fact that knowledge is associated with the employees; once they leave, it is lost forever.

Third, one of the main challenges facing the organization is lack of clarity of the mission for certain functions, despite the fact that there might be a good vision. This contributes to the failure of these functions because the employees do not understand the reason behind having these functions and same goes for the staff member performing them. In other words, there is a challenge to clarify the mission of the specific functions in order to achieve the ultimate vision.

Fourth, reduction of funds received significantly affected the organization. Multilateral donors stopped funding those huge projects in Egypt almost the same time when the organization shifted from project to program-approach. This led to a dramatic change to the organization's human resources policy leading to reduction of number of staff and aligning the human resources function around programs. This means the organization does have a cadre of staff member and they rotate across different programs-in other words: the organization does not hire staff for each project or program. The organization used to have 500 staff members with twenty to twenty-five million dollar projects. This number went down to almost 45 persons with less than one million dollars. Now the organization has 130 staff members with around 10 million dollars as a budget according to the SD.

Fifth, the organization's environment is overly dynamic; many changes are taking place at the same time. This resulted in a major problem for the staff members as they became distracted and began to easily lose track. Also, it was extremely challenging to manage all these changes simultaneously:

“The working environment is dynamic, too dynamic, and changes happen all the time: it’s a mixed blessing” (MO, 2017).

It is a major advantage that the organization tends to address failures and challenges; however, this is severely impacting the organization’s stability. There is almost no chance to measure the impact of the newly introduced interventions.

Finally, there is an overlap between different roles across the different programs. For instance, each program has a project manager, technical advisor, field supervisors and an M&E officer. The technical advisor and the M&E officer play a strategic/technical role. The project manager plays a managerial and an operational role on a daily basis. The field supervisors play both roles as well. Problem is most apparent when a staff member with a strategic or technical role intervenes in operational or managerial roles because his/her role is not limited to technical advisory, according to the MD.

4.2.3 Project Management across the organization:

Project management is really important because it controls the different aspects of the ongoing activities. It is a key to define what the organization’s goal is, what the organization wants to do and what the organization wants to achieve by working on this program. The organization should have a situation analysis in order to identify the key players and stakeholders. Then, the project team should coordinate with those stakeholders and specify what exactly the project will focus on, because it is important to specify are the main domains that project works around. Subsequently, the organization starts looking within each domain; what the issues are that should be tackled and then starts designing projects accordingly. Having M&E system for the organization is crucial because it allows for identifying key indicators on the programs level. Indicators represent the goals that each of the organization’s

projects should meet. The projects indicators should also feed into the program level indicators. And then the program level indicator should feed into the organizational level indicators.

Project management has always been one of the key strengths of the organization:

“We are excellent in project management. Our evidence is the number of projects and budgets that we have been running” (SD, 2017).

It is working properly across the organization due to the long experience leading different developmental projects all-over Egypt.

Notably, there used to be five key cross-cutting themes across the different programs in the organization: gender justice, inclusive governance, Community Service Organizations (CSO) engagement, and Corporate Social Responsibility (CSR) and private sector engagement. Due to the limited budget, the decision was made to focus on three strategies instead of five: gender justice, inclusive governance and CSO engagement. The underlying rationale behind this decision was to better optimize the available human and financial resources in order to achieve the organization’s goals and objectives, according to the SA.

The organization has an online platform, where employees can register for online courses. Each course is between four to six hours only, but it helps in skills development and gaining knowledge about topics of interest, project management included. Also, there is an appraisal system which stores areas of development. Those are collected and gathered on annual basis by the HR department in order to develop a plan for the staff capacity building. Moreover, the organization is launching a certification, from the organization itself as well as reputable universities. Furthermore, there is a budget for staff development in case there is a specific topic one of the staff members is interested in. Notably, all the four interviewees did participate in project management trainings via the organization’s online academy.

There are various strengths and weaknesses of the project management practices adopted across the organization as identified by the interviewees. The key strength remains that the organization has a strong history underpinned by remarkable technical capabilities in Egypt. Specifically, the organization has access to the grassroots level and Community Development Associations (CDAs). The organization is respected due to this long history. Hence, the staff members don't usually face the same issues faced by other organization while working in the field, because at the end of the day, it is an international NPO:

“We do our work really well. People appreciate what we do.” (SA, 2017)

There is common respect for the organization's work. Also, the organization's staff members are very strong technically. Staff members have high ethical standards which stems from the organizational culture:

“Staff members at the project management level have a remarkable technical experience with no exceptions” (MD, 2017)

They have strong context awareness and they have the ability to play more roles than the roles assigned to them, which is a major strength. It is worth noting that the program director is the direct manager to three positions that might conflict with the project manager: M&E officer, technical advisor and admin assistants. Positions are organized this way because if the M&E officer is directly managed by the project manager, there might be a bias. Moreover, a recent development is having a policy for the project manager and the different positions, for what they can or cannot do. Previously, a project manager could have seven projects under his/her supervision and dedicates half a day for each project, which significantly compromised the quality, Now, there is a long-term plan covering the appropriate number of team members proportional to the workload in order to avoid overwork like before.

The major challenge has always been that there is no standardized process across different programs and plans are being implemented differently in each program. For instance, the organization's mandate is to work through partners to promote a sustainable approach by empowering the local stakeholders; however, some programs commit to that and other programs do not. Notably, the SD justified some of these actions:

“Due to the nature of some projects, sometimes you are forced to take some actions, which others might not agree with as they are not in line with the organization's mandate, which strengthens the CDAs.” (SD, 2017).

The main focus of the organization is to empower partner NGOs under its umbrella to play the role of implementation. The program team only provides technical assistance and advice whenever needed. However, there were some exceptions where the program team had to implement the activities directly without having a local implementing partner. For instance, the education program, no NGO has been allowed to enter any school. Hence, the decision was made to start direct implementation because the approval from the Ministry of Education (MoE) might take a long time, which would impact the program plan. Direct implementation encompasses building the capacities of NGOs-indirectly- to ensure that the know-how is provided to them. The same goes for the agriculture and natural resources program, because there were almost no NGOs working in the agriculture sector, so they have been implementing directly as well.

Furthermore, there are crosscutting thematic areas that each program should work on, which is not currently taking place:

“It is as if there is a competition between the different programs and the different program directors don't want to collaborate together to achieve a higher goal. Each program director is handling their own program as if it's

their own territory and their own island. The country director tries to bring all of them together, tries to emphasize on the importance of alignment, but it remains their own kind of territory and they don't want any interventions into their programs” (SA, 2017)

For instance, one of the key global indicators that organizations have to abide by is gender mainstreaming across all programs; however, some programs abide by that and some programs do not. Each program was like a silo: focusing on what they are doing and they are not really giving much attention to the joint work or the added value if they are going to coordinate or benefit from each other.

Second, the internal policies and procedures of the organization are extremely bureaucratic. This is a result of the high standards the staff members have to abide by.

Third, there might be centralized decision making, on both the project level and senior management level. The project manager is almost the only person who have the authority to provide clearances for different activities. Everything has to go through the project manager, even issues related to finance. Any amount above 10,000 USD has to be approved by program director, otherwise, the project manager has the upper hand according to the MD. This is risky because the organization's reputation depends on his/her decisions.

The senior management team is the final decision maker for everything and there is no official process in place to appeal against the decisions taken by senior management, which might negatively affect employees' morale.

4.2.4 Adoption of business-like models within the organization

Many organizations have already been trying to duplicate common practices of business organizations to improve their own working environments:

“I am totally pro the idea to use it, for it only enhances your efficiency and effectiveness of work.” (SA, 2017).

Adoption of business-like models by non-profits is happening and has been happening for the past couple of years. That’s how social enterprises emerged. The progress witnessed by development field is due to the adoption of business models:

“If we don’t do it we are going to fall behind.” (MD, 2017)

Non-profits should adopt business-like models and practices in order to maintain a competitive advantage and differentiate themselves from their competitors. Non-profits have been lenient towards adopting practices and models from the business world. The main rationale behind that is improving the organization’s overall performance, underpinning the efforts to achieve the organization’s goals and objectives and differently managing the non-profit. The organization is currently adopting a business mode, canvas that is being adopted by private enterprises:

“We are in favor of that. This is the future. We might also need to not only adapt, but also introduce new – I would say – components or tools to the business model canvas, I mean we need to think ahead.” (SD, 2017)

Companies are already adopting the business model canvas, which comprises different aspects such as key partners, key activities, key resources, cost structure, value proposition, customer relationships and segments. The organization is adapting it to fit within the non-profit context. Notably, it is vital to use what private enterprises are already doing and what they are planning to implement and combine both. This was the rationale behind the decision to start offering consultancies for other non-profits as a source of funding. Also, because unrestricted funding is quite limited, one solution was to identify the organization’s internal expertise and look into how to benefit from it to generate funds to increase the pool of funds. Also, the profits generated out of these consultancies can be reinvested for learning purposes:

“This is where the organization is heading in the upcoming period and I believe it is wise, a big part of the reason is that the organization aims at shifting to an Egyptian foundation that would be able to do so without fear of the laws, or regulations” (MD, 2017)

The organization aims at diversifying income-generating resources. Recently international donors have been cutting funds given to the big international non-profits because there is a fear that programs are repeated and there is nothing new. Also, these leading international non-profits are too big and hence not part of the society. That’s why social enterprises are the future. For instance, if the Ministry of Education aims at training teachers, it will make more sense to contract out an Egyptian social enterprise, which develops its own curriculum. Also, it will be much easier from a contractual point of view. Furthermore, the even if funding is guaranteed for the next period, flexibility of funding is questionable. For instance, if the organization is receiving funds from one of the multilateral donors, there might be conflicts because they have different goals from the organization. However, this might be challenging due to cultural differences between business and non-profit sectors. For instance, this is obvious when a consultant or an employee who was working in the private sector joins the organization. It is about the mandate and priorities:

“Coming from the business sector, it was definitely two extremes. The private sector it is a tough business model with strict rules and regulations, and in development it’s somewhat flexible, the decision-making process takes a much longer time, so it is neither good to be in a rigid environment nor it is good to be too flexible” (MA, 2017)

The idea of an environment that is too flexible isn’t good because many changes take place frequently and the idea of a rigid environment is not good either. That’s why it is advisable to

take the business model of private sector organizations and adopt it in the context of development.

The organization currently adopts various business models varying from social media marketing, governance, strategic management, fundraising, M&E, Key Performance Indicators (KPIs), Information and Communications Technology (ICT), Strategic Human Resources Management (SHRM), internal and external communication, private sector engagement to procurement.

Three out of the four interviewees emphasized that there is no conflict between adopting business-like models and organization's social mission. This is the case when the organization's executives are fully aware of the cause that the organization's work is about, and are aware of the situation analysis about different key players in the field and the ongoing changes in the market. In this case, adopting business-like models would only enhance the work:

“It's definitely not a negative aspect to align both. Given that you don't turn into a for-profit; completely for-profit organization” (SA, 2017)

Organizations need to fully understand who their target groups are and which interventions the organization is going to introduce and how this going to happen without conflicting with the organization's social mission, in case of adopting a business-like approach. This needs a lot of reminders in order to avoid drifting away from the organization's mission and main goals. Also, adoption of business-like models is vital; however, how to adapt them to fit within the organization's culture and align them with the organization's mission is crucial. That's why it is important to adopt these models and tailor them to be more related to the community and more relevant to the development context. Also, these models should be controlled by having strict regulations and measures:

“It is just careful management of these models. That is all that is needed because it never happened that a model or something to be done would be harmful” (SD, 2017)

These regulations and measures are done in order to ensure the alignment with the organization’s mission and avoid malpractices during implementation.

On the other hand, the MD argued that adopting business-like models might harm the organization’s social mission. For instance, target setting: 100,000 people to be outreached annually. This raises a question of how this target is to be measured; directly or indirectly, and it might lead to compromising quality of services over reaching the target. This is harmful to the organization's mission. However, if the organization decides not to follow this path, competitors will do.

4.2.5 Project Management Office and the organization

The Strategies and Governance Unit (SGU) was established in 2015. It was established to develop strategic cross-cutting themes that are to be mainstreamed across the different programs by identifying the strategy; what is required, the indicators and to see how this is going to fit within the ongoing programs in a way that it’s going to serve the overall objective or impact; maximize the impact of the organization without harming the ongoing programs besides having a learning hub for governance projects. Also, the key rationale behind establishing this unit was to encourage the programs to jointly work together. It encompassed strategies, governance, partnership and communication, the ICT for development and the M&E advisor. The SGU unit reports to the country director, while the programs report to the deputy country director.

4.2.5.1 Functions

The whole experience of the SGU is about learning by doing. However, there are some tools and activities that guide the implementation process of the unit: the unit's strategy with indicators and two other specific tools: inclusive governance marker and the gender justice marker as highlighted by the SA.

The SGU participated in the identification of stakeholders for different projects throughout the project planning and design phase. Also, there are periodic reviews to identify who the key partners and stakeholders in order to ensure that the organization's work is meeting their expectations and demands. In order to then continue work around them. The reviews are based on a participatory approach.

Periodic meetings with programs are led by the senior management team, not the SGU. The senior management team holds a monthly meeting with programs directors. The SGU is responsible for documentation as well as capturing learning and capturing knowledge from the different programs, but this has not been successful:

“It is responsible for extracting the lessons learned from the application of the different themes, for example, CSO strengthening. Most of our programs do that, so we need to extract this from the different programs. So, the SGU is mandated to do that, to extract the lessons learned, but we didn't do that, because there was so much to be done at that time” (SD, 2017)

This was one of the reasons that led to the separation of the M&E unit from the SGU; to overcome these drawbacks in documentation.

Priority of projects and programs vary according to the program's budget and number of projects. It is also based on a combination of situation analysis based on the most recent global reports, international reports, the national reports around the issues in Egypt and the

organization's mandate. Notably, the SD argued that all programs are in the same level of priority with respect to the SGU.

4.2.5.2 Achievements

The SGU has contributed to significant change within the organization. A social accountability strategy has been developed. Also, technical assistance around governance and social accountability was provided. Furthermore, capacity building activities were offered to the different programs around governance and the SGU team has been actively participating in the project design meetings to tell the project teams how to design and include governance activities and enhance their M&E systems:

“Before having the SGU, we were like silos and nothing was being done together. There was no mainstreaming of the different themes, there was no internal coordination and benefiting from different experiences within each program. All of this was not there. Things started to change after having the SGU.” (SD, 2017)

In addition, the SGU team has been implementing a project for the first time between the governance and the agriculture programs aiming at enhancing the governance or the internal governance mechanisms of agricultural cooperatives. Moreover, the SGU underpins the importance of having the CSO strategy. Finally, the SGU increased the portfolio for governance in the other programs with a different percentage in each program:

“There is a term, which is used by engineers; the vista, in urban planning. Our vista² is working together and mainstreaming the cross-cutting themes. There are some changes and the programs started to look at the governance,

² A **terminating vista** is a building or monument that stands at the end or in the middle of a road, so that when one is looking up the street the view ends with the site

because it's the only mature strategy and mature experience, which we have got, start to look at it differently and start to think how we can do that, how we can benefit from that in our programs” (SD, 2017)

There should be commitment and good mainstreaming efforts in order to reach that. Still, huge efforts are required, but there is a good foundation to build on.

4.2.5.3 Challenges

There are many challenges that hindered the SGU from achieving its full potential. The limited resources are one of the key factors leading to this:

“In the past two years, the unit has been struggling, because of the limited resources, but at least this is what we have been able to do and it has been interesting to see the change in language and terminologies of the different programs around governance and understanding the importance of it and seeing how enhancing the efficiency of institutions where they have to work with really reflects onto their other programs and other projects” (SA, 2017)

Limited resources encompass financial and human resources. Again, this led to the separation of the M&E unit in order to tackle this challenge.

Also, another challenge is that the rest of the units or programs may not realize the value of this unit, so the unit has become an additional barrier or spot check that the staff members cross like the other spot checks:

“The practice and what we have been pushed to do and the way we thought of the change and mainstreaming was a little bit challenging for our colleagues and because it was something new, we didn't invest much time in the process, it was both us and them” (SD, 2017)

The exact role of the SGU was not clear; whether it has only an advisory role or only mainstreams strategies or is it experimenting or implementing strategies. In other words, there has been a lack of clarity regarding the SGU's vision and mission:

“I can't say that I need to change that model to fix this, however I need the model to be executed correctly.” (MD, 2017)

The proper and accurate communication of the mission is a must, which was not the case for the SGU. The communication of the mission was not adequate. The organization sometimes may have a good vision about a certain function but employees don't know it, and the people who perform these roles don't know it, so people might take different directions in response to the newly introduced intervention.

For instance, the ICT for development's objective also was to support the three programs to find innovative solutions to the problems they face through use of technology. However, the main role of the IT unit was troubleshooting IT problems only:

“Their role was changed without informing the IT team how to do things, or providing resources for them. In other words, they are the same persons, same tools, same office, but now they have new roles and instead of calling them IT you call them ICT. I think that was the biggest failure of the SGU” (MD, 2017)

Also, there was no orientation to the programs' staff about the changing role of the IT unit to ICT for development. This underpins the argument that communicating the roles associated was the SGU was not sufficient.

4.2.5.4 Way forward

The M&E officers will be pulled out of their programs and join the newly established M&E unit, led by the M&E advisor, who is no longer part of the SGU. The plan is to have M&E

documentation and monitoring and evaluation unit and strategies unit with enough human resources in both ends.

“At first, the M&E advisor would be in the strategy unit and we felt that was not logical because his role was to follow up all programs so there wasn't much difference, so it was separated and became a stand-alone unit, and then we thought how would he work on his own, and so we started to pull the M&E officers from all programs and we began to make the M&E unit” (MD, 2017).

The SGU is responsible for designing and developing strategies and mainstreaming them and offering technical assistance with programs. The M&E unit looks at the learning, looks at developing tools, and mainstreams them into different programs and ensures that everyone using the same tools and mechanisms. It also ensures that ICT is being used to improve our monitoring and evaluation. The vision for the SGU is still the same, yet the mission or the-how might really change based on the implementation experience since 2015. The SGU is going through a transformation for the time being based on the feedback received about its role for the past 2 years. It is not clear on how the SGU will look like, there are many suggestions but the final destination is not clear, but there is an agreement to a certain extent about the role of the unit:

“we have decided to review what we have been doing over the past two years to see what went wrong, because it was not dramatic nor did it harm actually, it helped us to think better” (SD, 2017)

The restructuring process was a result of an internal evaluation led by a third party to be unbiased, which is the education program director. The initial comments were about the ICT for development and the communication functions. Hence, they were excluded from the cross-

cutting themes, turning them into three key themes as highlighted earlier. Also, the mission and mandate of the SGU is being revisited in order to make a value proposition by reviewing the real need and existing demand for the SGU. This is to be followed by a validation meeting with the SMT and the relevant staff. Once this is done, the next phase will be putting cost structure.

4.2.5.5 Relevance to the PMO definition

The adopted PMO definition within the conceptual framework was shared with the four interviewees in order to explore the degree of relevance between the SGU and the standard model. The four interviewees agreed that the standard model is the ultimate goal that the SGU should achieve eventually. The MD argued that the definition is close to what the SGU should be doing; however, it has not been achieved. The SA emphasized that it is exactly the same as what the SGU should be accomplishing after the most recent changes. In addition, the MA highlighted that the SGU before introducing the changes was far from the standard PMO. Notably, the SD stressed that it is exactly the same model; however, it is not centralized with all the programs falling under it. The rationale behind this is that it is going to be centralized at the Country Director eventually.

4.2 The Second Non-Profit

4.2.1 A brief overview of the organization

The second organization was established in 2008. Because quality standards in the alternative care sector were lacking, it was founded as the first Egyptian NGO that works on developing, applying and advocating for quality standards in the alternative care sector. Initially it was working only on institutional homes for children without parental care, yet the scope widened to include other elements in the alternative care sector such as foster families. The organization comprises four main units; the institutional assessment unit, the institutional development unit, learning and development center and the external relations, plus the

support function which is Admin and Finance. The organization also has a strategic unit and a quality assurance officer.

4.2.2 Challenges facing non-profits

The second organization is experiencing a wide set of challenges. There is a problem finding the right caliber to join the organization:

“Some people with a “development background” ask “you do not work for a corporate, so why are you dealing as if you work in one?”. Also, those with a corporate background are not attracted to development work unless they want a career shift.” (SD, 2017)

This confusion stems from the fact that the organization belongs to the non-profit sector, yet it is quite similar to the business sector in terms of adopting business-like practices. This results in a lack of qualified calibers for some positions. Another issue is related to the new NGO law. It is quite ambiguous and not clear. That’s why it is not considered a challenge for the organization only; it’s a challenge faced by most NGOs in Egypt. Notably, the way the organization works is more of a social enterprise rather than an NGO; however, there is no registration for social enterprises in Egypt.

In addition, funding is another challenge because individuals usually don’t show interest in funding the organization’s work. The organization usually depends on grants or awards or other resources because individuals usually like more of charity and philanthropy rather than alternative care. Funding might be impacted by the new NGOs law as well because it imposes numerous restrictions on foreign funds by donor organizations.

Information Technology (IT) is a challenge because not all staff members have the same level of proficiency in dealing with software and IT in general. Also, it is a challenge to

have a proper infrastructure that facilitates the different types of work (i.e. M&E, reporting, budgeting).

Moreover, the lack of the follow-up culture is another challenge:

“The challenge we were facing at our learning and development center is the follow up system, what is the quality assurance built on? If you want to guarantee that something is going well what will you do? Evaluate and follow up.” (QO, 2017)

There has been a follow up system for the learning and development center implemented through staff members (auditor 1 and auditor 2), and an external auditor, all of which perform the follow up. There is a list of responsibilities, and scope of work for the auditors to be assessed by the quality assurance officer. It is easy with learning and development to put a follow up system. However, starting from 2017, the decision was made to start spreading the same concept of quality assurance applied in the learning and development center across the entire organization. The only challenge is that it is quite new as a concept for the staff members and they might oppose the idea that they should consider reflecting on the previous activities and evaluating them. The quality assurance process is slow because the concept is being scaled-up to cover the entire organization. Most of the work is field work with care givers and children, so it is not desk work and the fact that there are many ongoing projects contributes to the delay in cascading the concept.

Also, one of the key challenges is time management and how the staff members can better plan their activities in order to prioritize which ones that should be completed first. This has to do with the mind-set of staff members and how to convince them that planning is a crucial part of their work and that planning ahead would significantly affect the workload.

Additionally, another challenge would be that some of the staff members are doing some practices without knowing that it is required (i.e. documentation of different activities). In other words, they have the work experience based on practice that is not underpinned by theoretical background.

Also, the reporting system is still lacking in a way; there is no unified reporting system yet across projects. There still aren't templates by departments or units even. This is a big challenge since senior management can't follow-up on projects this way.

In addition, financial management should be part of the project management tasks of project team and they should rely less on the finance manager. The ideal case would be each project team working on their budget, rather than communicating with the finance manager to know about the project finances.

4.2.3 Project Management across the organization

Project management is a key element for the organization to achieve its goals and objectives. The idea of project management has been introduced through the learning and development programs for the managers and the second line during the past period. Starting from 2018, all the projects will work with project management software, with the same concept. Similarly, the concept of quality assurance has already been introduced:

“Why do we do this? Because if you have the concept of the project management, but you don't know what quality assurance is, things are not going to work out, because here, all our work depends on standardization and quality” (SD, 2017)

There are set targets, so it is possible to evaluate, assess and make corrective actions using the organization's monitoring tool. Also, the concept of project management guarantees business continuity even if one team member leaves in the middle of the project. This is associated

with having the knowledge management concept embedded across the entire organization.

Also, all projects operate with the same methodology, in other words: standardization is applied across the organization as a concept, but it is still under development.

In addition, the fact that the organization is very dynamic, project management helped to set rules in place:

“Project management was a key to help. When there is a place that is dynamic and suddenly problems happen, chaos happens. In Egyptian community service and social work some incidents force you to move, yet if there is no plan set, things might get messy.” (YD, 2017).

However, there are some weaknesses that exist within project management practices across the organization. There is a lack of consistency in terms of the know-how of key people or account holder or the project managers. This also applies to the IT literacy highlighted above. This is one reason why there is an argument that not everyone should be working on Ms. Project for instance. Also, some of the staff members might be resistant to change because they have been operating without the concept of KPIs and that your performance is going to be measured and evaluated. The fact that someone assesses what was done, what was not done and how things were done requires a change in employees' mind-set. That's why the Quality assurance workshops given by the American University in Cairo were delivered to the managers and the second line, actually, and sometimes they were given to the whole organization. Moreover, the M&E system is not 100% up and running yet.

Based on the above, the five interviewees proposed different solutions to overcome the project management weaknesses. There should be one-to-one coaching on how to apply the concepts of project management, how to implement strategy, evaluate, assess then make corrective actions. Furthermore, there should be orientation sessions to raise the employees'

awareness about the importance of project management and how it facilitates their work. Also, this could be supported by case studies highlighting the difference in outcomes before and after adopting a project management approach and how transformation took place. Also, there is a need to use a project management toolkit tailored for non-profits in order to be able to measure the progress and what the organization has reached. That's why the search for such a tool is still ongoing. Moreover, project teams need to be involved in their project's budget management and in monitoring their expenses. Project teams need to follow closely their budgets to know if they can perform more activities instead of reaching out to the treasurer. That's why the finance manager conducted a training, so teams can learn more about finances in their projects.

The organization does have a learning and development strategy for staff members that is developed on an annual basis. Each year there is a sub-objective to be achieved. Also, performance management that takes place quarterly, part of it comes out with recommendations regarding how people can develop:

“Since 2016, we have been conducting monitoring and evaluation, quality management and project management workshops as big branches with many sub-branches. We have to be trained on all of that.” (QO, 2017).

Notably, learning and development is not only trainings nor courses. Attending conferences related to work is learning and development. Attending certain meetings on a certain level is part of it.

4.2.4 Adoption of business-like models within the organization

The five interviewees agreed that the adoption of business-like models is vital to non-profits:

“I think this is principal. I believe all non-profits must operate using business models.” (EO, 2017).

Adoption of business-like models improve the efficiency and effectiveness of non-profits and contribute to successfully achieving their goals and objectives. Also, business models should be adopted to provide sustainability for the organization because non-profits are responsible for human lives:

“I see that this is number one if any organization wants to work professionally to sustain their work, from the beginning they should adapt the business model.” (SD, 2017).

For instance, national non-profits specifically might have an excellent performance at first, but then they would begin deteriorating because they are neither structured nor institutionalized. That’s why it is key to adopt business-like models to guarantee business-continuity. The organization has its own business model which is adopted across the entire organization:

“Our model is close to corporates as we are very professional. The only thing I think we can develop further is having an HR and career planning department which we currently have as part of the finance team since we are only 30 employees. You also do not find this in many NGOs. As a board, we all come from the private sector and we know what standards mean.” (FM, 2017).

Notably, the organization received awards based on that. The last award was awarded to the organization’s management. An important part of the business model is to have a hierarchy in terms of reporting lines and who will evaluate KPIs. That’s why adopting business-like models is vital because non-profits would not succeed without having a system to measure

their impact. In addition, it is essential to apply business-models in the managerial aspect, since these models are built on experience, successes and failures.

The organization currently adopts various business-like models. For instance, HR practices, organizational structure in terms of job profiles, duties and responsibilities, procedures, authorities, automation and code of conduct. Also, organizational assessment developed by one of the leading auditing firms was adopted by the organization and developed with this firm. In addition, the “transformation methodology” adopted from this firm to apply care standards to other organizations from assessment till intervention. Moreover, there is external relations unit and social media unit and both led to a significant increase in donations.

The five interviewees agreed that there is no conflict between adopting business-like models by non-profits and their social mission:

“Our focus isn’t financial profit, our focus is development, we work with grass roots. So, we have to consider a suitable business model that fits with it.” (QO, 2017).

However, if the main goal is to gain profit as a non-profit, then for sure this will cause a drift from the social mission. That’s why if there are business-like practices that will help the organization in achieving its goals without drifting away, then they should be adopted:

“If the management of the non-profit adopts business models to serve its causes it will never drift to business.” (EO, 2017).

For this to be achieved, the organization’s executives should fully grasp the core of the organization’s work and goals that should be achieved and adapt business-like models accordingly. So, what matters is to use business-like models wisely, not blindly, and

customize them according to the organizational context because by the business model is not designed for humanitarian and philanthropic causes Hence, the vision is key when adoption is taking place because not all the aspects of the adopted model might fit within the context of the organization.

4.2.5 Project Management Office and the organization

The SGU was established in January 2017. The strategic unit mainly works on incubating new projects in their initiation phase. Also, the unit manages and supervises projects with strategic partners (i.e. Ministry of Social Solidarity), in collaboration with the external relations unit, but the unit is a key player. Given that communication with the government is strategic, it is considered as a project for the organization and led by the unit. Also, when it comes to strategic objectives (i.e. financial resources), the unit handles the relationship with donors. The strategic unit used to have senior M&E specialist and coordinator as part of the unit, besides the unit's senior manager. Notably, the organization has been undergoing a transformation that resulted in changing the SGU's name to "Executive Director Office", which replaces the Strategic Projects Unit with more specific jobs' responsibilities.

4.2.5.1 Functions

The strategic unit was mainly responsible for managing strategic projects, internal communication, managing the relationship with strategic partners, strategic planning and following up on achieving organizational objectives.

The newly established executive director office is responsible for ensuring that all projects are aligned with the organization's operational activities and are being implemented efficiently to fulfil its expected results and as per the set key performance indicators. Moreover, the office leads the design and the introduction of all the systems whether it is the

performance management, evaluation, the reporting system, or the communications system. Also, the office oversees and supervises the implementation of strategic projects whether related to the internal organizational development initiatives or to those projects related to the organization's direct beneficiaries:

“It oversees the strategic goals achievement of the organization since its beginning and it assures that all departments follow the same path to achieve those goals.” (QO, 2017).

It is worth mentioning that the strategic unit was only involved in strategic projects. Yet, the executive director office will be overseeing the different projects and functions of the organization (operationally, strategically and day to day).

The newly introduced executive director office aims at supporting the executive director, who happens to be the chairperson, to have more time to be allocated on building and managing strategic relations, especially with the current involvement and collaboration with the Ministry of Social Solidarity (MoSS). Also, the executive office ultimate goal is to have a successor for the executive director. If the goals are not achieved, the office conducts a review to identify the key reasons behind that and proposes alternatives to make sure that the organizational goals are achieved. In addition, the office has to make sure that the goals and operations don't deflate as the organization's scope has to go in a certain direction. Furthermore, the executive director office's goal is also to achieve organizational sustainability. It also provides support and direction to the organization's management team wherever required to support the implementation of those projects. The role of the executive director office comprises two pillars:

- a- Externally: Managing the strategic relationship with MoSS as well as other key partners.

- b- Internally: Following-up and monitoring the implementation of the yearly business plan and the initiated projects by the different departments and on the establishment of the following corporate values/systems: Corporate Governance, knowledge management, and quality management/assurance of project implementation.

Notably, it is important to differentiate between roles of the strategic unit, the quality assurance and the M&E. The M&E works less on the project management concept, and more on the development concept; which is to measure the impact and to monitor the progress of this project. The strategic unit looks at the objectives and goals strategically. The quality assurance unit looks at the process more, it doesn't get involved in technicalities, while the M&E has a technical role. For example, it checks if the objectives of the project were met through the training delivered, to what extent awareness was raised and number of participants. While the quality assurance works more on the process and how it functions:

“The quality assurance officer is going to ask (e.g.) did you document minutes of the weekly meetings and what are the decisions made? While the M&E is not going to ask these questions. The unit will ask, simply, did you do an assessment or a survey after someone participated in a training, without asking about the process.” (SD, 2017).

The M&E specialist is not a unit, he/she is part of the executive office which reports to the deputy. Also, the project management specialist falls under the executive office and is very much involved in monitoring and ensuring meeting deadlines over the course of project implementation and execution. Hence, the role of the project management specialist complements the role of the M&E person.

There is an overlap between the three functions: the quality assurance, M&E and the strategic unit. The quality assurance oversees the day to day operations and the strategic unit

oversees the organization's strategic goals, so the quality assurance helps the strategic unit by assuring that the process of day to day operations follows the quality management model, as for the structure, the quality assurance is a crosscutting function for all units. Notably, the newly introduced executive office encompasses M&E specialist and project management specialist who reports to the deputy executive director.

All projects are equal to the executive office, so there are no projects with a higher priority than others. However, some projects might get more attention and spot light than others depending on the phase the organization is currently in and the demands of the political partners:

“For example, if the ministry requested a training, I cannot say no. So, it was not planned, but it is a priority.” (YD, 2017)

The executive office does not use specific tools or instruments for its activities so far. Yet, there is an ongoing search for a software to track and disseminate information and generate reports which can be effective in three directions: the organization's strategic performance, the individual level which is the quarterly performance management system and strategic HR.

Moving to the documentation of projects, the executive office is responsible for the documentation of project plans. However, it is not responsible for day-to-day documentation. Yet, given that the M&E is incubated, the administrative person is part of it, s/he ensures that it's happening.

The planning of periodical meetings with project teams is a joint responsibility between the executive office and the executive director. The frequency of these meetings differs from one project to another based on the maturity level of the project. These meetings

take place at least once a month for mature projects, and on a weekly basis for less mature projects.

4.2.5.2 Achievements

The establishment of the executive director office introduced numerous changes across the entire organization. There is greater clarity in the vision of the organization and transformation into an institution with a clear direction towards strategic goals:

“We did all this by efforts and instinct and by consulting the experienced but now it is all methodological, now I can take it to any Arab country and apply the same model.” (EO, 2017).

There is now a model that the organization is relying on; the organization no longer relies on individuals for this knowledge. Also, the implementation of project activities became more efficient because the office better links strategy with departments, on groundwork, and projects:

“Alignment is the key word, alignment on the performance. We have become more efficient.” (SD, 2017).

Moreover, the strategic unit led the organization of many capacity building programs for managers and the second line staff about planning and project management. This led to a significant change in employees’ mind-set, because, it is very important to unify the mind-set of people working in the organization in order to be able to introduce new ideas.

Furthermore, employees became more target-oriented, working based on KPIs and set targets.

The establishment of the strategic unit has led to the clarification of the key objectives so every employee can see the bigger picture and understand the ultimate goal of his/her project.

That’s why it is now more feasible for managers to decide which opportunities they might take advantage of based on their objectives and goals:

“Instead of opening a million doors in different areas, which is the problem of the non-profits, if there is a room in a certain project, you don’t say no. However, if there is no room, you have to say no and stick to your objectives first.” (YD, 2017).

The strategic unit also enhanced the level of communication within the organization. In addition, employees became more efficient on delivery dates on the system. Notably, the office contributed to having an institutional memory:

“I think there was no knowledge documentation, now there is a system to document everything.” (YD, 2017).

Accordingly, when there is a meeting with a funding agency, there is data that can support the organization’s application. Also, having strong institutional memory means that lessons learned are documented which prevents repeating mistakes that occurred in past projects.

Moreover, the strategic unit introduced the concept of performance evaluation across the organization. This is associated with assessing the employees’ performance before and after participating in their capacity building opportunities. There are capacity building opportunities, so every manager knows what his/her department needs, and trainings and other similar opportunities improve the efficiency of the organization. Hence, roles and responsibilities are now better defined and employees know their rights and responsibilities, which led to increased employee satisfaction. At first, there will be a lot of resistance but once they see the change and the impact they will start getting used to it.

4.2.5.3 Challenges

Challenges are not that clear yet as the unit has been implemented less than a year ago. However, there might be resistance to change, but once the employees see the change and the impact, they will start getting used to it. Also, the fact that the strategic unit was acting as a

project manager for the newly incubated projects was quite overwhelming due to the many other functions led by the unit as highlighted earlier.

4.2.5.4 Way forward

Based on the annual review, ‘the strategic unit’ was evolved into ‘the executive director office’ as highlighted earlier. Also, the M&E function continues to fall under the executive office as it used to be under the strategic unit.

4.2.5.5 Relevance to the PMO definition

There was no consensus among the interviewees about how relevant the executive director office is to the standard PMO definition. The executive director office is very similar to the PMO in terms of supporting strategic decisions and standardizing processes. However, there might be a difference in terminologies and the methodology of implementation, which differs from one sector to another. Notably, the executive director office is close to the PMO definition because all the organization’s units are standardized and all have the same methodology along with the M&E and quality assurance officer. All of them working together to achieve the objectives. In addition, the executive office acts as a benchmark or a ruler against which things can be measured to ensure that everything is implemented properly. It can be said that the PMO is the ultimate development of the executive office as it is more mature in terms of experience and knowledge:

“The unit isn’t meant to be a PMO but it is evolving to become a PMO.

This is the goal we want to reach, but we are not there yet. I would aspire to that model but we need to do a lot of homework to reach there.” (FM, 2017).

Notably, there is an argument that the PMO helps organizations apply project management tools as it is the center of excellence; they have all the experience and expertise. However, the

executive office is still in its initial stages; it has the expertise but not the experience. Also, it is more interested in strategic goals and its applications and the continuity of the goals, so it has a different mandate than the PMO; the PMO is more operational, while the strategic unit is more strategic. Yet, it is worth mentioning that the executive office will be operating at both operational and strategic levels as highlighted earlier.

5. Discussion of Key Findings

Findings shall be further analyzed and discussed based on a thematic analysis. The four key themes are challenges facing the two organizations, project management across the organizations, adoption of business-like models and project management offices in both organizations.

5.1 Challenges

Based on the findings of this study, challenges that affect the non-profits' performance can be categorized into human resources, management skills, financial, knowledge management and M&E, environment and legislation. This categorization resembles the one proposed by Bromideh (2011) as inter and intra challenges. Human resources, financial, knowledge management and M&E fall under inter-challenges. However, legislation falls under intra-challenges. Specifically, human resources and management skills challenges associated with finding the right caliber, lack of skills and internal communications, lack of standardized approach, either in project management or reporting were identified by Bromideh (2011). Also, the limited financial resources, either due to reduction of funds by donors or lack of donations, was identified as one of the challenges that face non-profits (Wysocki 2009; Batti 2015; Bromideh 2011). Moreover, the absence of a knowledge management system across the organization was identified by Twigg and Steiner (2002) which might jeopardize the organization's sustainability and organizational learning. While M&E was highlighted as a challenge that might lead to project failures (Nanthagopan, Williams, & Page, 2016). Notably, the overly-dynamic environment with many changes taking place stands out with no matching with any of the challenges categories from the literature; however, it is considered as an inter-challenge.

On the other hand, problems with legislation, which was the case with second organization with the new NGOs law, were identified as a challenge by several scholars (Easterly, 2009; Shleifer, 2009; Ika et al., 2012; Ika, 2012) as part of the registration and relationship with the government.

Similarly, challenges that face both organizations are divided into contextual, institutional, and managerial challenges (Ika 2012; European Commission 2007; Ika & Hodgson 2010; Kwak, 2002). For instance, the human resources, management skills and lack of financial resources fall under institutional challenges (Eneh, 2009; European Commission, 2007; Gauthier, 2005; Ika & Hodgson, 2010; Martens, 2005). While knowledge management, M&E and organizational environment fall under managerial challenges (Ahsan & Gunawan, 2010; Bokor, 2011; Diallo, & Thuillier, 2004, 2005; Ika & Hodgson, 2010; Ika, Diallo, & Thuillier, 2010, 2012; Youker, 2003). Legislation falls under contextual challenges (Ika, 2012).

It is worth mentioning that almost 40% of the challenges were the same in both organizations such as deficiency in M&E, lack of a knowledge management system in place and limited financial resources. The complete list of challenges across the two organizations is summarized in table (3).

Table 3: Summary of challenges faced by the two organizations.

Category	First Organization	Second Organization
Knowledge management and M&E	Deficiency in M&E systems and when it comes to writing stories about their work	The lack of the follow-up and monitoring culture
	The lack of a proper knowledge management system across the organization	No unified reporting system yet across projects.
Internal Communication	Lack of clarity of the mission for certain functions (i.e. SGU)	

Lack of Standardized Approach	No standardized process across different programs and different implementation methodologies.	
	The crosscutting themes areas are not applied across the entire set of programs	
	An overlap between different roles across different programs	
Financial	Reduction of funds received	Limited donations by individuals
Organizational Environment	Too dynamic working environment	
Human Resources and Management Skills		Finding the right calibre to join the organization
		IT literacy
		Planning and time management skills
		Financial Management Literacy
Legislation		Ambiguity of the new NGOs law

Source: Developed by the Researcher.

It is logical that the challenges faced by the two organizations differ given the difference in their typologies; the first organization is international, while the second organization is national. The fact that the first organization does not face any challenges with regards to human resources might be justified by higher salaries and benefit packages to employees. Also, the long history of operations in Egypt has significantly reflected on the technical skills of staff members as highlighted in the findings chapter. On the contrary, the second organization was very recently established.

Also, both organizations suffer from limited financial resources for different reasons. On the one hand, the first organization experienced a shortage in funds from international donors. On the other hand, the second organization suffers from a shortage in donations because people do not usually donate money supporting the alternative care cause.

Moreover, the fact that the first organization is suffering from the lack of standardized processes across the different programs indicates that the application of the strategic governance unit was not a success, on contrary to the second organization. This is very much correlated with the internal communication challenge within the first organization that hindered achieving the full potential of the SGU.

Notably, the deficiency of the M&E, knowledge management and reporting systems in both organizations is definitely a major problem. The fact that the first organization has been operating in Egypt for a long time and still suffers from the lack of these systems is alarming. This would definitely harm the organization's chances raising more funds due to the absence of evidence of their work. Also, it would severely impact the organization's sustainability and perhaps even the possibility of future expansion.

It is worth highlighting that while the first organization perceived the new NGO law as an opportunity, the second organization perceived it as a major challenge. The fact that the first organization is an international organization and there is a tendency to shift to an Egyptian non-profit is quite interesting. The rationale behind such a direction was explained by the interviewees earlier; however, it is still sort of unique. The long history of development work in Egypt might be the edge of the first organization over the second organization. Yet, it is still risky given the lack of clarity of the new NGOs law with regards to its application.

5.2 Project Management across the organization

Both organizations identified project management as a vital element that underpins the organizations' efforts achieving their projects' goals and objectives. The key steps followed in project management cycle in the both organizations are very much aligned with the steps identified by Wysocki (2009); however, the closing and hand-over step is missing from the

organization's practice. The final step is specifically important because it is the final milestone in projects and should be embedded in the project management practices across organizations. Also, it ensures that the project team is aware of the importance of the proper handover of project outputs (i.e. schools, classes) to the local stakeholders. This would significantly affect sustainability in relationships with stakeholders. Also, the fact that project staff usually leave seeking better opportunities upon completion of projects might affect these relationships. This stems from the fact that the persons who are aware of the project details are no longer there, especially with the lack of knowledge management system as highlighted earlier. Moreover, the unplanned activities due to requests from political partners for instance falls under the unknown variables in the project life cycles, specifically the environmental challenges with either the government or donor as highlighted by Atkinson, Crawford, & Ward (2006).

Remarkably, the iron triangle is the guiding concept in project management across the two organizations; however, it was not highlighted by the interviewees. This supports the argument that sometimes development professionals apply some concepts without knowing the theoretical background, as emphasized by the second organization. Yet, the two organizations provide a wide set of capacity building opportunities varying from workshops and conferences. It is worth highlighting that only the first organization possesses an online platform for learning and development, while the second organization does not have one. This might be due to the fact that the first organization is an international one with more resources and support from the Head Quarter (HQ).

Moving forward to project management strengths, the strong technical capacity seems to be the common factor between both organizations. This stems from the fact that their context-awareness and flexibility allow them to fulfil more than one role. Yet, the second organization suffers from lack of consistency with regards to the know-how of staff members. Another strength would be the measures in place to guarantee quality of

deliverables and transparency in decision making. For instance, the first organization has the program director as the line manager for several positions that might challenge the project manager. While the second organization has a quality assurance officer that ensures the correct implementation of different processes.

Both organizations aim at having standardized project management practices across the organizations. However, it seems that the first organization is experiencing more challenges in achieving that compared to the second organization based on the feedback from the interviewees. The main reason behind that is the lack of clarity of the role of the strategic unit leading the standardization process in the first organization. Yet, standardization is the ultimate goal that both organizations aspire to achieve eventually. The rationale of both organizations behind that is to improve the project teams' performance, enhance levels of project success, optimize the available resources, better manage unknown variables, improve the internal coordination between projects and programs, improve the organizations' overall performance and unify the reporting and documentation systems across the organization. This is very much aligned with why non-profits tend to adopt a standardized project management approach as highlighted by (Pemsel & Wiewiora, 2013; Rodney Turner, Keegan, & Crawford, 2002; Dai & Wells, 2004; Aubry, Hobbs, & Thuillier, 2007; Atkinson, Crawford, & Ward, 2006). Also, having a standardized project management approach would lead to a better understanding of the different roles in each project (PM4Dev, 2015; APM, 2017), which would help overcome the challenge of overlap among different positions faced by the first organization for instance.

5.3 Adoption of business models

There is a consensus among the interviewees from both organizations that the adoption of business-like models is crucial for non-profits. The interviewees justified their argument by highlighting the importance of such a practice. Adoption of business-like

models helps organizations gain a competitive advantage over other organizations, improve resource optimization, and improve the overall efficiency and effectiveness of the organization. This is very much aligned with the literature on the importance of adopting business-like practices and models by non-profits (Sanders & McClellan, 2012; Dees and Anderson, 2003; Havlat, 2012). Both organizations currently adopt a wide set of business like models such as Human Resources Management (HRM), Fundraising, M&E, ICT, internal and external communications, procurement, marketing strategies and private sector engagement.

Again, there is a consensus among the interviewees with regards to the impact of adopting business-like models on the organizations' social mission. The interviewees agreed that what matters is adapting and tailoring the business-like approaches to fit within the context of their organizations. This requires a comprehensive understanding of the organizations' vision, goals and objectives in order to guide the adaptation process because not all the aspects of the adopted model will fit within the organization, which falls under the moderate school of the social mission debate (Lyons, 2001; Chad, 2013; Young, 2002; Brainard & Siplon, 2004). However, some practices (i.e. goal setting) might harm the organizations' social mission in a way that organizations become more interested in reporting numbers, rather than making a real impact.

Based on the activities of both organizations, they are considered to be hybrid organizations. Their coping mechanisms are aligned with the ones highlighted by Dees and Anderson (2003). For instance, they fall under the categories of imitation of business sector through adaptation of business models and interaction with the business sector through collaboration, contracting-out and competition. However, the first organization falls under one more category, which is intermingling by having components from the private and non-profit sectors. This stems from the fact that the first organization aims at diversifying income-

generating resources through providing consultancies to other organizations. Also, the second organization could also be perceived as a social enterprise; however, there are still no clear plans regarding diversification of income generating activities. Yet, this is what the organization aspires for in order to achieve financial sustainability.

Similarly, both organizations fall under the business-like rhetoric and business-like management models, yet the first organization also falls under the business-like goals category (Dart, 2004). Both organizations use the same terminologies and examples from the business realm. Also, both organizations adopt business-like models with a more results-focused orientation. However, the first organization only tends to provide external consultancies to diversify the resources of funds, that's why it falls under the business-like goals. Notably, both organizations do not fall under the business-like service delivery because they are in favor of interpersonal services, rather than expanding in target numbers.

Given that the two organizations have HR functions applying HR practices including recruitment, selection and daily operations, they apply the “professionalization” concept as highlighted by Hwang & Powell (2009) and Maier, Meyer & Steinbereithner (2016). Similarly, both organizations adopt the “marketization” concept encompassing strategically managing relationship with different stakeholders (Gonzalez, Vijande & Casielles, 2002; Modi & Mishra, 2010; Sargeant, Foreman & Liao, 2002; Chad, 2013). Notably, the first organization only applies the “commercialization” concept as it provides consultancy services as a source of funding (Maier, Meyer & Steinbereithner, 2016; Eikenberry & Kluver 2004; Pepin 2005). Also, both organizations adopt business-like governance structures, which is aligned with the “corporatization” model highlighted by Alexander and Weiner (1998). Based on the above discussion, it can be concluded that both organizations are currently adopting the “social entrepreneurship” concept by adopting innovation, creativity, risk management and embracing the market values and dynamics by transforming the organizations

accordingly (Eikenberry & Kluver, 2004; Mort, Weerawardena, & Carnegie, 2003; Helm & Andersson, 2010).

5.4 Project Management Office and the organization

Both organizations adjusted their compass towards the strategic unit as a result of experiencing several challenges varying from lack of standardized management approach, lack of internal coordination between projects, lack of M&E and consistent reporting systems and difficulty in hiring the right caliber. This is very much aligned with the challenges identified by Merla (2015) that call for adopting a PMO. There was no specific feedback with regards to projects performance in terms of delivery, budget or quality.

The first and second organization established their units very recently: 2015 and 2017, respectively. Both units have similar roles and functions. For instance, both units are responsible for mainstreaming cross-cutting themes and strategic objectives across the different programs and projects within the organizations. Moreover, the rationale behind having both units is to improve the internal coordination and communication between the different functions and programs. The strategic unit in the second organization manages and supervises projects with key/strategic partners, also acts as the account holder for relationships with those partners. The strategic unit in the first organization acts as a learning centre for governance-related projects. While the strategic unit in the second organization incubates new projects till they have owners. The mission of both units is aligned with the PMO mission highlighted by Dai and Wells (2004).

On the one hand, the strategic unit in the first organization comprises several functions such as strategies, governance, partnership and communication and ICT for development. Also, it should be working closely with the M&E unit after becoming a stand-alone unit. On the other hand, the strategic unit in the second organization does not comprise

similar functions. Yet, it works closely with the quality assurance and the M&E personnel. Notably, both units report to the country director of each organization.

Both organizations aspire to have a standardized project management methodology mainstreamed across the entire organization in order to offer project management consulting, enforce project management standards, handle the accounts of sponsors and strategic partners, control project scope, time and quality and lead knowledge management across the organizations (Martin, Pearson, & Furumo, 2007; Block & Frame, 1998; Dai & Wells, 2004; Kaufman & Korrapati, 2007, Aubry, 2015; Artto et al. 2011; Hobbs & Aubry, 2007; Desouza & Evaristo, 2006; Hobbs & Aubry, 2007; Pemsel & Wiewiora, 2013; Gartner, 2006).

5.4.1 Functions

Both organizations do not use specific tools for their strategic units, yet the first organization employs inclusive governance and gender justice markers as key indicators. Also, there is a plan for the second organization to apply a reporting software for the strategic unit. Moving to the documentation of projects, the first organization is responsible for documentation and capturing lessons learned; however, it has not been successfully applied yet. The strategic unit in the second organization is only responsible for the documentation of project plans.

Both units participate in identifying key stakeholders' in different projects during the planning and design phase. However, the strategic unit in the first organization does not plan for periodic meetings with programs, yet it is the responsibility of the strategic unit in the second organization.

5.4.2 Typologies

Both units operate on a strategic level by developing and mainstreaming strategies across the entire organization. While the M&E units slightly differ in terms of their focus. On

the one hand, both units aim at improving the M&E across the organization. However, the focus of the M&E unit in the first organization is mainstreaming the same standardized tools and processes to improve the M&E functions. While, the standardization and day to day operations are the focus of the quality assurance officer in the second organization. In other words, the first organization's M&E unit is the combination of the second organization's M&E and quality assurance functions. Notably, the M&E unit in the first organization has recently become a stand-alone unit, yet the M&E function in the second organization falls under the strategic unit.

Both units are very much similar to each other, yet the interviewees from each organization were not aware of the existence of other units similar to theirs. Based on the functions and roles of both units, they can be matched to the previously identified PMO typologies (Appendix 4). What stands out is that both units are matched with almost the same typologies identified in the literature. Yet, there are few differences based on special functions offered by each unit. For instance, both units are similar to the strategic PMO model identified by Crawford (2011), yet the second organization's strategic unit is also similar to the project control office based on its function of incubating projects. The same applies to the enterprise PMO model identified by Bolles and Hubbard (2015); however, the second organization's strategic office is similar to the project specific model. Moreover, the first organization's strategic unit is aligned with the standard PMO model identified by Letavec (2006) based on its function of providing consulting services; however, the second organization's strategic unit is aligned with the knowledge PMO model. Also, the functions of the strategic units of both organizations are very much aligned with the entire three models identified by Unger, Gemünden and Aubry (2012).

5.4.3 Challenges

Challenges to establishing the strategic unit varied from one organization to another. For instance, the first organization suffered from limited resources including financial and human resources, the exact role of the unit was not clear and clarity was lacking while communicating the unit's added value and mission. Notably, both organizations experienced resistance introducing the concept of the strategic unit. The fact that the first organization's unit has been there since 2015 and there is still resistance might be a result of the large number of employees compared to the second organization, besides communicating the unit's role. This might be explained by the lack of a proper change management strategy and absence of experienced professionals in PMOs, which is aligned with the three key challenges highlighted by Singh, Keil and Kasi (2009) to establish a PMO.

5.4.4 Relevance to the PMO definition

There was no consensus among the interviewees about how relevant their units are to the standard PMO definition. For instance, the first organization's interviewees argued that the PMO is the ultimate goal for their unit, yet the PMO is more centralized than the strategic unit. Meanwhile, there were two arguments in the second organization. One argument was that the strategic unit is very much similar to the PMO in terms of functions and responsibilities. The second argument was that the PMO is focused on applying project management practices-in other words: the PMO is more operational; however, the second organization's strategic unit is more strategic.

6. Conclusion and Recommendations

6.1 Conclusion

The key objective of this study was to explore the impact of adopting a Project Management Office within the context of non-profits in Egypt and to understand to what extent it contributes to tackling challenges faced by these organizations. After reviewing the existing literature, there were very few studies tackling adopting PMOs by non-profits, and there were no studies focusing on Egypt at all.

Despite the fact that the findings of this research should not be generalized due to the specific nature of each organization and more broadly, each country, experiences shared and lessons learned provide a guideline for non-profits aspiring to adopt a PMO and provide insights on how this would impact the organization as a whole. Based on this, two case studies about non-profits; one national and one international, both having a PMO unit, named as ‘strategic unit’, were conducted aiming at exploring how non-profits tackle their challenges, paradigm shift within organizations’ mind-sets with regards to providing paid services and standardization as a project management approach. The study examined the different challenges faced by non-profits operating in Egypt, how non-profits perceive adopting business-like models as a concept, the tendency of non-profits to consider diversifying their income generating activities in response to the limited financial resources, adopting a standardized project management approach and methodology and how a PMO would lead to achieving this. Notably, the journey of establishing a strategic unit that mainstreams strategies and cross-cutting themes across the different programs and units would enable other non-profits to replicate the same concept.

The study findings are divided into challenges that undermine non-profits’ overall performance in Egypt, experiences adopting business-like approaches and implications for the non-profits’ social mission, project management as a concept and why a standardized

methodology matters, experiences adopting a PMO, its functions within each organization, and challenges of implementation and how to tackle them.

The above findings reveal that the two organizations under study are not that different from each other. They share similar challenges, adopt similar approaches to tackle these challenges, have the same mind-set when it comes to diversifying financial resources and they both aim at standardizing their processes by adopting a PMO. Yet, the new NGOs law was perceived differently by the organizations' executives. The findings also reveal that establishing a PMO does not mean that all the organizational challenges shall be overcome instantly. It does require further development and adjustment based on the organization's nature and implementation challenges that vary from one organization to another. Notably, the findings reveal that the PMO is the gate to adopt a standardized project management methodology across the different organizational departments and functions. Furthermore, the PMO is a catalyst of change that would also significantly reflect on the projects delivery and improve the organizations' overall efficiency and effectiveness.

In sum, this study contributes to the body of knowledge of project management of adopting PMOs by non-profits. It provides in-depth insights about challenges facing non-profits in Egypt, evolutionary change in mind-set with regards to providing paid services, tendency to apply a standardized project management approach, how the existing strategic units contribute to these goals and how relevant these units are to the standard PMO model.

6.2 Recommendations

1-Non-Profit Executives

There should be clear communication of the vision, mission and objectives of newly introduced functions. This should not be limited to strategic units. Clear communication would assure that all the staff members understand the value of these functions and how they

would impact their work. Also, it will lessen the internal resistance towards new changes. It is an advantage that organizations become dynamic, yet it is advisable not to introduce many changes simultaneously in order to avoid confusion which might endanger the chances of achieving the goals of these changes and measuring their impact.

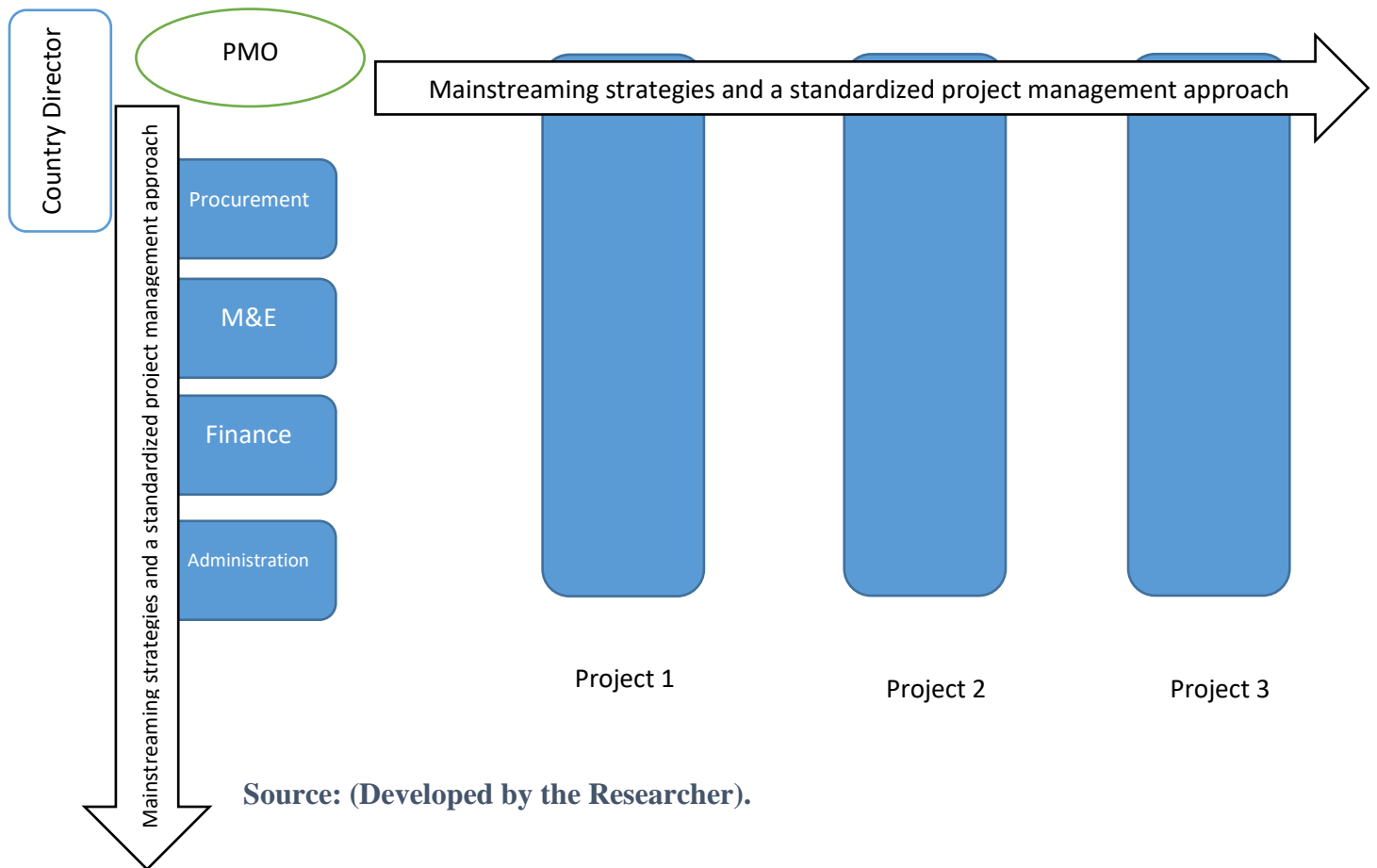
Moving forward to the adoption of business-like models, NPOs' executives should carefully lead the identification of business-like models and then oversee the customization and adaptation of these models to fit within their organizations. There should be a clear understanding of the organizations' vision and goals in order to figure out what elements of the desired models can be adopted in order to avoid drifting away from the organizations' social mission. Extra measures should be taken into account when a decision is made to diversify income generating activities by providing consultancies or selling products for instance. This would be an innovative approach on the pathway of converting to a social enterprise in order to overcome the limited financial resources and for better control of the organizations over their goals and objectives by becoming financially independent from donors.

Consistent and standardized project management methodology across the entire organization should be the organizations' ultimate goal. This should be supported by NPO executives as one means to improve organizations' performance through increasing the efficiency and effectiveness of projects delivery.

NPO executives should be the champions leading the implementation of the PMO within their organizations at the beginning. This would empower the newly introduced unit, facilitate its operations and minimize the staff's resistance. Also, they should allocate enough financial and human resources that guarantee that the unit operates efficiently.

A proposed model for the PMO would be a unit that oversees the different projects in the non-profit (Figure 3). The PMO would ensure that the organization’s strategies and a standardized project management approach is applied across the different projects and functions. Ideally, the PMO should be above the projects in terms of hierarchy. The rationale behind that is to empower the unit as a concept and a function at the beginning. Later on, the unit can be a supporting function without being above the projects in order not to be an extra layer of bureaucracy.

Figure 3: A proposed positioning of a PMO in non-profits.



Source: (Developed by the Researcher).

2-Strategic Units Directors

There should be a stakeholders' analysis led by the strategic units' directors in order to identify the organizations that possess similar strategic units, with perhaps the same goals and objectives under a different name, either in Egypt or the MENA region. Also, research should be conducted to be aware of the different PMO typologies and how they differ based on functions. Based on that, the strategic units' directors can decide on the exact model that suits the organizations' needs. Furthermore, the establishment and further development of the already existing strategic units should be based on existing models in the literature for more effective and more efficient implementation by identifying where the units stand and the next step for their development. Also, this would provide a clear picture about the path of PMO development over the years with increasing responsibilities and scope of work.

The strategic units' directors should ensure that all staff members clearly understand the roles and functions of the newly introduced unit and highlight the type of relationship between the unit and the different programs and departments (i.e. supervisory). This would be achieved by orientation sessions to raise awareness about the new unit. Also, it would be useful to provide reading materials about the units, their functions and their impact on organizations.

There should be a periodic revision of the roles and responsibilities of the strategic unit including its internal structure on an annual basis. The rationale behind that is to have enough time to test the unit and its performance and then decide accordingly on whether there should be an advancement in terms of more strategic roles or a redesign in order to overcome performance drawbacks. Notably, it should be highlighted that the PMO is a long-term investment which requires some time in order to properly function.

Moving to the design of the unit, it is advisable that the unit to be led by the most experienced staff members who are aware of the tiniest details of the organization and its operations. This should be guided by an external consultant with a remarkable experience in PMOs within the business sector to share knowledge about how they function and which model would suit the organization. Subsequently, the adaptation should be led by the strategic units' directors.

M&E and knowledge management are key functions for non-profits that should be mainstreamed and standardized across the entire organization with the support of the strategic unit. These two functions can either be part of the strategic unit, or supporting functions as stand-alone units cross-cutting the different programs and departments.

3-Non-Profits' staff

There should be an organizational culture of embracing change and innovation in response to the extremely dynamic and competitive environment within which non-profits operate. NPOs' staff members should be more open to accepting newly adopted business-like models because these models aim at improving their performance and equipping them with enough tools to achieve their project goals.

Also, staff members should keep developing their capacities by utilizing capacity building opportunities offered by their organizations (i.e. workshops, training, conferences). This encompasses project management, financial management and ICT. This would significantly reflect on their performance and professional growth and development, which would in turn benefit their organizations.

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Appendices

Appendix 1: Law 70 for 2017

٢ الجريدة الرسمية - العدد ٢٠ مكرر (و) في ٢٤ مايو سنة ٢٠١٧

قانون رقم ٧٠ لسنة ٢٠١٧

بإصدار قانون تنظيم عمل الجمعيات
وغيرها من المؤسسات العاملة في مجال العمل الأهلي

باسم الشعب

رئيس الجمهورية

قرر مجلس النواب القانون الآتي نصه ، وقد أصدرناه :

(المادة الاولى)

بمراعاة ما ورد بنظم الجمعيات المنشأة استناداً إلى اتفاقيات دولية أبرمتها جمهورية مصر العربية ، ومع عدم الإخلال بأحكام القانون رقم ٩١ لسنة ١٩٧١ ، يُعمل بأحكام القانون المرافق في شأن الجمعيات والمؤسسات الأهلية وغيرها من الكيانات المنظمة بموجب أحكامه :

وينظم هذا القانون والقانون المرافق له حرية ممارسة العمل الأهلي للجمعيات وتلك الكيانات ، ويحظر على أي جهة أياً كان شكلها القانوني أو مسماهها أن تمارس العمل الأهلي إلا بعد الالتزام بأحكامه والخضوع لها .

(المادة الثانية)

على جميع الكيانات التي تمارس العمل الأهلي وفق التعريف المنصوص عليه في القانون المرافق أياً كان مسماهها أو شكلها القانوني أن تقوم بتوفيق أوضاعها وفقاً لأحكامه وذلك خلال سنة من تاريخ العمل به وإلا قضت المحكمة المختصة بحلها .

وتؤول أموالها إلى صندوق دعم الجمعيات والمؤسسات الأهلية المنصوص عليه في القانون المرافق ، ويقف بقوة القانون كل نشاط يُمارس بالمخالفة لأحكام هذه المادة .

ويكون توفيق الأوضاع بإخطار الوزارة المختصة أو الجهاز القومي لتنظيم عمل المنظمات الأجنبية غير الحكومية المنشأ بموجب أحكام القانون المرافق ، بحسب الأحوال ، بجميع بيانات الجمعية أو المنظمة أو الكيان وأنشطتها ومصادر تمويلها وبرامجها وبروتوكولات ومذكرات التفاهم وغيرها من صيغ التعاون أياً كان مسماهها والتي تقوم على تنفيذها في جمهورية مصر العربية وذلك على النموذج المُعد لذلك ، وأن تقوم كذلك بتعديل نظمها بما يضمن أن تتوافق مع أحكام هذا القانون والقانون المرافق له .

(المادة الثالثة)

تلتزم الجهة الإدارية أولاً بأول بحصر الكيانات التى لم تقم بتوفيق أوضاعها وفق أحكام القانون المرافق . ويشكل الوزير المختص بشئون الجمعيات والعمل الأهلى لجنة أو أكثر من العاملين بالجهة الإدارية وغيرهم على أن تضم فى عضويتها ممثلاً للمحافظة التى يقع مقر الكيان فى دائرتها ، تتولى تنفيذ وإتمام أعمال الحبل بعد صدور الحكم القضائى بذلك ، ويحدد القرار الصادر نظام عملها ومدة قيامها بتلك الأعمال .

(المادة الرابعة)

يُحظر على أية جهة أو كيان ممارسة العمل الأهلى أو أى نشاط مما يدخل فى أغراض الجمعيات وغيرها من الكيانات الواردة فى القانون المرافق دون الخضوع لأحكامه . كما يُحظر على أية جهة باستثناء الجهة الإدارية المختصة وفقاً لأحكام القانون المرافق أن تسمح أو ترخص ، بأى شكل وتحت أى مسمى ، بمزاولة أى عمل أهلى أو نشاط مما يدخل فى أغراض الجمعيات وغيرها من الكيانات الواردة فى القانون المرافق ، ويكون هذا الترخيص متعمداً منذ صدوره ولا يرتب أثراً .

(المادة الخامسة)

تستمر مجالس إدارات الجمعيات والمؤسسات الأهلية والاتحادات المنشأة وفقاً لأحكام القانون رقم ٨٤ لسنة ٢٠٠٢ القائمة وقت العمل بالقانون المرافق وأجهزتها التنفيذية والإدارية فى مباشرة عملها إلى أن يتم إعادة تشكيلها وفقاً لأحكامه .

(المادة السادسة)

يُصدر رئيس مجلس الوزراء اللائحة التنفيذية للقانون المرافق خلال شهرين من تاريخ نشره ، وإلى أن تصدر هذه اللائحة يستمر العمل باللائحة التنفيذية والقرارات القائمة بما لا يتعارض مع أحكامه .

(المادة السابعة)

يُلغى قانون الجمعيات والمؤسسات الأهلية الصادر بالقانون رقم ٨٤ لسنة ٢٠٠٢ ،
كما يُلغى كل حكم يخالف أحكام هذا القانون والقانون المرافق له .

(المادة الثامنة)

يُنشر هذا القانون في الجريدة الرسمية ، ويُعمل به من اليوم التالي لتاريخ نشره .
يبصم هذا القانون بخاتم الدولة ، وينفذ كقانون من قوانينها .

صدر برئاسة الجمهورية في ٢٧ شعبان سنة ١٤٣٨ هـ

(الموافق ٢٤ مايو سنة ٢٠١٧ م) .

عبد الفتاح السيسي

Appendix 2: PMOs Typologies

Scholar	PMO Model	Description
Englund, Graham and Dinsmore (2003)	-Project Support Office	Provides internal consulting for project management activities, such as planning and scheduling, project management tools, and document management.
	-Project Management Center of Excellence (PMCOE)	Includes functions aimed more at assuring up-to-date methodologies and skills in project management, such as standardization of processes, identification of best practices, and training
	-Program Management Office	Promotes complete authority over the projects and responsibility for recruiting and developing project managers, project selection, and alignment of priorities with the business strategies
Kendall and Rollins (2003)	The Project Repository Model	Emphasizes tools and data. This model assumes that the enterprise has adopted a cohesive set of tools for project design, management, and reporting.
	The Project Coaching Model	An extension of the Repository Model, and provides training, mentoring, and other assistance to project managers.
	The Enterprise PMO	Oversees the project management and function, assuming a governance of project that will involve the EPMO in all projects regardless of size.
	The “Deliver Value Now”	Provides focus on the total project portfolio linked to the organization’s goals and assets. It is guided by full executive support.
Garfein (2005)	The Project Office	Provides data to a higher level PMO or other oversight authority for consolidation.
	The Basic PMO	Develops a process and criteria for project selections, and compiles performance data from multiple projects
	The Mature PMO	Aligns projects with business strategy, and implements a process for assessing and allocating resources, and develops methods for prioritizing projects
	The Enterprise PMO	Enables real-time project data in decision making and creates an overall capacity of the project portfolio management.
Letavec (2006)	A Consulting PMO	Addresses the project management needs of the organization primarily through mentoring and promotes a sense of project management community in the organization, and is responsible for day-to-day management of projects.
	the Knowledge PMO	Serves as the central project and program management body in the organization, exerts significant influence over the standards and processes that govern the projects in the organization, and plays the role of a knowledge organization maintaining project libraries, lessons-learned, and building organizational best practices in the project management.
	the Standard PMO	Provides consulting services, training, and standards-setting activities and is often regarded as a center of expertise for project management in organizations. Its role across organizational boundaries is to identify best practices and to implement standards and tools for the benefit of the entire project community.
	The Supporter	Serves primarily as an administrative function by providing project status, identifying risks and potential issues, and maintaining project archives.

Desouza and Evaristo (2006)	The Information Manager	Track and report the progress of the projects with the aim of serving s a source of information about projects and consolidating update status
	The Knowledge Manager	A repository of the best practices, providing project expertise, mentoring, and training. It is recognized by the authority of organization in knowledge related to the project management.
	The Coach	Emphasizes improvement, excellence, and responsibility to enforce the project management of the organization.
Hill (2008)	The strategic office	Provides the capability to ensure professionalism and excellence in applying widely accepted principles and preferred project management practices to each project effort.
	The basic PMO	Deals with multiple project oversight and controls the ability to provide aggregate oversight and control of multiple projects relative to the performance of multiple project managers.
	The standard PMO	Introduces centralized oversight and control, and supports the project management environment, seeking to implement project management as a core business competency.
	The advanced PMO	Integrates the business interests and the objectives into the project management environment, creating a “projected” business environment.
	The center of excellence	Focuses on strategic business interests across the organization, having direct access to the chief executive officer, and providing directions to influence the company’s project management operations.
Kerzner (2009)	The Functional PMO	Used in one functional area or division of an organization, such as information systems. The major responsibility of this type of PMO is to manage a critical resource pool, that is, resource management.
	The customer group	Used for better customer management and customer communications. Multiple customer group PMOs can exist at the same time and may end up functioning as a temporary organization. This type of PMO will have a permanent project manager assigned to manage projects.
	The enterprise PMO	Serves the entire company and focuses on corporate and strategic issues rather than functional issues. If this type of PMO addresses management projects, it is for cost reduction efforts.
Crawford (2011)	The project control office	Handles large and complex single projects. It is specifically focused on one project, but that one project is so large and so complex that it requires multiple schedules, which may need to be joined into an overall program schedule.
	The business unit PMO	Manages many multiple projects of varying sizes, from small short-term initiatives that require few resources to multi-month or multi-year initiatives requiring dozens of resources, large investments, and complex integration of technologies. It also provides a much higher level of efficiency in managing resources across projects and identifying the priorities of projects.
	The strategic PMO	Considers an organization with multiple business units, multiple support departments, and ongoing projects within each unit. Only a corporate-level organization can provide the coordination and broad perspective needed to select and prioritize projects that will engage better strategic support by tracking projects and programs that contribute to support strategic and corporate objectives.
Unger, Gemünden and Aubry (2012)	Supporting	Involves providing services to project members and project leaders during project implementation, including activities to train and motivate project management standards and operations within the organization.
	Controlling	Involves information management to deliver input in decision making, including gathering, preparing, and providing information as well as suggesting corrective measures
	Coordinating	Includes project appraisal, selection, cross-project support, crossing-department coordination and coaching parties to improve collaboration between stakeholders.

The Project Management Institute (2013)	The Project Specific	Provides project related services as a temporary entity established to support a specific project or program
	The business unit PMO	Provides a project-related service to support a business unit including the portfolio management, the operational project support, and human resources utilization.
	The project support office	Uses the governance of processes, practices, and tools established by the organization, and provides administrative support for delivering the project
	The enterprise PMO	Aligns project and program work to corporate strategy, establishing and ensuring appropriate enterprise governance, and performing portfolio management functions to ensure strategy alignment and benefits realization
	The Centre of Excellence	Supports project work by preparing the organization with methodologies, standards, and tools to enable project managers to better deliver projects
Bolles and Hubbard (2015)	The project specific	Provides management of a single, mission-critical or major project, develops project operational plans and budgets, and authorizes adjustments. Control reports up-date progress and maintain project documentation.
	The business unit PMO	Provides project business management across the organizations, manages portfolios, and oversees programs.
	The project support office	Provides administrative support to one or more non-complex and report projects, providing project controls.
	The enterprise PMO	Provides project business management on an Enterprise-wide basis, overseeing division and business unit PMO, project selection, and prioritization.
	The Project Management Center of Excellence (PMCoE)	Establishes and implements project business management standards, methodology, practices, education, training, and project management competency on an enterprise-wide basis.

Source: Compiled by the Researcher

Documentation of Informed Consent for Participation in Research Study

Project Title:

Project Management Offices in Egyptian
Non-Profit Organizations: Two Case Studies

Principal Investigator (PI): Mostafa Adel

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*You are being asked to participate in a research study. The purpose of the research is to investigate the experiences of Non-Profit Organizations (NPOs) adopting Project Management Offices (PMOs) and how this would impact the NPOs' overall performance, in case of application. The findings may be *published and presented*. The expected duration of your participation is an hour.

The procedures of the research will be as follows:

The Principal Investigator shall conduct a one-hour interview with you at the premises of your respected NPO. The PI shall be asking a series of questions and your responses will be recorded via Audio Recorder.

*There *will not be* certain risks or discomforts associated with this research.

*There *will be* benefits to you from this research as follows:

The potential benefits to participants in this study would be further improve the existing project management offices already adopted by the organizations. Also, the participants shall learn more about the application of the same concept differs from national to international organizations, in a way that leads to further development of the entities already within each organization. The PI shall provide assistance to the participants to adopt the recommendations of this study, if the participants wish to.

*The information you provide for purposes of this research *is confidential*

* *Questions about the research, my rights, or research-related injuries should be directed to Mostafa Adel at +201002358258.*

*Participation in this study is voluntary. Refusal to participate will involve no penalty or loss of benefits to which you are otherwise entitled. You may discontinue participation at any time without penalty or the loss of benefits to which you are otherwise entitled.

Signature _____

Printed Name _____

Date _____

Appendix 4: Matching the organization's strategic units with existing PMO models

Scholar	PMO Model	First Organization	Second Organization
Englund, Graham and Dinsmore (2003)	-Project Support Office	N/A	N/A
	-Project Management Center of Excellence (PMCOE)	Yes	Yes
	-Program Management Office	N/A	N/A
Kendall and Rollins (2003)	The Project Repository Model	N/A	N/A
	The Project Coaching Model	N/A	N/A
	The Enterprise PMO	N/A	N/A
	The "Deliver Value Now"	Yes	Yes
Garfein (2005)	The Project Office	N/A	N/A
	The Basic PMO	N/A	N/A
	The Mature PMO	Yes	Yes
	The Enterprise PMO	N/A	N/A
Letavec (2006)	A Consulting PMO	N/A	N/A
	the Knowledge PMO	N/A	Yes
	the Standard PMO	Yes-Consulting Services	N/A
Desouza and Evaristo (2006)	The Supporter	N/A	N/A
	The Information Manager	N/A	N/A
	The Knowledge Manager	Yes	Yes
	The Coach	Yes	Yes
Hill (2008)	The strategic office	N/A	N/A
	The basic PMO	N/A	N/A
	The standard PMO	Yes	Yes
	The advanced PMO	N/A	N/A
	The center of excellence	N/A	N/A
Kerzner (2009)	The Functional PMO	N/A	N/A
	The customer group	N/A	N/A
	The enterprise PMO	N/A	N/A
Crawford (2011)	The project control office	N/A	Yes-Project Incubation
	The business unit PMO	N/A	N/A
	The strategic PMO	Yes	Yes
Unger, Gemünden and Aubry (2012)	Supporting	Yes	Yes
	Controlling	Yes	Yes
	Coordinating	Yes	Yes
The Project Management Institute (2013)	The Project Specific	N/A	N/A
	The business unit PMO	N/A	N/A
	The project support office	N/A	N/A
	The enterprise PMO	Yes	Yes
	The Centre of Excellence	N/A	N/A
Bolles and Hubbard (2015)	The project specific	N/A	Yes-Project Incubation
	The business unit PMO	N/A	N/A
	The project support office	N/A	N/A
	The enterprise PMO	N/A	N/A
	The Project Management Center of Excellence (PMCoE)	Yes	Yes

Source: Developed by the Researcher