

**THE REPUBLIC OF TURKEY
İSTANBUL KÜLTÜR UNIVERSITY
INSTITUTE OF GRADUATE STUDIES**

**ANALYZING THE ADOPTION OF PROJECT MANAGEMENT
METHODOLOGIES AND TOOLS IN THE TURKISH NON-
GOVERNMENTAL ORGANIZATIONS(NGOS) WORKING IN
SYRIA HUMANITARIAN RESPONSE**

MASTER OF SCIENCE THESIS

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Program: Engineering Management

Supervisor: Assist. Prof. İLAYDA ÜLKÜ

MAY 2021

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M.Sc. Thesis

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LIST OF SYMBOLS

NGO	Non-Governmental Organization
NGOs	Non-Governmental Organizations
LF	Logical framework matrix
UN	United Nations
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
WASH	Water, Sanitation, And Hygiene
FSL	Food Security and Livelihoods
S/NFI	Shelter and Non-Food Items
CCCM	Camp Coordination and Camp Management
MPCGs	Multi-purpose Cash Grants
MPCA	Multi-purpose Cash Assistance ()
PCM	Project Cycle Management
PMP	Project Management Professional
IPMA	International Project Management Association
PRINCE	PRojects IN Controlled Environments
PM4DEV	Project Management for Development
PMD Pro	Project Management for Development Professionals

M&E	Monitoring and Evaluation
EU	European Union
FAO	Food and Agriculture Organization
USAID	United States Agency for International Development
ICRC	International Committee of the Red Cross
PM4NGOs	Project Management for Non-Governmental Organizations
LF	Logical Framework matrix
OBS	Organizational Breakdown Structure
EVMS	Earned Value Management System
RAM	Responsibility Assignment Matrix
WBS	Work Breakdown Structure
HNO	Humanitarian Needs Overview
IDPs	Internal Displaced Persons
USYCSO	Union of Syrian Civil Society
SNA	Syrian NGOs Alliance
#n/a	Not Applicable
HHI	Harvard Humanitarian Initiative
IRC	International Rescue Committee
MEAL	Monitoring, Evaluation, Accountability, and Learning

MS

Microsoft



Üniversite	: İstanbul Kültür Üniversitesi
Enstitü	: Lisansüstü Eğitim Enstitüsü
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ÖZET

Suriye insani yardım müdahalesinde çalışan Türk Sivil Toplum Kuruluşlarında (STK'lar) proje yönetimi metodolojilerinin ve araçlarının benimsenmesinin analizi

Awaad ALKHATER

Çeşitli araştırmalar, sivil toplum kuruluşları tarafından uygulanan kalkınma ve insani yardım projelerinin somut olmayan sonuçlar, çok sayıda paydaş ve karmaşık ve riskli ortamlar gibi benzersiz özelliklere sahip olduğunu bulmuştur. Sonuç olarak, geleneksel proje yönetim araçları ve metodolojileri insani yardım ve kalkınma projelerinde benimsenmek için uygun olmayabilir. Bu araştırma, nicel çalışmayı kullanarak Suriye insani yardım müdahalesinde çalışan STK'lar tarafından kullanılan proje yönetimi araçları ve metodolojilerinin benimsenmesini analiz etmeyi amaçlamaktadır. Bir anket tasarlandı ve bu anket STK'lardaki proje yöneticilerine dağıtıldı. 102 katılımcı ankete yanıt verdi. Aanket STK'ların genel bilgileri, benimsenen proje yönetimi metodolojileri ve araçları ve mantıksal çerçeve matrisinin benimsenme düzeyi şeklinde oluşturuldu. Daha sonra veriler bir MS Excel pivot tablosu aracılığıyla analiz edildi. Elde edilen sonuçlar, insani yardım projelerinin ve STK'ların benzersiz özelliklerini ve bu STK'larda farklı proje yönetimi metodolojileri ve araçlarının benimsenme düzeyini gösterdi. Ayrıca, PCM ve PMD Pro metodolojilerinin STK'lar arasında en çok benimsenen metodoloji olduğu bulunmuştur. Mantıksal çerçeve matrisi, maliyet muhasebesi ve proje programının en çok benimsenen proje yönetimi araçları olduğu ve bunu ilerleme raporu, iletişim planı ve arıza yapısı (WBS) çalışmaları takip ettiği tespit edilmiştir.

Anahtar Kelimeler: Proje yönetimi metodolojileri ve araçları, STK'lar, İnsani yardım projeleri, Suriye İnsani yardım müdahalesi, PMP, PMD Pro, IMPA, PM4DEV, PCM.

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ABSTRACT

Analyzing the adoption of project management methodologies and tools in the Turkish Non-Governmental Organizations (NGOs) working in Syria humanitarian response

Awaad ALKHATER

Several studies have found that the development and humanitarian projects implemented by non-governmental organizations have unique characteristics such as intangible results, a high number of stakeholders, and complicated and risky contexts. As a result, the standard project management tools and methodologies may not be appropriate to be adopted in humanitarian and development contexts. This study aims to analyze the adoption of the project management tools and methodologies used by NGOs working in the Syria humanitarian response using the quantitative study. The questionnaire was designed and circulated to the project managers in these NGOs, 102 respondents responded to the survey, the survey constructed in three sections NGOs' general information, the adopted project management methodologies and tools, and level of adoption of the logical framework matrix. next, the data was analyzed through an MS excel pivot table. The obtained results demonstrated the unique characteristics of humanitarian projects and NGOs and the level of usage of the various project management methodologies and tools in these NGOs. It was found as well that PCM and PMD Pro methodologies are the most adopted methodology among NGOs, and the logical framework matrix, cost accounting, and the project schedule are the most adopted project management tools followed by the progress report, communication plan, and work breakdown structure(WBS).

Keywords: Project management methodologies and tools, NGOs, Humanitarian projects, Syria Humanitarian response, PMP, PMD Pro, IMPA, PM4DEV, PCM.

1. INTRODUCTION

1.1. Research Background

The Syrian crisis which started in 2011 caused a huge need for the affected people. According to UNOCHA reports, about 11.7 million people need multi-sectoral aid, 6.2 million have been unsettled from their homes, about 6.5 million are food unsure, 2.1 million children are out of school, 3 million are with an inability (UNOCHA Syria HNO, 2019). Many nongovernmental organizations (NGOs); UN agencies, international NGOs, and local NGOs responded to the crisis-affected Syrian. The humanitarian interventions involve many types of programs and projects such as health, education, food, protection, and shelter and non-food item programs.

Humanitarian assistance became a very important factor in crisis-affected countries which was implemented by NGOs. NGOs became more and more interested in improving funds and operation management and it became one of the donor's concerns. Increasing the number of organizations and programs and donor restrictions created competition among NGOs to mature their efficiency in grants and project management. Project Management in the humanitarian sector complex and the context environments are not simple (PM4NGOs, 2013). Studies showed that NGOs have improved their applying of project management (Golini & Landoni, 2014). Other studies showed that only the basic project management tools are used, however, there is a lack of familiarity with their application, and this leads to lower performance (Golini & Landoni, 2014).

This research concentrated on analyzing the usage of the project management methodologies and tools in NGOs that are responding to the Syrian crisis. Our study used a survey to measure to what extent these NGOs

are applying the typical project management methodologies and tools to implement their programs and projects.

1.2. Research Questions /Hypothesis

This study answered the next questions:

- What are the types, sizes, and performances of the NGOs working in the Syria humanitarian response?
- What are the project management methodologies used in the NGOs working in the Syria humanitarian response?
- What are the project management tools that are used mostly in these NGOs?
- To what extend the logical framework matrix is essential in project management? what is its impact on NGO performance?

1.3. Aim of Research

This study aims to analyze the adoption of project management methodologies and tools in the NGOs working in the Syrian humanitarian response. This aim can be achieved through the following objectives:

- To investigate what are the most used methodologies of project management by the project management team in the NGOs to manage their projects and what the achieved performance.
- To know the importance of certain tools of project management most used project management team and the achieved performance throughout these projects.
- To understand the role of the logical framework matrix in the project management of these NGOs.

1.4. Research Significance /Contribution

Some academic studies focused on the usage of project management methodologies and tools in international development NGOs worldwide (Golini et al., 2015). Another study focused on analyzing the usage of the tools and methodologies of project management by Portuguese development NGOs as a master's degree thesis (Matos et al., 2019). Our research will be the first research that will focus on analyzing the usage of project management methodologies and tools in NGOs working in that Syrian humanitarian response.

1.5. Research Methodology

In this study, the quantitative method is used due to its scientific strength and due to the aim of the research and the kind of information required. The quantitative research method usually includes the collection of quantitative data (surveys) then analyzes these data to get information which is reflected as results in the report.

The questionnaire was designed using (xls) coding then uploaded to the Humanitarian Kobo toolbox. Different types of questions were included and it covered three main sections, the NGO general information, the methodologies and tools of PM used in these NGOs projects management, and the adoption of logical framework matrix.

Next, the survey circulated to NGOs working in the Syrian context in coordination with the clusters and OCHA coordinators to ensure a wide response.

Finally, the data cleaned and organized then analyzed using Microsoft Excel using Pivot tables.

1.6. Scope And Structure Of Thesis

To achieve the main aim of the research, the thesis is constructed into five chapters:

Chapter one: Introduction which is a summary of the research background of the Syrian crisis figures and the previous similar studies about the adoption methodologies and tools of project management in NGOs, the aim of the research of

analyzing the adoption of the tools and methodologies of the project management in NGOs that working in the Syrian context. and the question they will be answered by this research about what these methodologies and tools are used by the Syrian context NGOs and provide a reason why this research would be significant for academic studies, in addition to that it clarifies that the quantitative methodology will be used to Implement this research through circulation questionnaire to these NGOs then analyze the data to present the results. Finally, the introduction offers an overview of the research construction and the main chapters.

Chapter two: Literature review: a review of the history of the researches project management tools and methodologies in a development context and the key researchers and the used methodologies, which provide a summary of previously completed similar studies such as the usage of the project management's methodologies and tools in international development NGOs worldwide (Golini & Landoni, 2014).

Chapter three: Methodology: this chapter presents that quantitative methodology was used and a questionnaire was designed and circulated to the NGOs working in the Syrian humanitarian response, the collected data was cleaned and analyzed using MS Excel Pivot tables.

Chapter four: Implementation and Results: in this chapter a step-by-step analysis for each questions responses and present results in different charts and tables that demonstrate the scale of usage of the methodologies and tools of project management in NGOs (UN agency, international NGO, Local NGO) working in the Syrian humanitarian context.

Chapter five: Conclusion: in this chapter, the results and findings of project management mythologies and tools adoption in Syrian context NGOs will be highlighted and presented. Some lessons learned and recommendations will be provided related to the type of question and designing the questionnaire and the data analysis for future similar researches.

2. THEORETICAL BACKGROUND

Since the targeted population of the research asked about the adopted methodologies and tools in their NGOs, therefore an overview where give in the questionnaire as per follow to make sure that respondent understands the question.

2.1. Project Management Methodologies / Approach:

There are many project management methodologies used in project management in the different type of organizations, for instant in the profit sector the following methodologies used; Project Management Professional (PMP), International Project Management Association (IPMA), and Projects IN Controlled Environments(PRINCE2), while other project management methodologies are used in the non-profit sector for example; Project Cycle Management (PCM), Project Management for Development(PM4DEV), and Project Management for Development Professionals(PMD Pro). The following overview of the different project methodologies and The White Helmets o develop it:

Project Cycle Management PCM: a leading project management method that has been developed specifically for international development projects, Administrative and decision-making activities procedures used during the life cycle of a project. Adopted by The European Commission ¹for international development project management.

Project Management Professional PMP/ Project Management Body of Knowledge PMBoK: a project management guide. PMBoK has been accredited by the American National Standards Institute as the national standard of project management. Developed by Project Management Institute (PMI)²

¹ <https://ec.europa.eu>

² www.pmi.org

International Project Management Association IPMA: IPMA is a competence-based guide, includes processes and tools. The processes are like PMP and PMD processes. developed by IPMA³.

PRojects IN Controlled Environments PRINCE2: a project management method developed through the project managers' experience in Anglo-Saxon countries. Developed by Projects IN Controlled Environments⁴

Project Management for Development PM4DEV: A project management approach built by international organizations for development project managers. developed by Project Management for Development PM4DEV⁵.

Project Management for Development Professionals PMD Pro: a recently developed approach by PM4NGOs⁶. Which tried to merge the PMBOK guide and the international development project management experience.

2.2. Project Management Tools:

Although most of the project management tools are similar, some tools are used only in the development sector mythologies such as The logical framework matrix which exists only used in the PMD Pro and PM 4DEV. The following overview provides a short definition of the different project management tools that the respondent asked about:

Log frame (LF) matrix: a matrix that contains the activities, outputs, outcomes, overall objective, assumptions, and indicators as presented in Figure 2.1.

³ www.ipma.world

⁴ www.prince2.com

⁵ www.pm4dev.com

⁶ www.pm4ngos.org

	Project Description	Indicators	Means of Verification	Assumptions
Goal				
Outcome(s)				
Outputs				
Activities				

Figure 2.1: Log frame (LF) matrix from PMD pro Guide

Gantt chart or project schedule: A graphical representation that shows the project activities through horizontal bars representing the duration of tasks, and the dependency relations between them.

Critical Path Method / Network diagram: a diagram represents the relationships between the tasks and determines the project critical path., floats.

Earned Value Management System (EVMS): A management tool that integrates scope, deadlines, and resources (cost) and that measures the project implementation performance in terms of cost and schedule.

Work Breakdown Structure (WBS): a process that breaking the project work into manageable tasks and ordering them logically, to ensure smooth progress between tasks to achieve the project's objectives. This tool supports the identification and organization of the project into work packages.

Organizational Breakdown Structure (OBS): A hierarchical image of the project and organization structure. Offers the assigned project resources and the relationship among them.

Responsibility Assignment Matrix (RAM): relates the work breakdown structure (WBS) and the structure organizational decomposition (OBS) to help ensure that each component of the project scope work is assigned to the responsible person.

Stakeholder Matrix: A matrix that describes the characteristics of the individuals, groups, or organizations that are actively involved in the project or whose interests may be positive or adversely affected as a result of the execution or completion of the project. They can also influence the project and its results.

Project Milestone Planning: The project's milestones or milestones diagram is a diagram that includes only the milestone in the Gantt chart. It is a timeframe limited to milestones or most relevant milestones.

Progress Reports: analyzes the tasks done in a given period and includes the information from the work performance data and the remaining project's tasks.

Cost Accounting: The executing of cost control procedures includes the allocation of structured project time and costs by resources. When it is adopted the performance evaluation system, work packages are defined in terms of a Cost Account, thereby associating a specific cost to the various activities based on the number of resources allocated.

Risk Register (Analysis/Management): Risk analysis implies an adequate analysis of the uncertain situations that may affect the performance of the project. It usually includes a list of assessments of the likelihood of the occurrence of a certain case and its impact and the definition of actions to mitigate the associated negative impacts.

Contingency Allocation: is a certain amount of the funds, the budget, or other available time, booked to deal with and to a degree considered acceptable by the organization, the risks of slipping the objectives of the project.

Communication Plan: the process of identifying the information to be available to the various project stakeholders, and the definition of a communicational method (to whom, when, how, by whom, etc.).

Issues Log: This is a live document that is used to document information about the situations that happened during the project and monitors the responsibility of the resolution until a defined date.

Project scope management: consists of a set of tools and procedures designed to define and control the work of the project, to ensure the project work involves all and only the required and agreed work to meet the project objectives.



3. LITERATURE REVIEW

During the past several years, development aid has greatly evolved into a true "industry" and has joined other industries, large financial institutions, public organizations, and NGOs (Ahsan & Gunawan, 2010; Michalopoulos, 2017; Navarro-Flores, 2011). This importance leads to the strengthening of programs and projects funded by donors to non-governmental organizations (Brière et al., 2015; Lewis, 2010). This gave great importance to managing development projects to deliver development aid to beneficiaries. Development projects, ranging from building infrastructure to WASH, education, FSL, and health, are they are executed in developing countries (Riddell, 2007; Youker, 2003), to achieve their goals in supporting the economical evolution and poverty-fighting through external financing and these projects do not aim to profit. Golini and Landoni (2013) mentioned international development projects' six essential "characteristics": (1) No specified client; (2) A large number of stakeholders; (3) A complicated and risky context; (4) Lack of resources; (5) Hardness in applying some techniques of project management due to cultural differences; And (6) intangible outcomes and goals that may be difficult to measure. Since the international development projects challenging social and political risks more than other industries (Ika & Hodgson, 2014), special project management approaches should be provided to project managers to adapt to the international development projects (Ika et al., 2012; Matos et al., 2019). Despite the special characteristics of development projects, there is a clear similarity with standard projects, as Ika and Hodgson (2014) put it, the development projects are radical cases of standard projects due to the large multitude of stakeholders and the greater complexity of social policies are nothing but "extremes" within the project management sphere due to the great complexity of social policies (see also Davis, 2014).

Project Management Guidelines are developed for NGOs that run international development projects, including PMD Pro and PM4DEV, which are most popular among project managers and provide a good and integrated alternative to other standard project management methodologies applied in the business sector such as PMBOK or IPMA. The comparison among these approaches and methodologies

indicated their tools are almost the same, which means that international development projects may signify from business sector practices, and conversely (Golini and Landoni, 2013; Hermano et al., 2013). For example, all PMBOK® Guide tools are also present in the (PM4DEV and PMD Pro) guides excluding the log frame matrix and tree analyzes (the problem tree, the objective tree, and alternate tree) and the project life cycles are very similar.

Universal literature and management experience indicate that the convenient adoption of particular methodologies and tools is very important for successful project management (Ika & Donnelly, 2017). International development project donors provide project managers with guidance on methodologies and tools that can be used in project management such as the use of the log frame matrix, Gantt chart, and stakeholder matrix during project planning and implementation (Landoni & Corti, 2011; Matos et al., 2019).

There are few studies on the adoption of project management by development NGOs and they mostly concentrated on the usage of methodologies and tools in the development field (Couillard et al., 2009; Crawford & Bryce, 2003; Golini et al., 2015; Golini & Landoni, 2013; Landoni & Corti, 2011). Information on the management of development projects in NGOs indicates that the log frame is the most common tool used (Biggs & Smith, 2003; Landoni & Corti, 2011) and the most adopted methodology is the Project Cycle Management (PCM) (Golini et al., 2017).

There are no studies in the adopted project management methodologies and tools in the humanitarian field NGOs, therefore this study is willing to fill this gap through analyzing the adopted methodologies and tools of project management in NGOs working in the Syria humanitarian response through answering the next questions:

- What are the project management methodologies and tools most used by the Project management team in the NGOs working in the Syria humanitarian response?
- To what extend the logical framework matrix is essential in project management in these NGOs?

4. METHODOLOGY

4.1. Chapter Outline

This study aims to analyze the adoption of methodologies and tools of project management in the NGOs that are working in the Syria humanitarian response from 2011 to 2020 and the performance achieved by these NGOs in terms of project management.

This chapter demonstrates through its sections the used methodology to achieve the aim of the research framework illustrated in chapter two, starting from defining the research population in section 3.2 which includes a description of the selected country, research sample selection, and the size of this sample. Next, the research methodology described in section 3.3 including the demonstration of how the questionnaire was designed, validated, and the used analysis method.

4.2. Research Population

The questionnaire was designed to target the project, program, and NGOs management teams who are involved in project management in the NGOs working in the Syrian context (about 170 local NGOs, 50 international NGOs, and 10 UN agencies). Project management teams were contacted directly using the contact information of UNOCHA databases or indirectly via cluster coordinator such as FSL, CCCM, S/NFI clusters or via Coordination Bodies coordinators such as Syrian NGOs Alliance (SNA), Syrian platform, WATAN Network, Union of Syrian Civil Society (USYCSO), Syrian NGOs Alliance (SNA).

The crucial condition is that the questionnaire responder is familiar with the project management methodologies and tools used in their organization so they could understand the survey questions and respond correctly to the question. This was stated clearly in the questionnaire instruction “The questionnaire is intended and should be filled in by an NGO member familiar with project management in NGOs during the past 5 years.

4.3. Country Selection

This research aims to analyze the adoption of project management tools and methodologies by the project management teams in the Turkish NGOs that are working in the Syrian humanitarian response and most of these investigated NGOs are registered in Turkey as local NGOs or as a branch of international NGO or UN agency because of the UN Security Council resolution(2165, 2014) which allows UN agencies to deliver Cross-Border humanitarian aid into Syria via Turkey without the permission of the Assad government and this resolution was renewed yearly, the last renewing lasting until 10 July 2021. Photo 3-1 shows the country of the research.



Figure 4.1: Country selection

4.4. Sample Selection

This research targeted the project and programs manager in the NGOs that work in Syria's humanitarian response to evaluate the usage level of the tools and methodologies of project management in these NGOs. Since it is difficult to get all targeted people response, the sampling techniques can be used to represent the population by generalizing the result of the research, therefore the researcher used the sampling to choose a representative quantity of elements from the population of the study (Davey et al., 2010).

The random sampling technique was used, the questionnaire was distributed to project management teams in the NGOs working in the Syrian context using all available channels including the UNOCHA cluster working groups, and coordination bodies, and researcher personal relationship to increase the sample size and to avoid sample biases. using E-mail, LinkedIn, related social media working groups, and phone to increase the rate of response.

4.5. Sample Size

About 800 E-mail and messages were sent to the research population (about 170 local NGOs, 50 international NGOs, and 10 UN agencies) and 104 respondents from three types of NGOs, local, international, and UN organizations eventually.

4.6. Research Methodology

In this research, a quantitative study method (questionnaire) is used due to its scientific strength and efficiency in a similar context of research, cost-efficient tools, time-saving, easy to analyze, and can be generalized methods. This kind of research usually includes data collection using surveys then analyzes the data to obtain results.

4.6.1 Questionnaire Design

Three main concepts should be taken in our consideration to design a good questionnaire, as it is chosen as the primary data collection tool, Content, measurement principles, and appearance to maximize its benefits. (Davey et al., 2010).

The questionnaire was designed using (xls) coding then uploaded to the Humanitarian Kobo toolbox⁷, Annex1 shows the (xls) final file. The questionnaire consists of 39 questions from different types of questions (multi-selection, choose one,...etc.) covers three parts, the first part is questions of the NGO's general

⁷ KoBo Toolbox: open source tool for data gathering, <https://kobo.humanitarianresponse.info/#/forms>, a joint initiative was agreed by OCHA, HHI, and IRC to use KoBo Toolbox for humanitarian field.

information, the second section is questions of the project management methodologies and tools used in these NGOs' projects management, and the third section questions about the adoption of logical framework matrix.

The questions were written clearly and understandably, and guidance hints were given for more clarification, in addition to that, short technical definitions of mentioned terms were given as well before the question to ensure an excellent understanding for every single question. Some questions were left optional such as (position, highest education level) and some of the questions were removed or replaced such as (organization name, the annual NGO income) by other questions to avoid any hesitation from participants in responding to the questionnaire due to the confidential information such as the name of the organization and annual income. In Section 2, the NGOs' workers were surveyed about the adoption level of the methodologies and tools of project management by providing a percentage of their projects that used certain tools and methodologies using Likert scale (1–5), 0% of the projects, 1–25%, 26–50%, 51–75%, and 76–100%. Tools were selected from PMBOK® Guide and PM4NGOs, these include the internal NGOs' performance of the project management like compliance with quality, compliance with time, and compliance with budget, and the NGOs external performance such as the engagement of stakeholders, achieve the long-term impact of the project, the local community satisfaction. The 6 standard methodologies and approaches that were selected and asked respondents about are PCM, PMBOK, IPMA, PRINCE2, PMD Pro, and PM4DEV. The achieved performance achieved was measured by asking surveyed people using a Likert scale (1–5) of (high, low, very high, very low, medium).

The questionnaire was designed to allow the respondent to choose either English or Arabic languages to read and answer the questions.

The questionnaire was tested and modified according to the tests before it was released to the targeted people as a final questionnaire link. ANNEX B illustrates the final version of the questionnaire's questions.

Kobo toolbox form allows exporting gathered data to MS excel to be cleaned and organized before starting the analysis.

4.6.2 Questionnaire Validity

To increase the validity of the questionnaire, the questionnaire tested through two test steps:

- First, the questionnaire was discussed in detail with professional project managers who work in different NGOs, to test the quality of the used questions and make sure it is clear and understandable.
- Second, the questionnaire was distributed to a pilot sample of the target population to assess the level of understanding of the questions and make sure that received data are well organized and can be used later on.

After the questionnaire was validated, some questions were left optional (latest position and the highest education level) and others were removed and replaced by other questions (organization name, the annual NGO income) to avoid any hesitation from participants due to the confidential information.

Following this, the final form of the questionnaire became ready to be circulated online to the targeted population.

4.6.3 Analysis Method

The gathered data was exported from the Kobo toolbox to MS. excel where it was cleaned and organized before it was analyzed using Pivot tables in Microsoft Excel. The responses were analyzed as a percentage of the total responses and as a percentage of the total responses of each NGO type as per examples in figures 4.1 and 4.2, the results were expressed in different types of charts and tables as will see in chapter 4 (IMPLEMENTATION AND RESULTS).

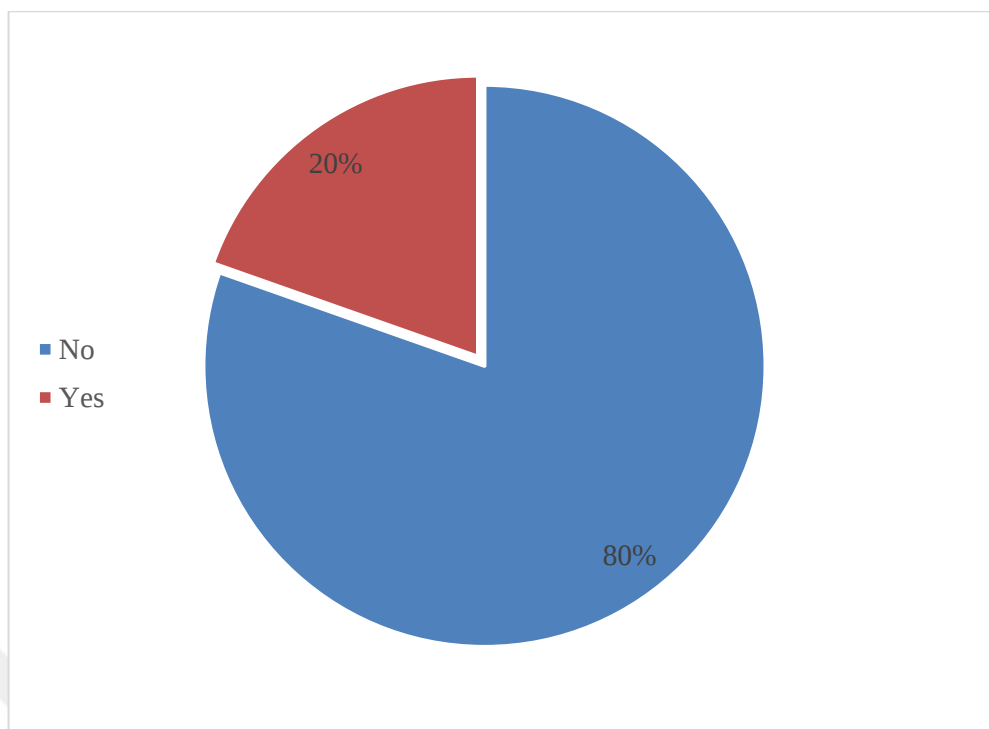


Figure 4.2: Example of response percentage of total responses

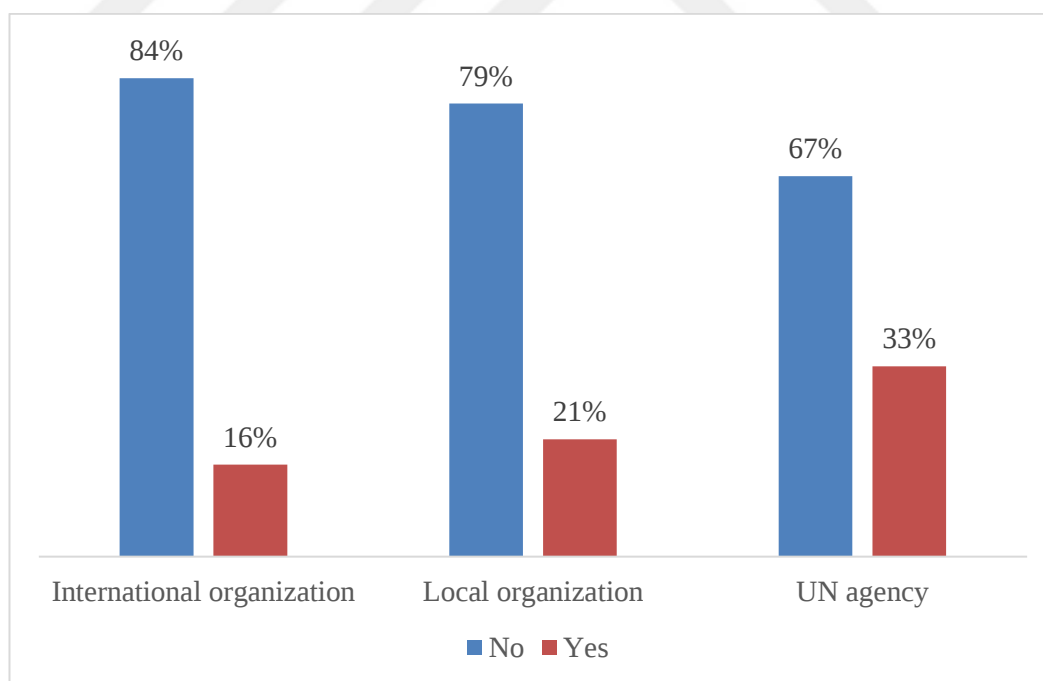


Figure 4.3: Example of response percentage of total response of each NGO type

5. IMPLEMENTATION AND RESULTS

5.1. Implementation

Data collection was performed by the circulation of a structured survey that was designed online through the Humanitarian Kobo toolbox form. The survey was circulated by E-mail, LinkedIn, related social media working groups, and phone to project and program managers in the NGOs working in the Syrian context. The platforms of the United Nations Office for the Coordination of Humanitarian Affairs in Gaziantep (UNOCHA-Turkey) were used for the circulation of the questionnaire in coordination with the clusters and OCHA coordinators to ensure a high response rate. The implementation of the methodology is summarized in Figure 5.1.

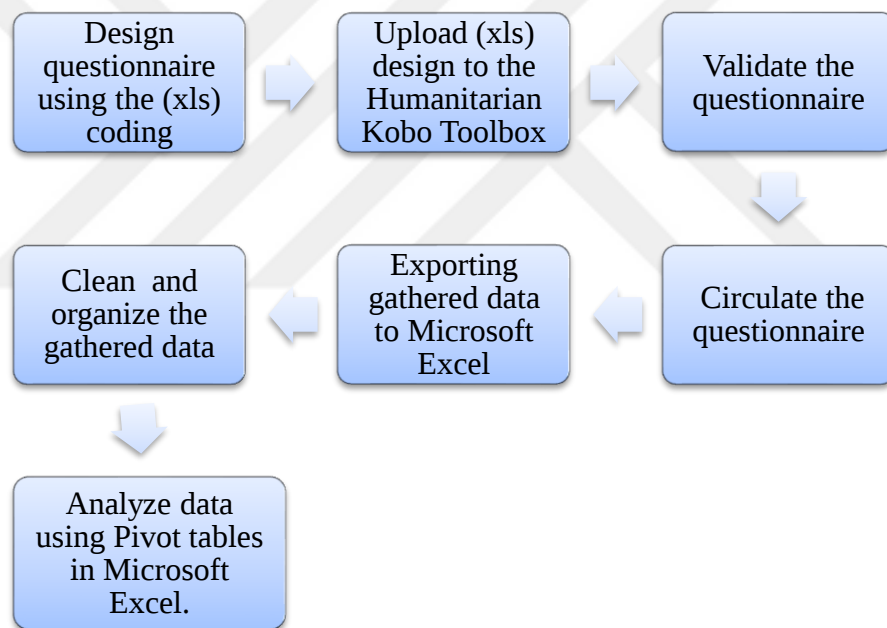
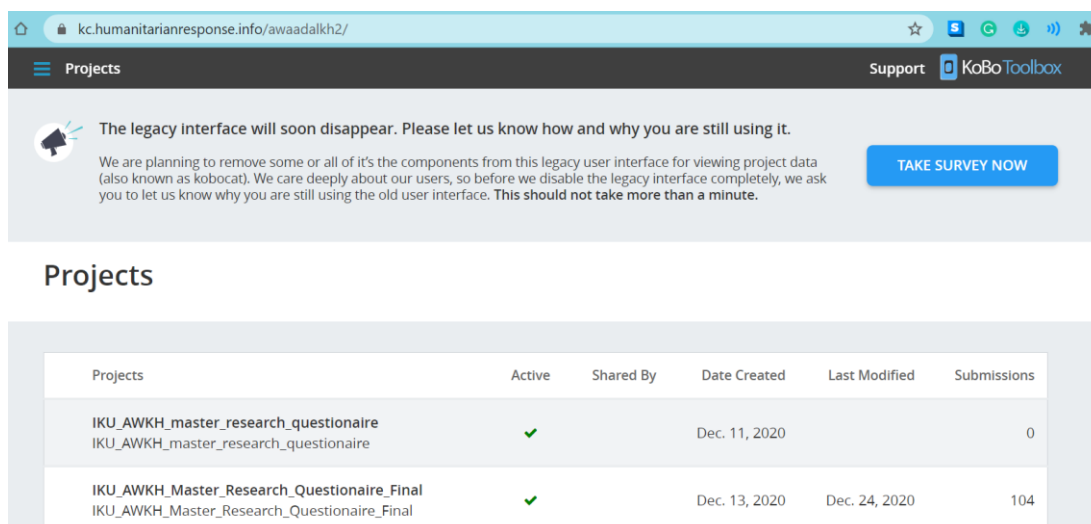


Figure 5.1: Methodology implementation

The questionnaire opened for 11 days from the 13th to the 24th of December 2020. 104 responded to the questionnaire. Figure 5.2 shows the total number of the received responses during the period where the questionnaire was open.



The screenshot shows the 'Projects' page in the KoBoToolbox interface. At the top, there is a notification about the legacy interface being phased out, with a 'TAKE SURVEY NOW' button. Below the notification, the 'Projects' section displays a table with the following data:

Projects	Active	Shared By	Date Created	Last Modified	Submissions
IKU_AWKH_master_research_questionnaire IKU_AWKH_master_research_questionnaire	✓		Dec. 11, 2020		0
IKU_AWKH_Master_Research_Questionnaire_Final IKU_AWKH_Master_Research_Questionnaire_Final	✓		Dec. 13, 2020	Dec. 24, 2020	104

Figure 5.2: Number of the received responses.

Two responses were duplicated because they used the same information such as E-mail and position title, therefore they were removed, the number of the final valid response became 102 responses.

Following the data collecting, the data was exported to MS. excel and cleaned and organized manually and until became ready for analysis. The analysis was performed using Pivot tables in Microsoft Excel.

5.2. Results

5.2.1 NGOs General Information Analysis

Respondents Background

Current or Latest Position Of The Respondents

92 of 102 respondents answered the question about their current or latest positions although the question was optional. Figure 5.3 illustrates the current or the latest job titles of the respondents and the number of respondents of every position.

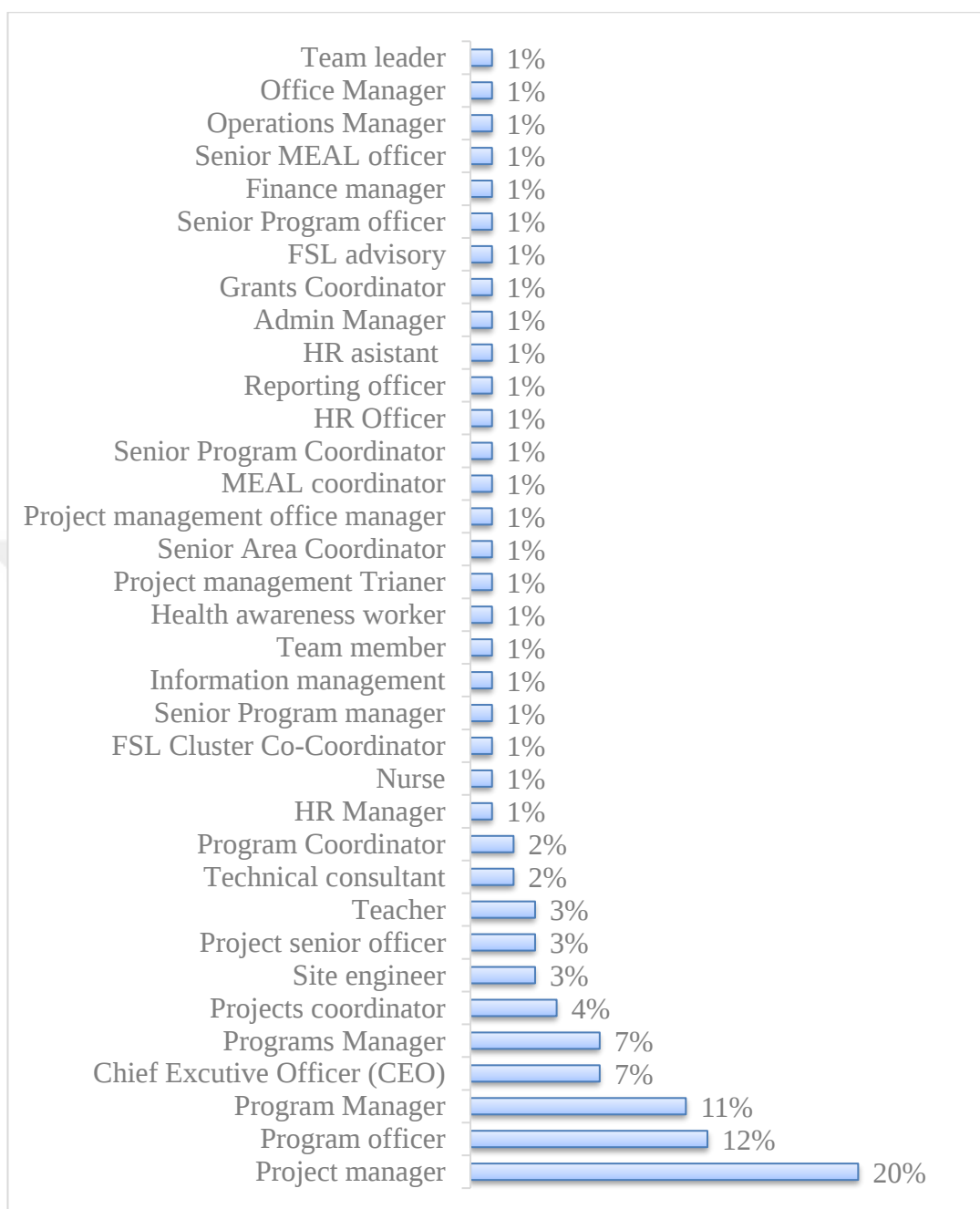


Figure 5.3: Respondents' position titles

About 20%, 12%, 11%, 7%, and 7% of the total respondents to this question were the Project manager, Program Officer, Program Manager, Chief Executive Officer (CEO), Programs Manager, and Project's coordinator respectively.

Highest Education Achieved By Respondents

101 of 102 respondents answered the question about their highest education level and this question was optional. Figure 5.4 demonstrates the respondents' highest education level and the number of respondents who achieved each level of education. 68 % of the respondents have a bachelor's degree and 19% have a master's degree.

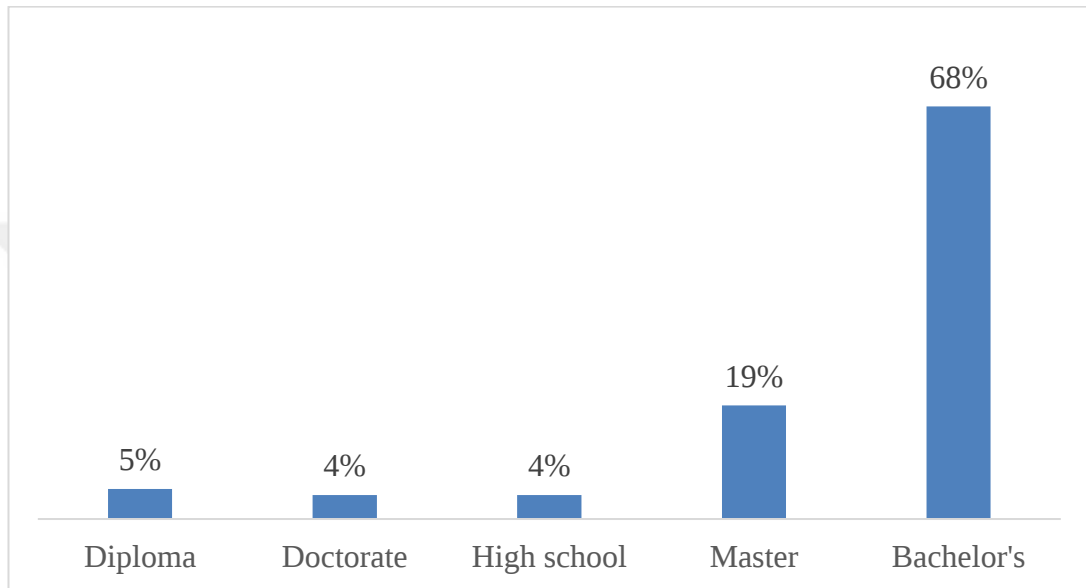


Figure 5.4: Respondents highest level of education

Respondents' NGO Type (local, international, or UN)

102 of 102 respondents answered the question about the Type of NGO that they are working in. Figure 5.5 demonstrates the type of NGOs and the number of respondents who belong to each type of these NGOs. The percentage of the respondents that belong to local, international, and UN organizations are 67%, 30%, and 3% respectively.

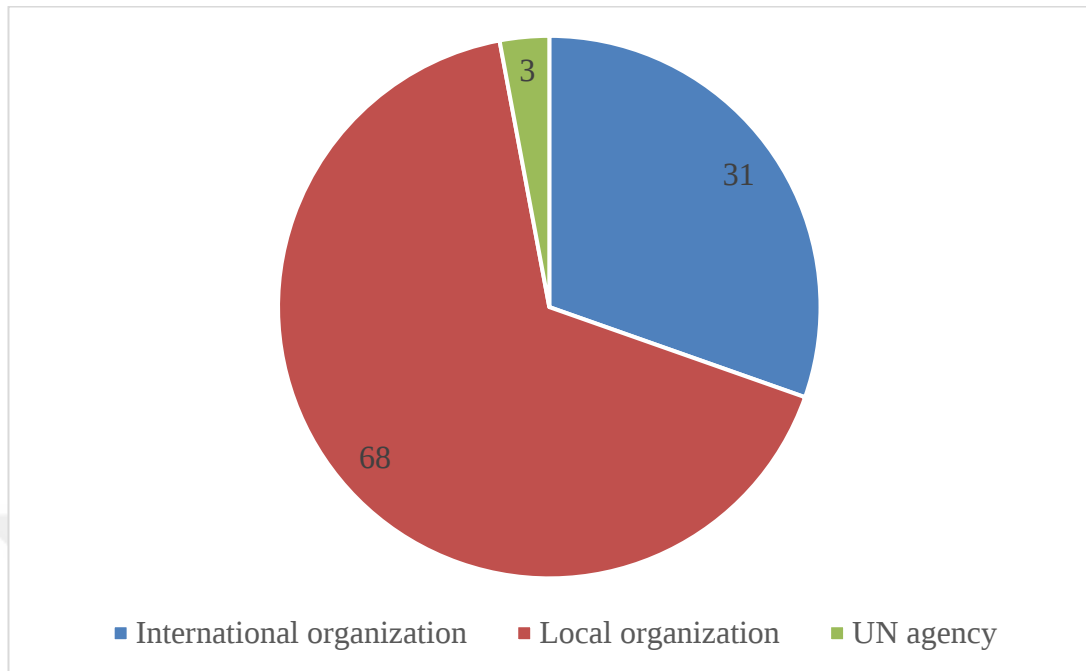


Figure 5.5: Respondents number per the NGOs type

The respondent's highest education level per the NGO type is the bachelor's which forms About 70% of respondents of each type of NGO. Figure 5.6 shows the percentage of the highest level of education of the respondents per each NGO type.

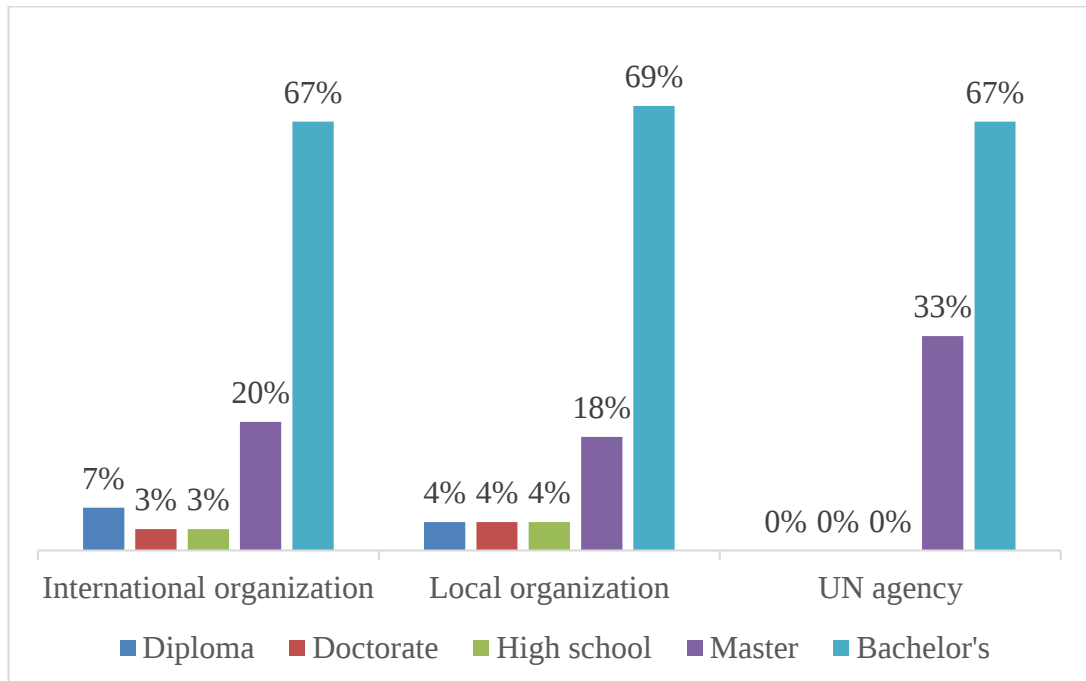


Figure 5.6: Respondents education per NGO types

The NGOs' Projects Background

The Average Number Projects Implemented By NGOs' Per Year

The projects' average number implemented by local and international NGOs almost equal to 15 projects per year, while the UN agency's average number of projects is approximately double and that can be justified that by the nature of the fund of the UN agency and the number of donors. Figure 5.7 demonstrates the average number of the project per year for each type of NGOs.

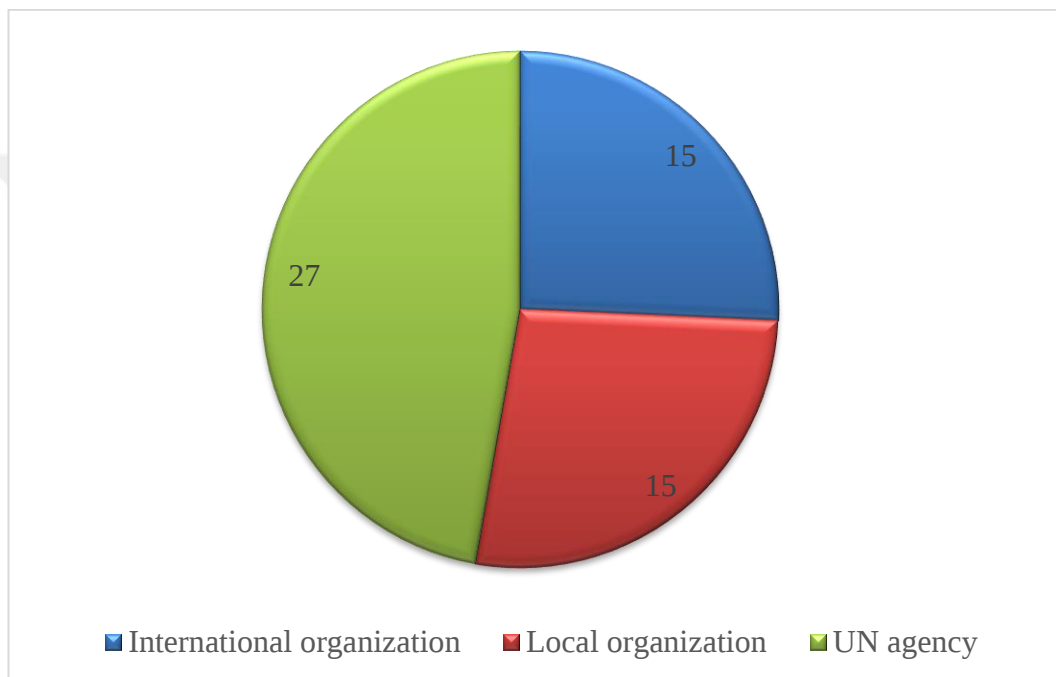


Figure 5.7: NGOs' average projects number yearly per NGOs' type.

Table 5.1 illustrates the central tendency and deviation measurements and shows a widespread of values and that could be justified due to the variety of the size and the maturation of these NGOs.

Table 5.1: Central tendency and deviation of NGOs' projects number implemented per year.

NGO type	Mean	Median	Mode	Range	Standard deviation
international organization	14.52	10.00	10.00	98.00	17.75
local organization	15.28	12.00	20.00	62.00	11.91
UN agency	26.67	30.00	#n/a	30.00	15.28

The Average Number Of Projects That Managed By Respondents

In this question, the respondents were asked about the average number of projects per year, he/she managed or was supervising its managers. The average projects number that is managed or supervised by respondents of UN NGOs is about twice of the respondents of projects that are managed or supervised by respondents from local and international NGOs as shown in Figure 5.8, and that could be due to the number of projects that UN NGOs almost double of other NGOs as in Figure 5.8.

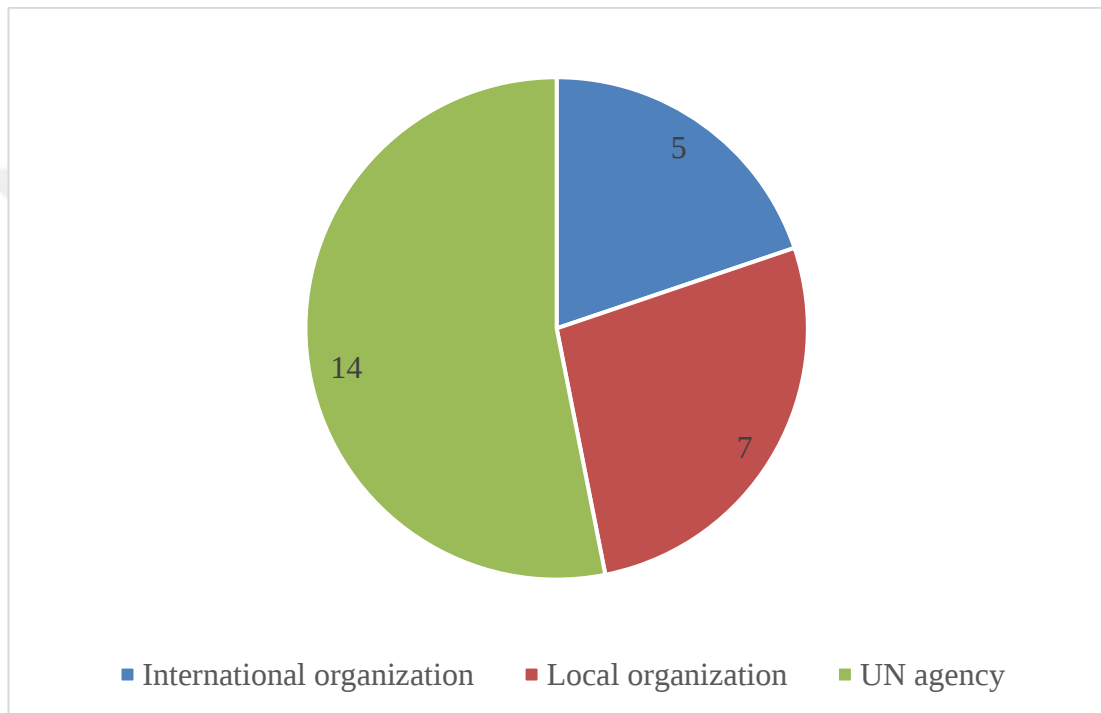


Figure 5.8: The average projects number the respondents managed per NGO type.

The central tendency and deviation measurements, as in table 5.2, show less spread between the respondents' responses.

Table 5.2: Central tendency and deviation of the number of projects managed by the respondent.

NGO type	Mean	Median	Mode	Range	Standard deviation
international organization	5.10	4.00	4.00	17.00	4.27
local organization	6.97	4.00	3.00	50.00	9.37
UN agency	13.67	16.00	#n/a	15.00	7.77

Figure 5.9 demonstrates a comparison between the projects' average number managed or supervised by the respondents and the average number of projects for the NGOs they are working for.

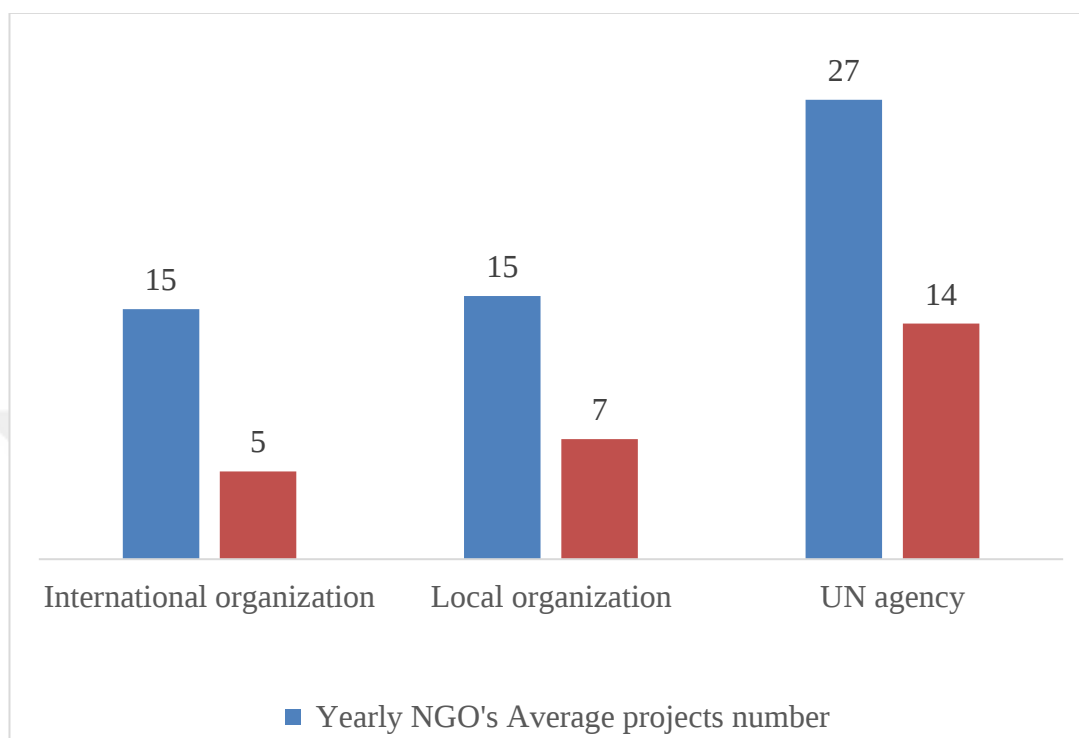


Figure 5.9: Comparison between NGOs' and Respondent's average projects number yearly.

The Beneficiaries Average Number Of The Projects Managed Or Supervised By Respondents Per Year

The yearly average number of the beneficiaries of the projects that respondents managed or supervising their managers vary with the NGOs type as illustrated in Figure 5.10.

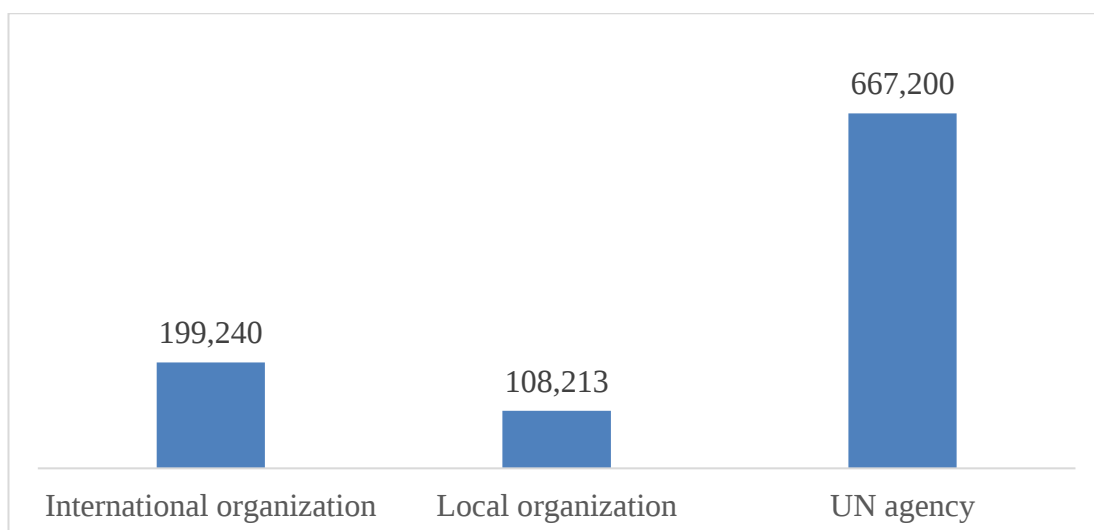


Figure 5.10: The average number of beneficiaries per year of the projects managed or supervised by respondents for each type of organization.

By dividing the average number of beneficiaries per year of the projects managed or supervised by respondents by the average number of projects managed or supervised by the respondent per for each type of organization, it will lead to that the average number of beneficiaries of each project that managed by respondents of each NGO types. Table 5.3 show the yearly respondent projects' average number and the yearly beneficiaries' average number of these project and the calculation of the average number of beneficiaries of each project for all NGO types.

Table 5.3: The project beneficiaries' average number per NGOs type.

NGO type	The average number of beneficiaries of respondent project per year	The average number of respondent project per year	The calculated average number of beneficiaries per year
international	199,240	5	39,091
local	108,213	7	15,524
UN	667,200	14	48,820

The Average Duration Of The Projects Managed By Respondents

The mean duration of the projects managed or supervised by the respondent were 3, 7, and 9 months for UN, local, and international NGOs respectively as is illustrated in Figure 5.11.

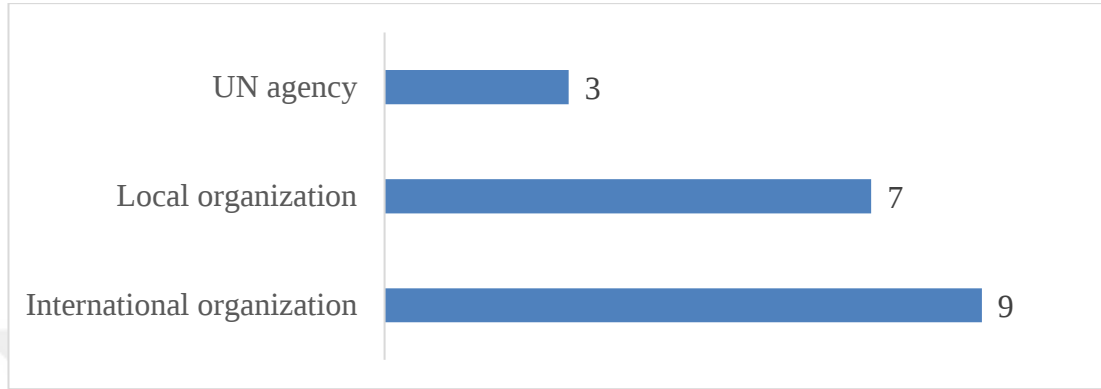


Figure 5.11: The average duration of projects managed by respondents.

The central tendency and deviation measurements in Table 5.4 demonstrate a low variety and narrow spread of respondents' answers for the same type of NGO.

Table 5.4: Represents the central tendency and deviation measurements.

NGO type	Mean	Median	Mode	Range	Standard deviation
international organization	8.65	7.00	12.00	17.00	4.52
local organization	7.04	6.00	6.00	11.00	3.04
UN agency	2.67	4.00	#n/a	4.00	3.06

The Average Size Of The Project Team

The average size of the project team (project employees' number) that was managed or supervised by respondents varies widely as demonstrated in Figure 5.12.

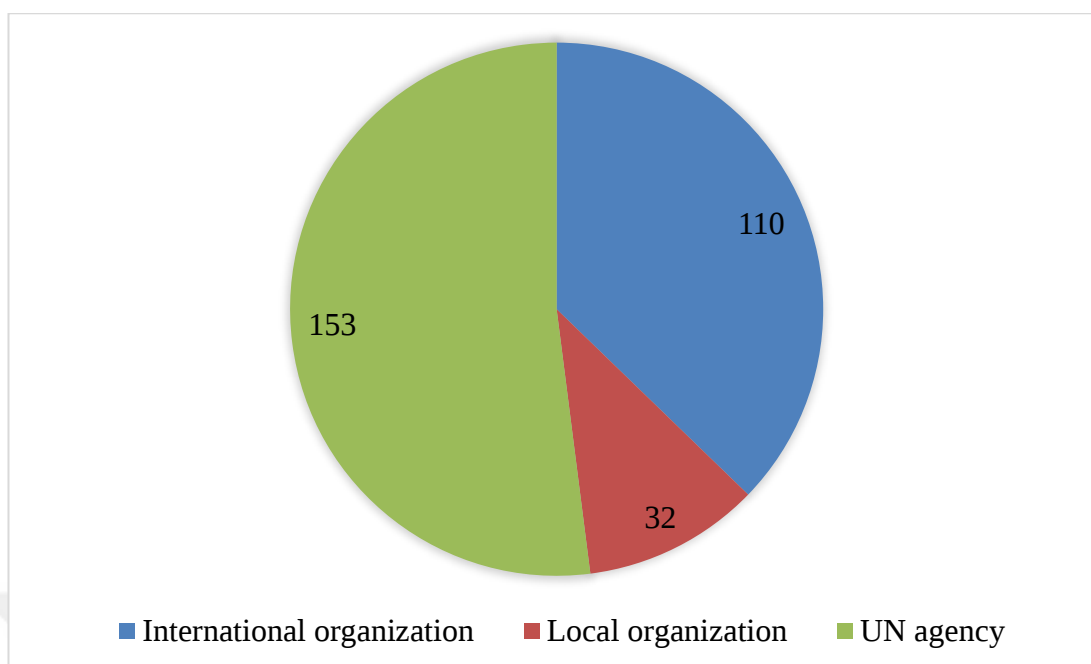


Figure 5.12: The average project team size per NGO type

The central tendency and deviation measurements in Table 5.5 demonstrate a high variety and widespread of respondents' answers for the same type of NGO.

Table 5.5: The central tendency and deviation measurements of the project team size.

NGO type	Mean	Median	Mode	Range	Standard deviation
international organization	110	15.00	5.00	996.00	248.57
local organization	32	17.50	10.00	196.00	37.61
UN agency	153	30.00	#n/a	430.00	240.07

The Projects Classification According To Their Goals And UNOCHA-Clusters

The respondents' answers showed that 32% of respondents managed projects of one sector as presented in Figure 5.13, while the other 68% of respondents managed multi-sectorial project of Education, Protection, S/NFI, CCCM, WASH,

FSL, Early Recovery, Multi-purpose Cash Assistance (MPCA), Peacebuilding, Social cohesion, Women empowerment.

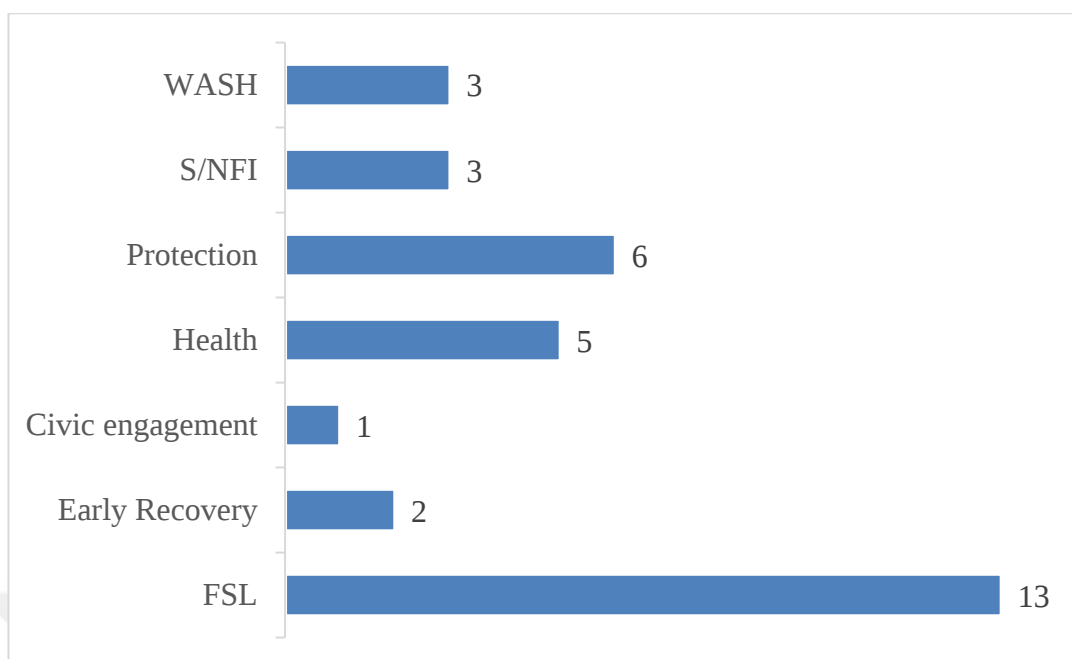


Figure 5.13: The number of respondents that managed the project from one cluster.

The Average Number Of Stakeholders Involved In Respondents' Projects

The analysis of the respondents' answers about the average number of stakeholders (sponsors, local governments, local council, donor, beneficiaries, etc.) involved in their projects shows that international involve more stakeholders than local NGOs and this can be justified due to the maturation and experiences of international NGO and because the prime grantee of the donor and the local NGOs usually are the implementation partner as presented in Figure 5.14.

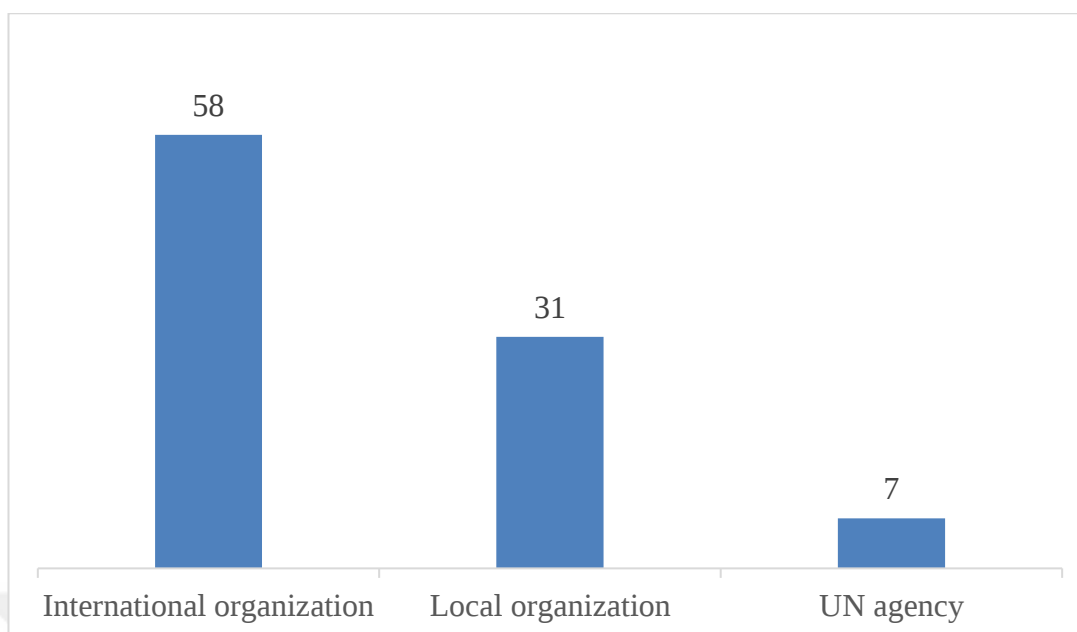


Figure 5.14: The average number of stakeholders involved in respondents' projects.

Table 5.6 demonstrates the central tendency and deviation measurements of the international and local NGOs shows a wide variety of the central tendency and deviation of the center.

Table 5.6: The central tendency and deviation measurements of the involved stakeholders.

NGO type	Mean	Median	Mode	Range	Standard deviation
international organization	58	6.00	4.00	997.00	196.09
local organization	31	5.50	5.00	998.00	122.88
UN agency	7	3.00	#n/a	6.00	2.08

The Agreement With The Following Statements

Agreement With “The Projects Are Significantly Changed During The Implementation In The Syrian Context”

Respondents' responses analysis showed that 58 of them agree with the statement “Throughout the projects implementation phase significant changes could occur because the unstable environment”, while 13 of them strongly agree with the statement as presented in Figure 5.15. That can be justified by the risky and unstable environment due to the conflict and military escalation, control area changed, and weather changes.

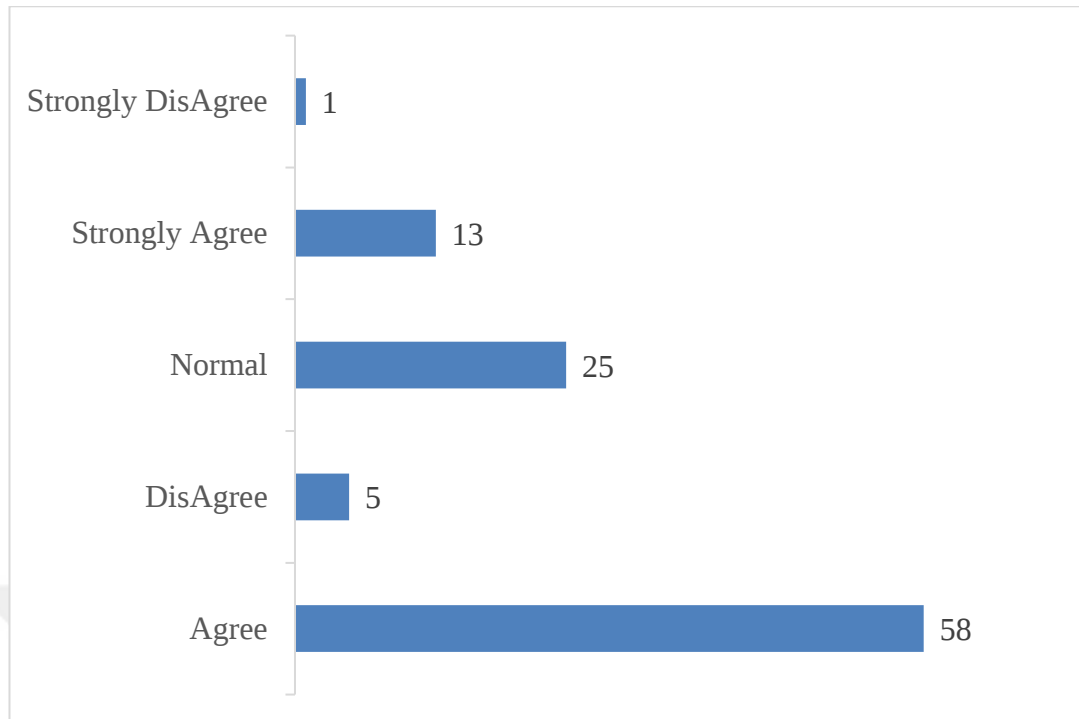


Figure 5.15: The agreement with “the projects are significantly changed during the implementation in the Syrian context.”

Agreement With “Ensure The Stakeholders' Involvement In All Project Management Phases”

48% of the 102 respondents agreed with the statement “they make sure the stakeholders of their project are involved in all project management phases”, while 28% of them strongly agreed with the statement as presented in Figure 5.16.

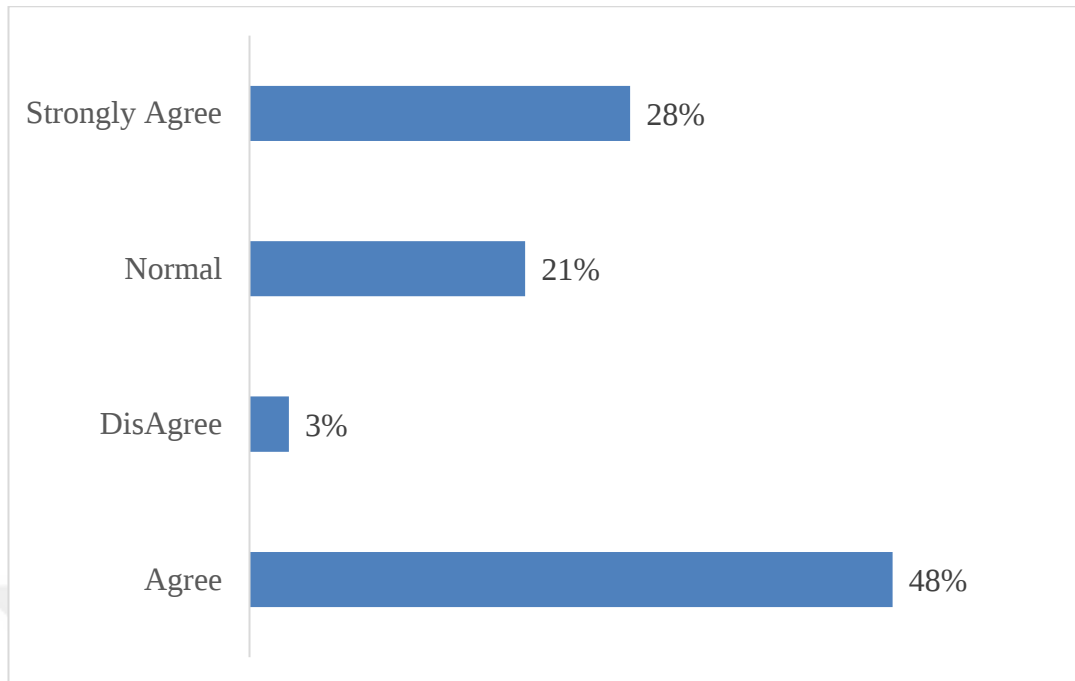


Figure 5.16: The agreement with “Ensure the stakeholders' involvement in all project management phases.”

The Importance Of The Following Factors To NGOs

The Importance Of Comply With The Project's Budget

57 of the 102 respondents indicated that Comply with the budget in the project is very high to their NGOs, while 35 of the respondents indicated it is high importance as presented in Figure 5.17.

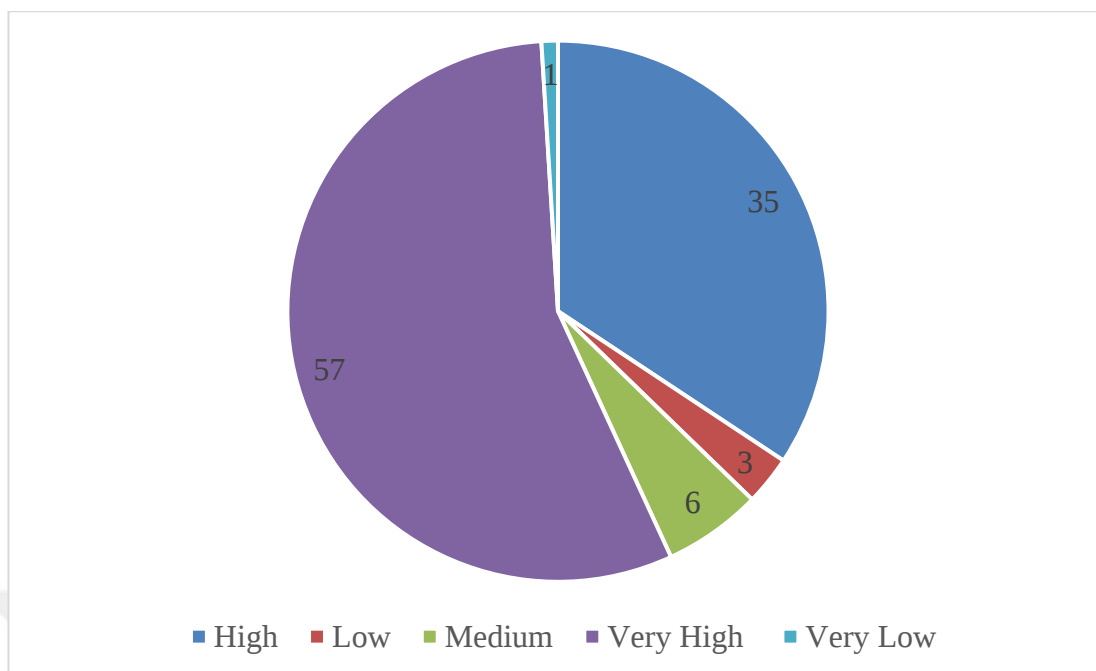


Figure 5.17: The level of importance of the comply with the budge.

All the 3 UN agencies' respondents, 57% of the local NGOs' respondents, and 48% of the international NGOs' respondents indicated that compliance with the project budget is very highly important as presented in Figure 5.18.

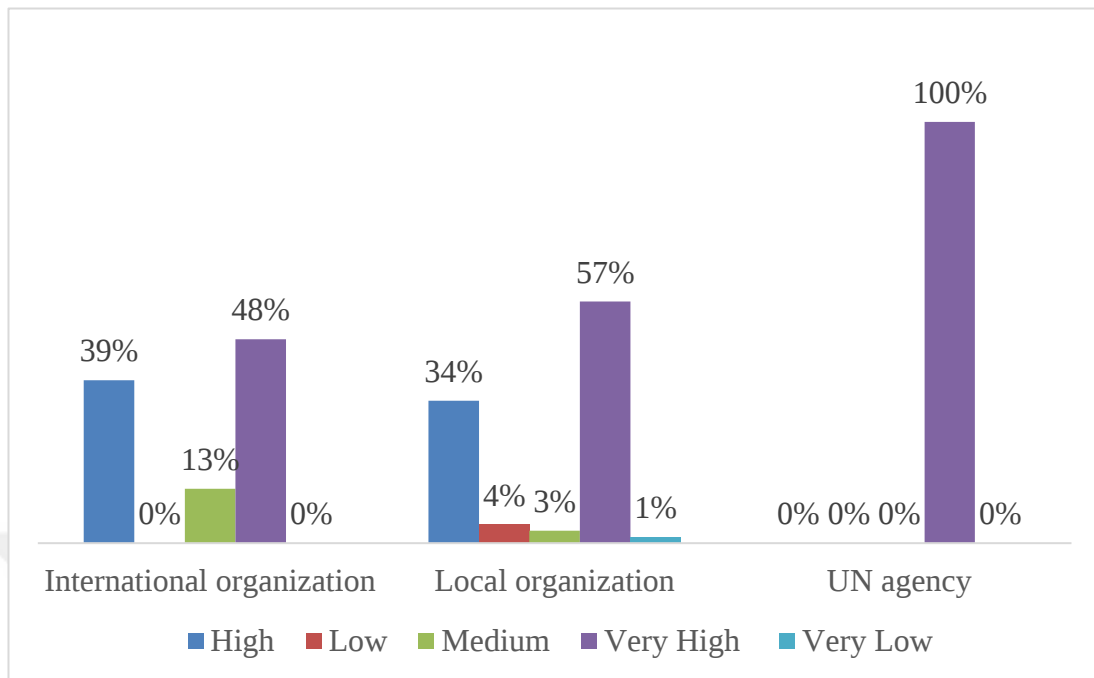


Figure 5.18: The importance level of the comply with the budget per NGOs type.

The Importance Of Meeting The Expected Deadline

48% of the respondent considered meeting the expected deadline of the project high importance, while 37% of the respondents considered it very highly important to as illustrated in Figure 5.19.

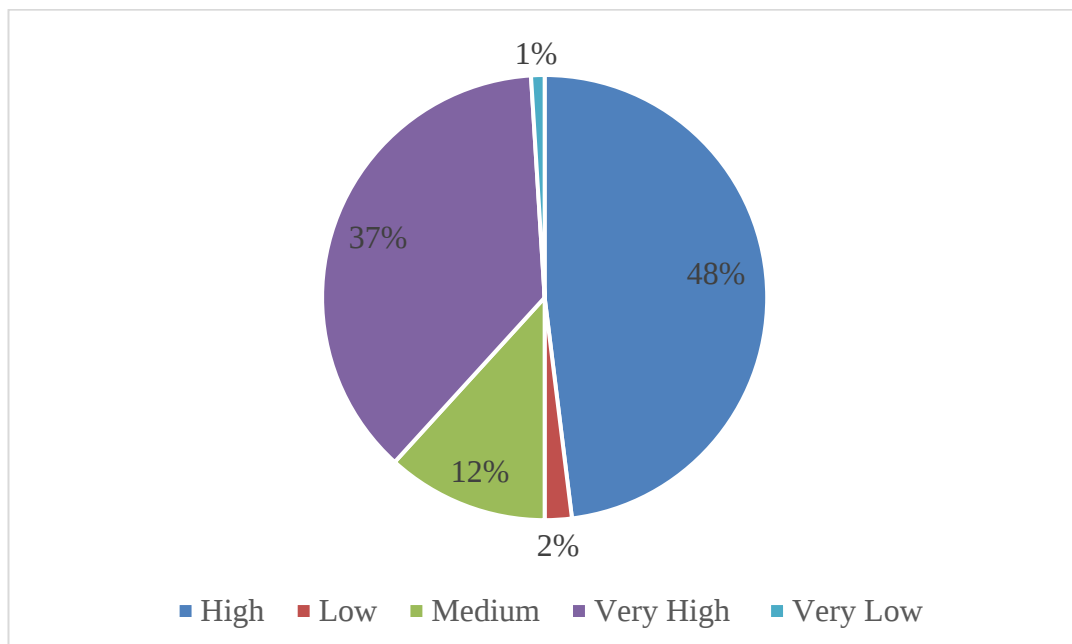


Figure 5.19: The importance level of meeting the deadline.

67% of the UN agencies' respondents considered meeting the project deadlines very highly important, while 52% of the international NGOs' respondents and 47% of the local NGOs' respondents considered it as highly important as demonstrated in Figure 5.20.

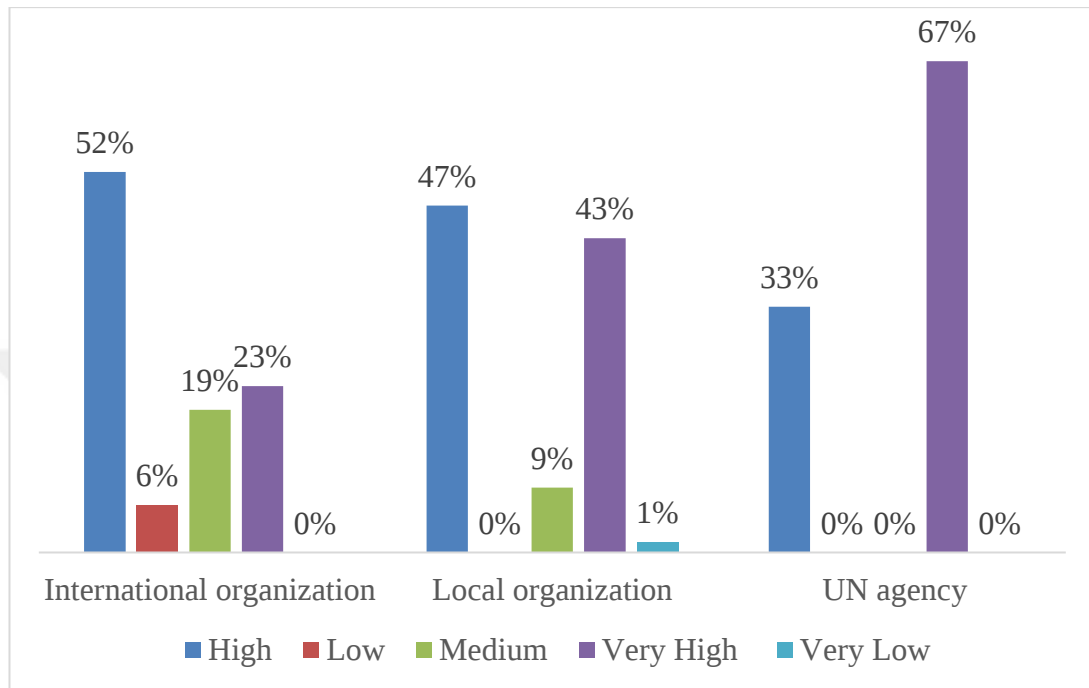


Figure 5.20: The importance level of meeting the deadline per NGOs type.

The Importance Of Comply With Quality

48% (49 of 102) of the respondents rated the level of importance of compliance with the quality which means that deliverables match the agreed outputs, as highly important, while 37% of the respondents rated it as very high importance as illustrated in Figure 5.21.

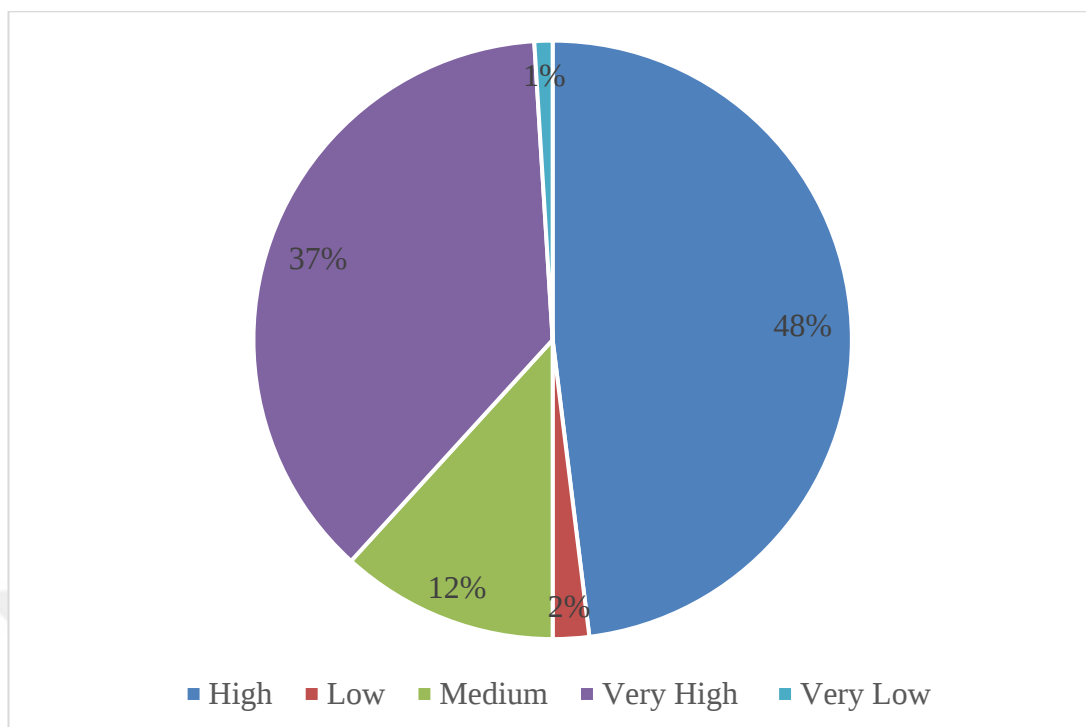


Figure 5.21: The level of importance of the comply with quality.

67% of the UN agencies' respondents considered compliance with quality as very high importance, while 52% of the international NGOs' respondents and 47% of the local NGOs' respondents considered it as highly important as demonstrated in Figure 5.22.

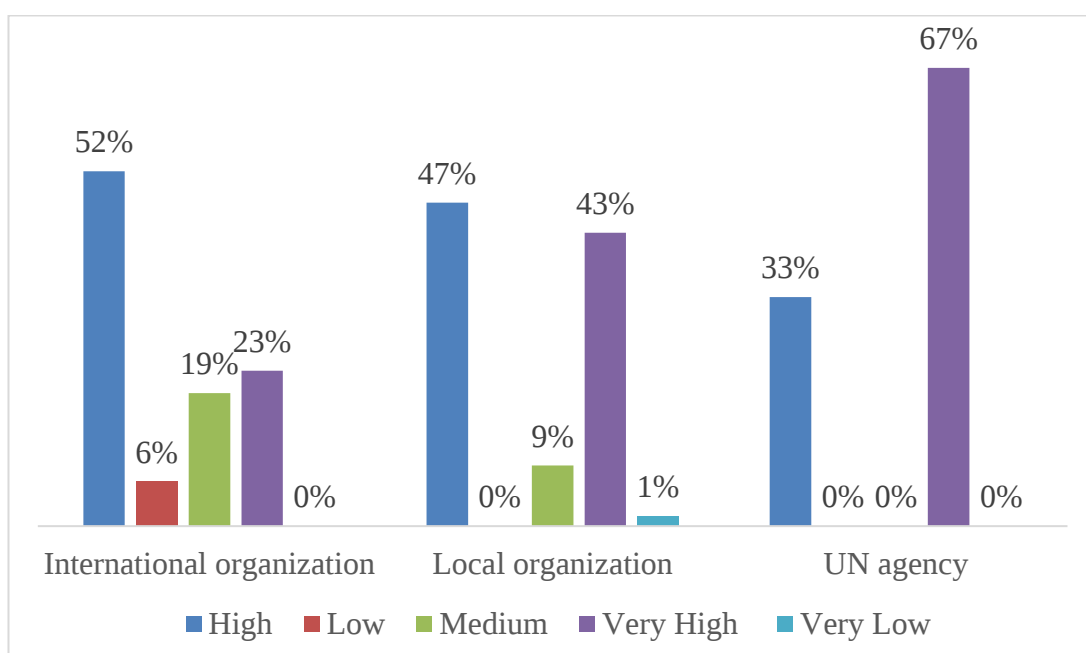


Figure 5.22: The level of importance of the compliance with quality per NGO type.

The Importance Of Achieving The Project's Long-Term Impact

45 of the 102(45%) respondents expressed a high scale of importance of achieving the outcomes and goal of the project, while 29% of them considered it as a medium important as illustrated in Figure 5.23.

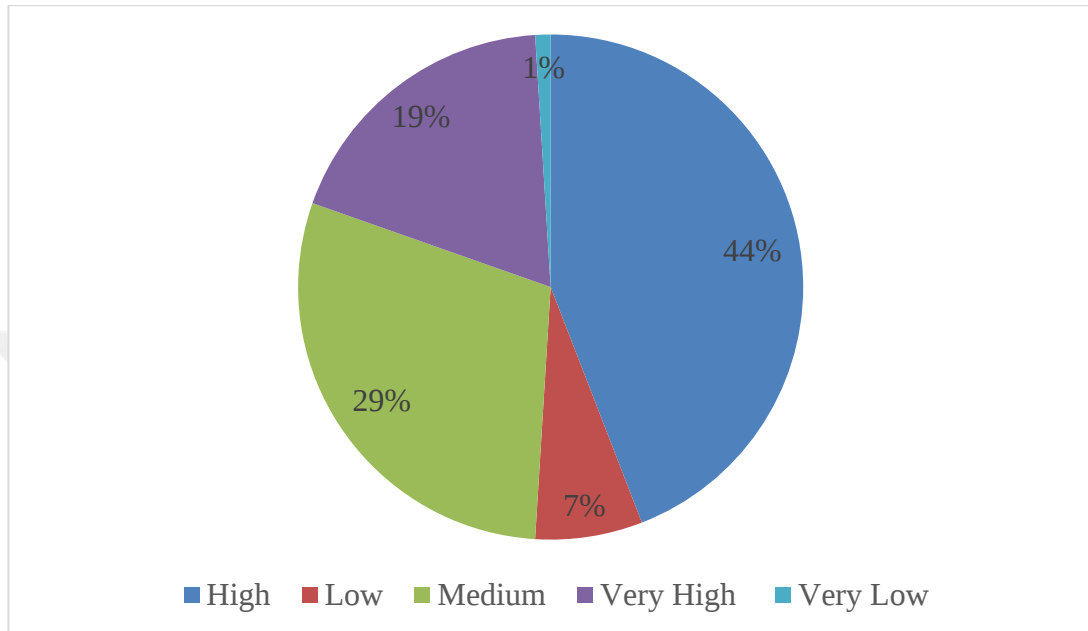


Figure 5.23: The level of importance of achieving the project's long-term effect.

67% of the UN agencies' respondents, 47% of the local NGOs' respondents, and 35% of the international NGOs' respondents considered achieving the long-term impact of the project a highly important as presented in Figure 5.24.

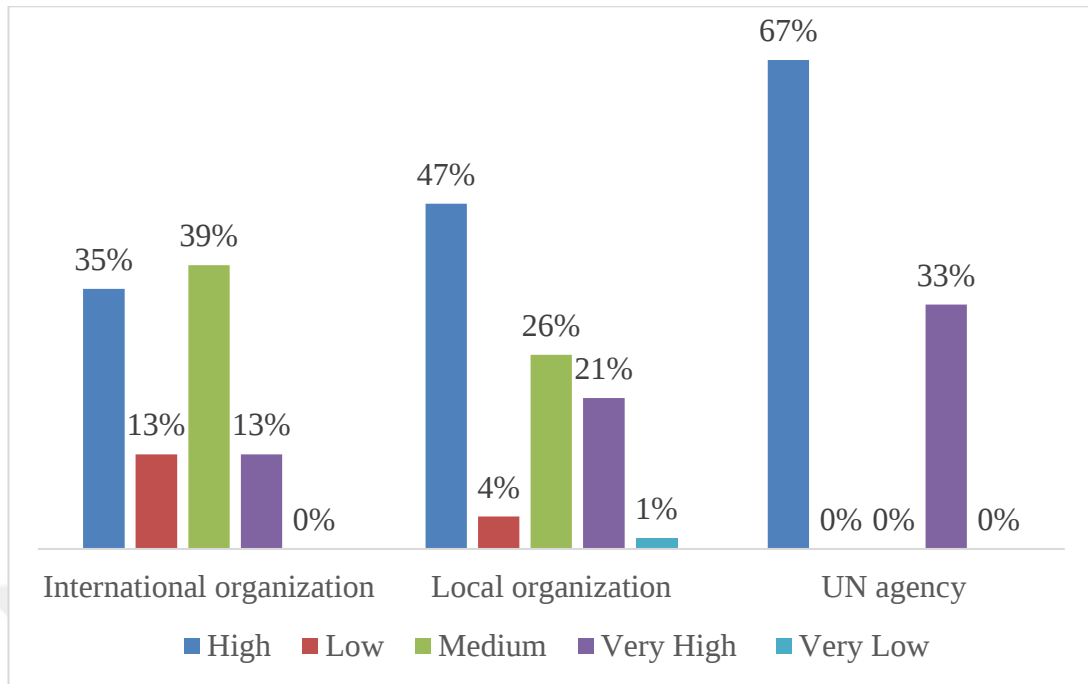


Figure 5.24: The importance of achieving the long-term impact of the project per NGO type.

The Importance Of Stakeholders Involvement

49% (50 of 102) of the respondents considered involving stakeholders in project management high importance, while 26% of them considered as medium important as presented in Figure 5.25.

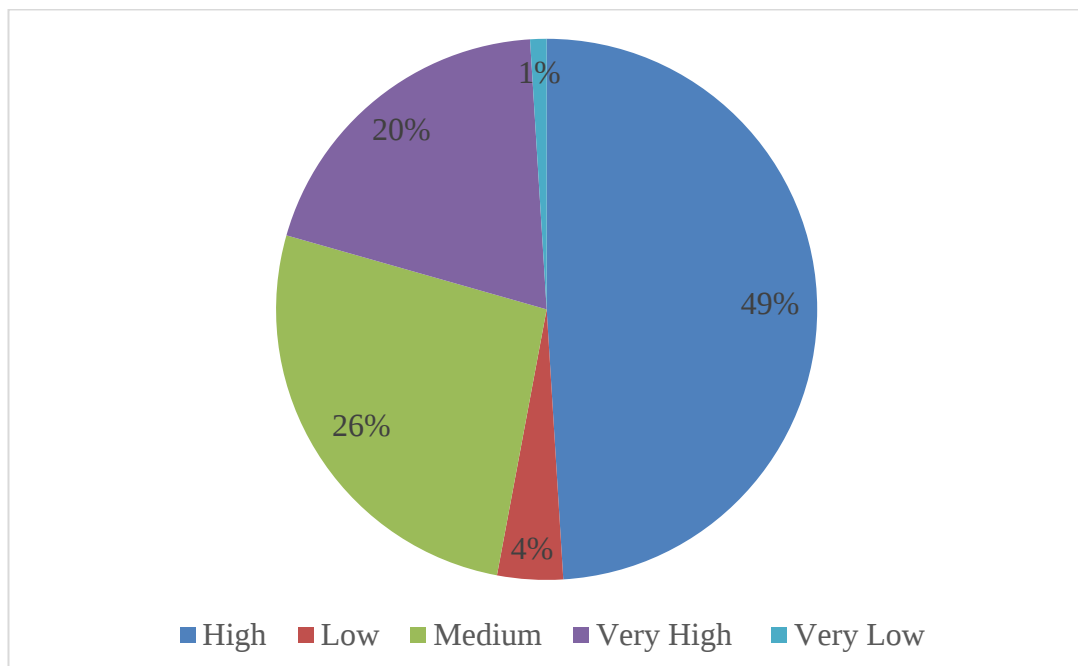


Figure 5.25: The level of importance of stakeholders involving in project management.

67% of the UN agencies' respondents considered involving stakeholders in project management as very highly important, while 57% of the local NGOs' respondents and 35% of the international NGOs' respondents rate it as highly important as illustrated in Figure 5.26.

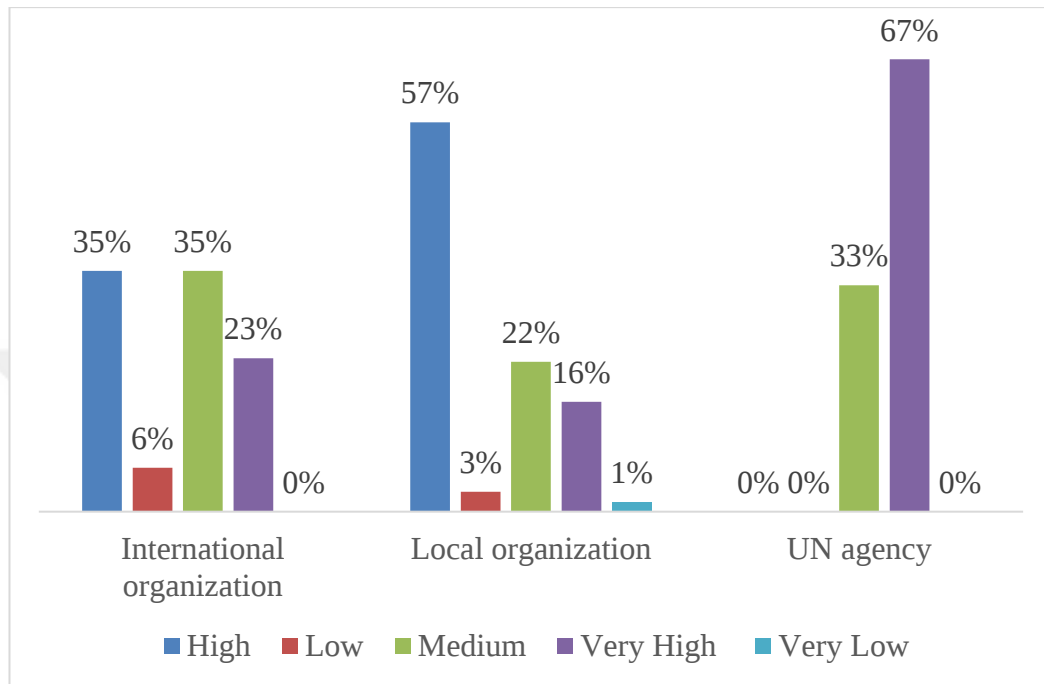


Figure 5.26: The level of importance of stakeholders' involvement in each type of NGO.

The Importance Of The Project Ownership Transfer To The Local Community

44% of the respondents rated the importance of the project ownership extension to the local community as high, while only 19% of them considered it very high as illustrated in Figure 5.27.

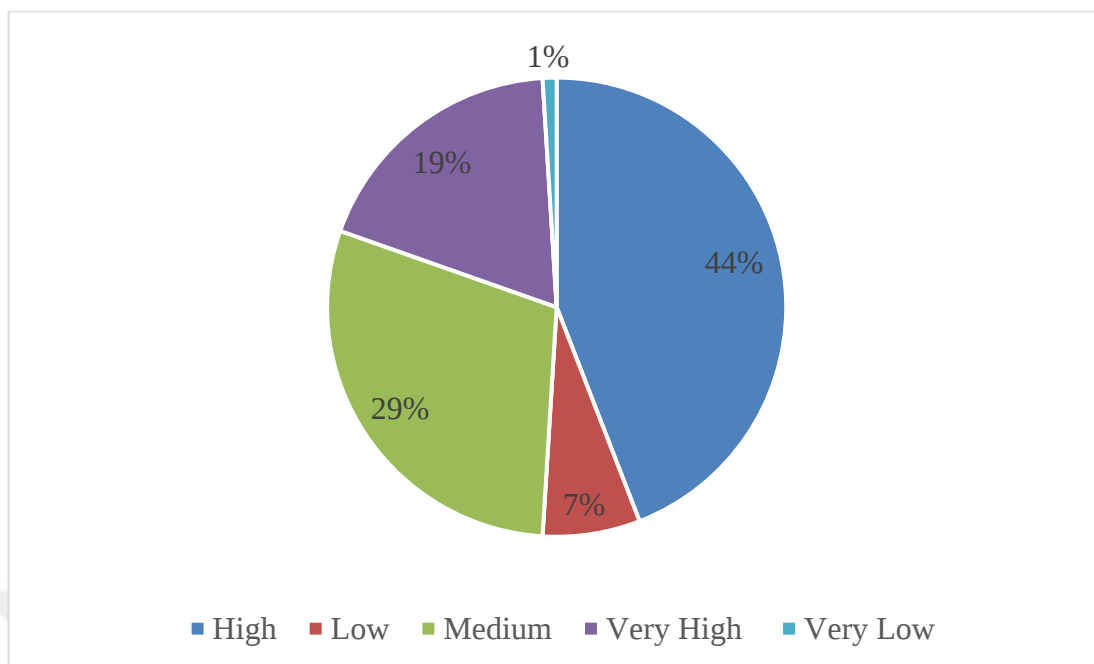


Figure 5.27: The importance level of the ownership extends to the local community.

67% of the UN agencies' respondents, 47% of the local NGOs' respondents, and 35% of the international NGOs' respondents considered the importance of the project ownership extension to the local community as highly important as presented in Figure 5.28.

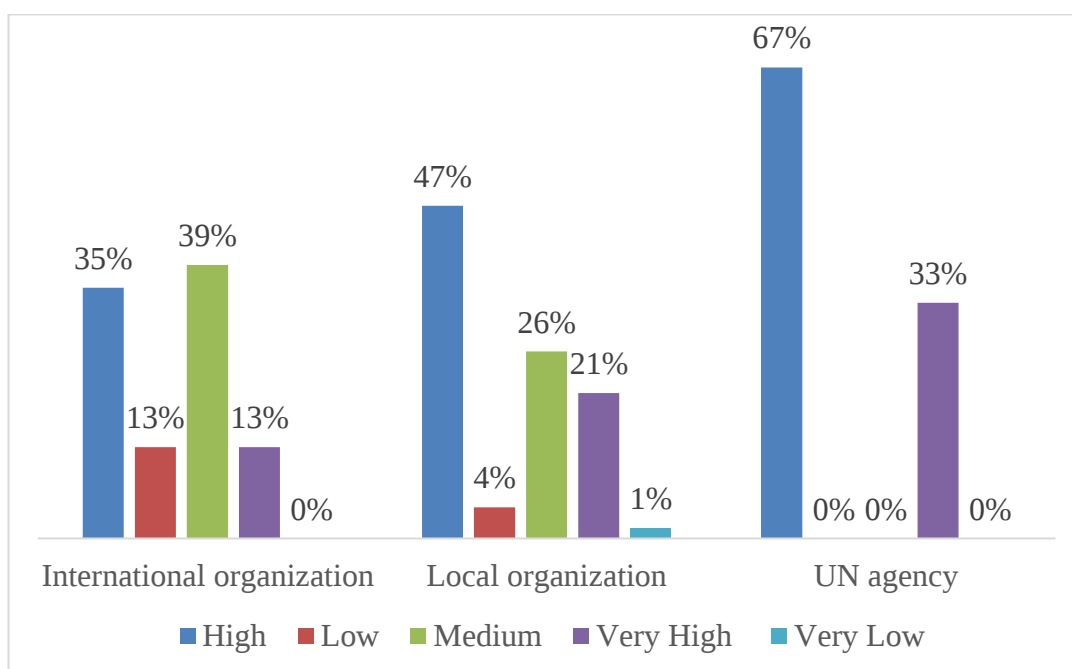


Figure 5.28: The importance of the project ownership extension to the local community per NGO type.

The Importance Of Monitoring And Reporting To The Stakeholders

44% of the respondents expressed that the scale of importance of monitoring and reporting to stakeholders is highly important, while 36% of them considered it as very high importance as demonstrated in Figure 5.29.

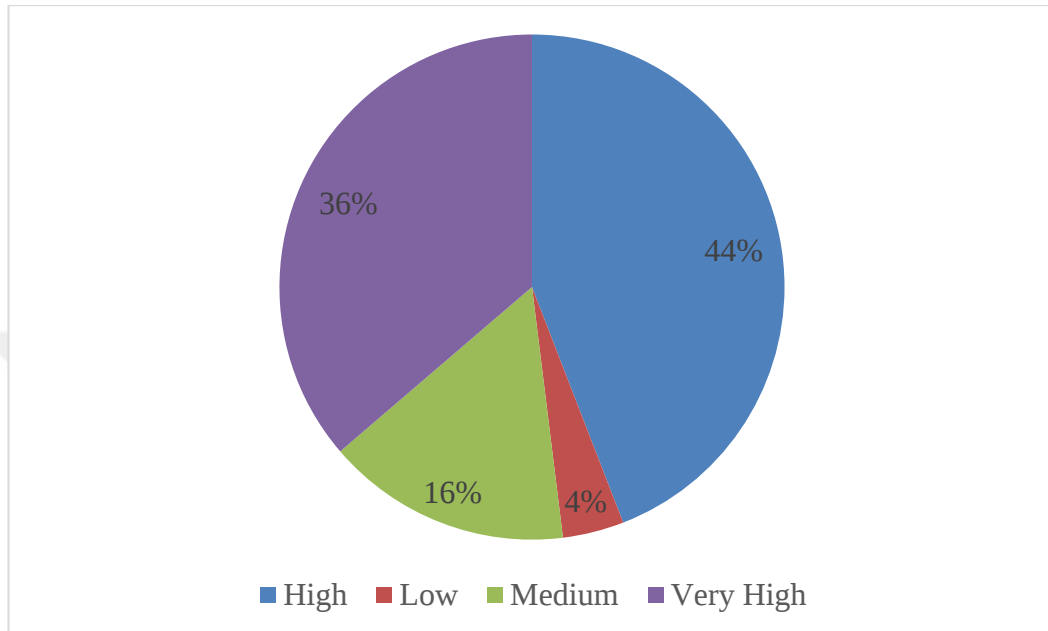


Figure 5.29: The level of importance of monitoring and reporting to stakeholders.

52% of international NGOs respondents, 41% of the local NGOs' respondents, 33% of the UN agencies' respondents indicated that monitoring and reporting to the stakeholders highly important, while 41% of the local NGOs' respondent rated it as very high important as illustrated in Figure 5.30.

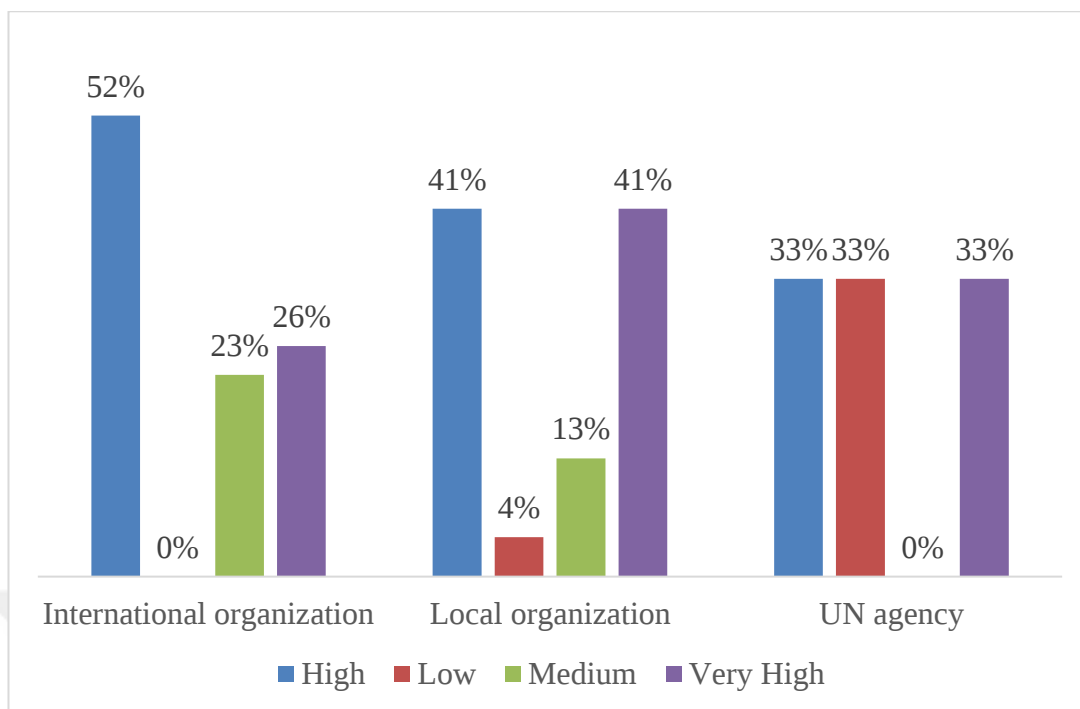


Figure 5.30: The importance of monitoring and reporting to stakeholders per NGO type.

The Importance Of The Project Financial Sustainability

Only 31% of the respondents indicated that the financial sustainability of the project is highly important, while 32% of the respondents indicated it is of medium importance as demonstrated in Figure 5.31.

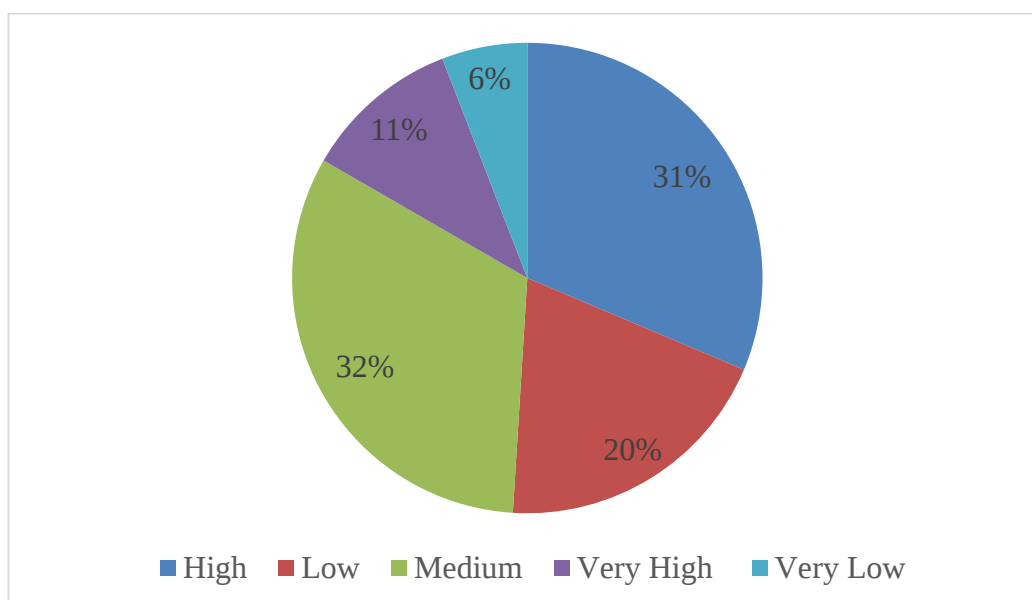


Figure 5.31: The importance of the project's economical sustainability.

Local NGOs show the highest level of importance for the project's economical sustainability 35% of the respondents, while 39% of the international NGOs' respondents considered it as medium important as demonstrated in Figure 5.32.

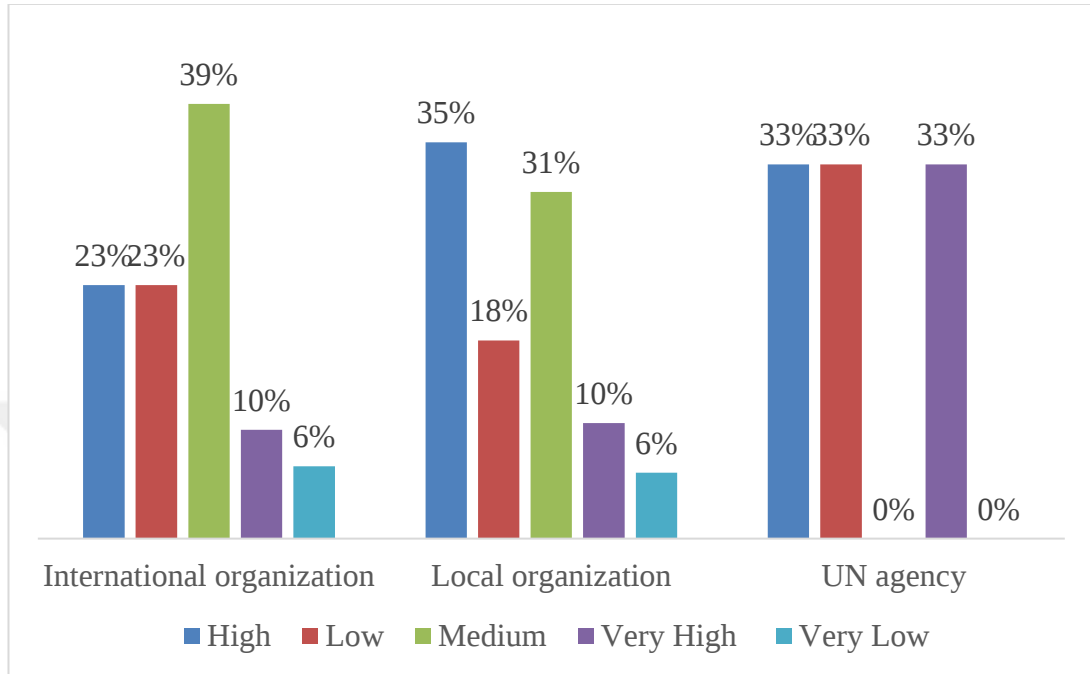


Figure 5.32: The importance of financial sustainability of the project per NGO type.

The Importance Of Local Community Satisfaction

The satisfaction of the local community is highly important for 53% of the respondents, and it is of very high importance to 25% of the respondents as illustrated in Figure 5.33.

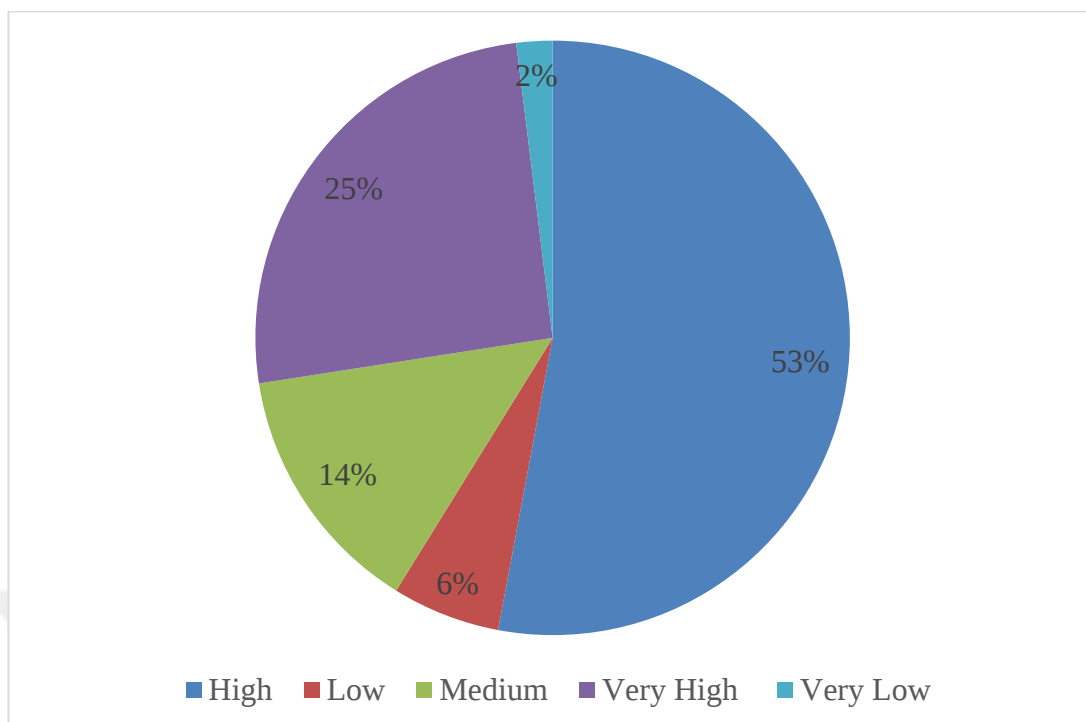


Figure 5.33: The importance of the local community satisfaction

The importance of the satisfaction of the local community is the highest in the local and in the international NGOs where 56% of the local NGOs' respondents and 48% of the international NGOs' respondents considered it as highly important as illustrated in Figure 5.34.

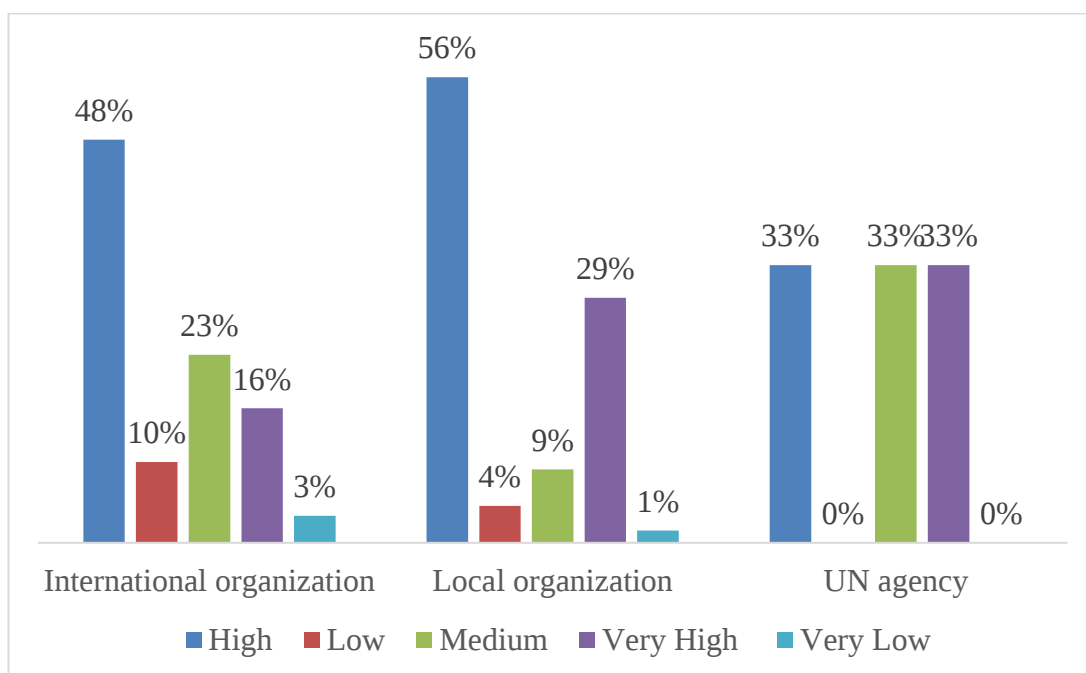


Figure 5.34: The importance of the local community satisfaction per NGO type.

The comparison among the importance of the above-mentioned factors showed that comply with the project deadlines and comply with the budget rated as a very highly important of 56 and 45 respondents of 102 respectively, while the satisfaction of the local community and stakeholder involvement was rated as highly important of 54 and 50 respondents respectively as demonstrated in Figure 5.35.

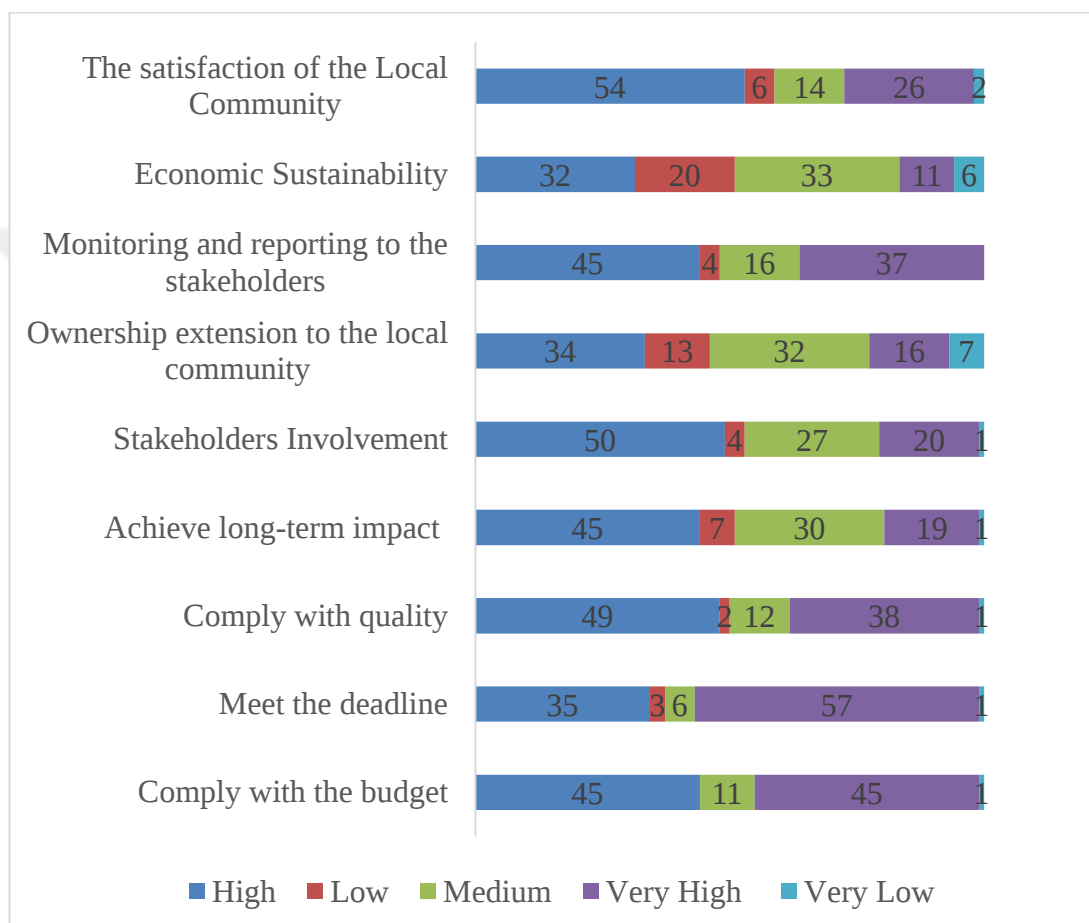


Figure 5.35: The comparison among the importance level of all factors

The Projects' Achieved Performance In The Following Factors:

The Achieved Performance Of Complying With The Budget

46% (47 of 102) respondents indicated that they achieved high performance on their projects to comply with the budget. while 42% (43 of 102) respondents indicated they achieved a very high performance as presented in Figure 5.36.

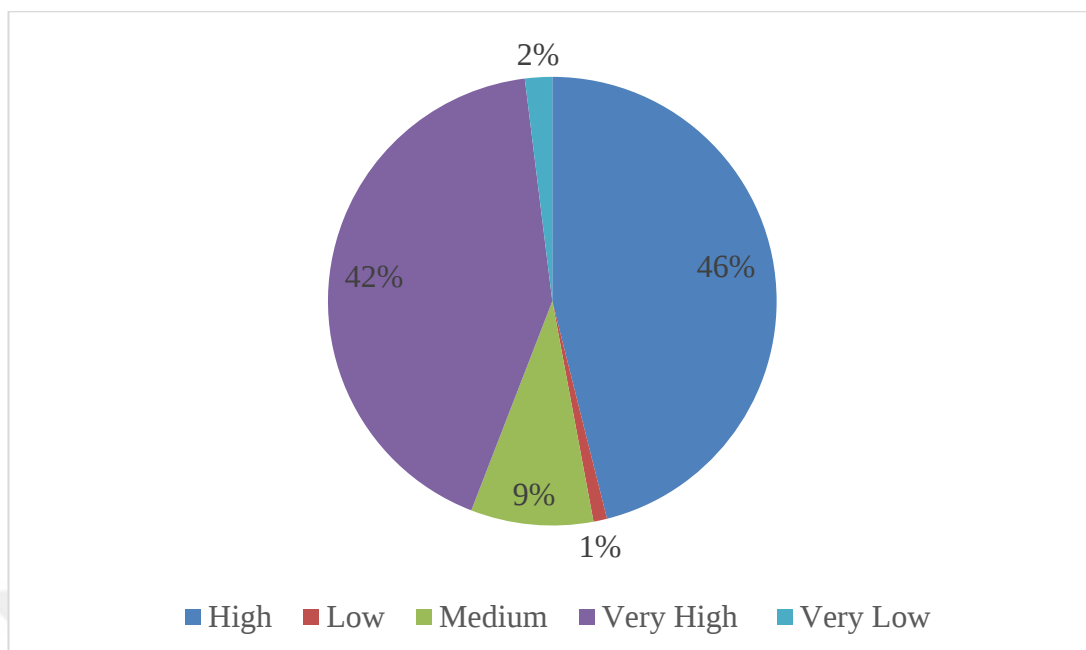


Figure 5.36: The achieved performance on the projects in Comply with the budget

67% of the UN agencies' respondents indicated they achieved very high performance in comply with the budget in their project, while it was 45% and 40% for the international and local NGOs respectively as illustrated in Figure 5.37.

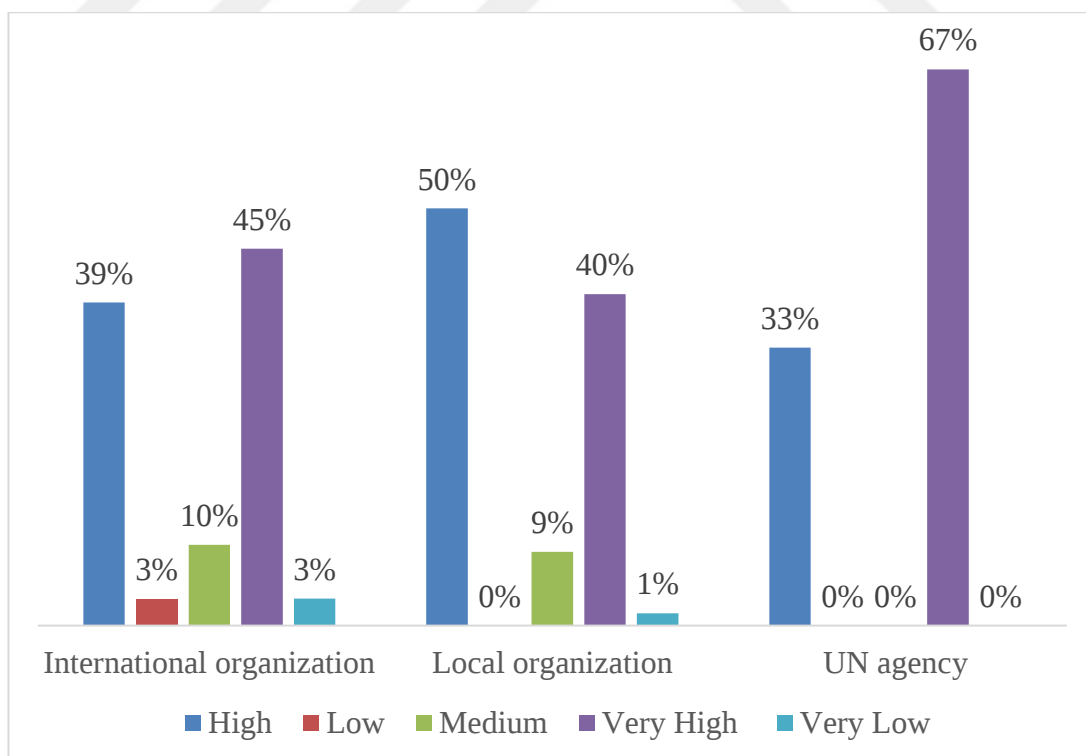


Figure 5.37: The achieved performance in compliance with the budget per NGO type.

The Achieved Performance On The Projects In Meeting The Deadline

44% (45 of 102) respondents indicate they very highly meet the project deadlines, while 42% (43 of 102) indicated it is achieved highly as presented in Figure 5.38.

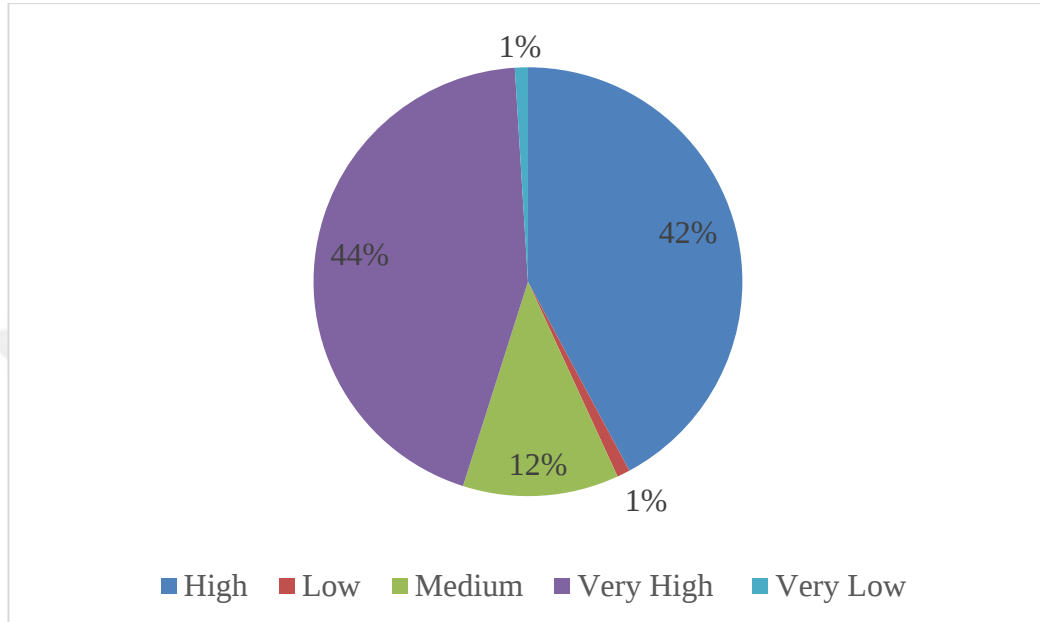


Figure 5.38: The achieved performance on the projects in meeting the deadlines.

All the 3 respondents of the UN agencies, 46% of local NGOs, and 35 % of international NGOs indicated that they very high meet the deadlines of the projects, while 44% and 42% of the local and international NGOs respectively indicated they highly meet the project's deadlines as demonstrated in Figure 5.39.

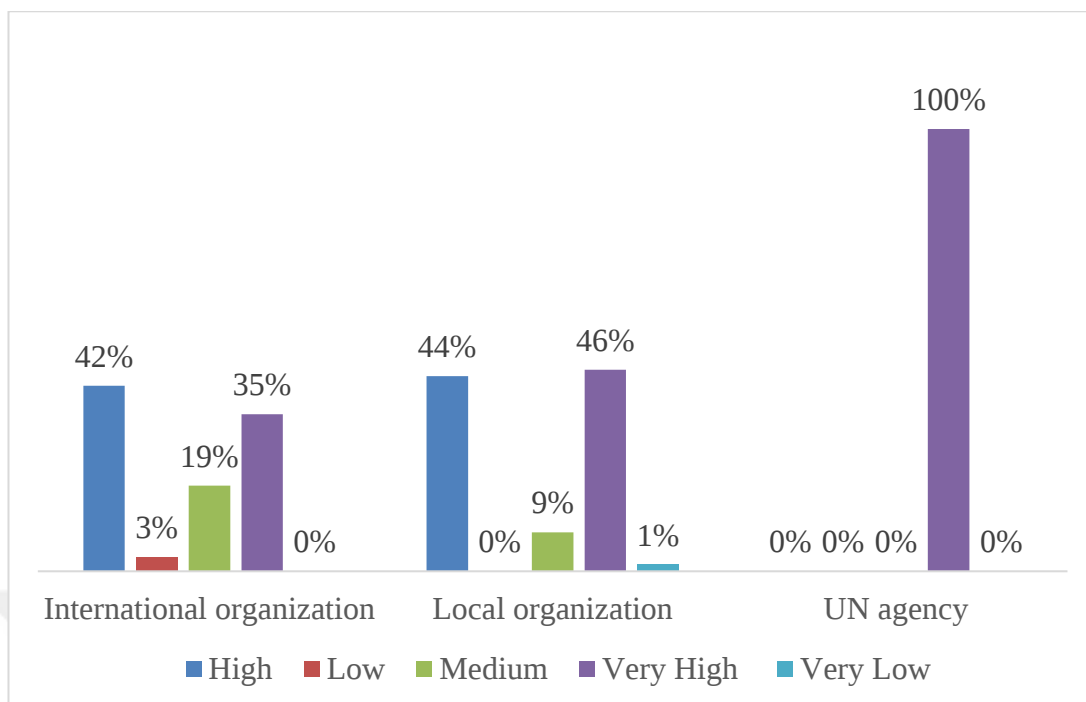


Figure 5.39: The achieved performance in meeting the deadline per NGO type.

The Achieved Performance In Compliance With Quality

57% of the respondents indicated that they achieved high compliance with the quality (deliver exactly the expected outputs), while 33% indicated they achieved very high compliance with the quality as illustrated in Figure 5.40.

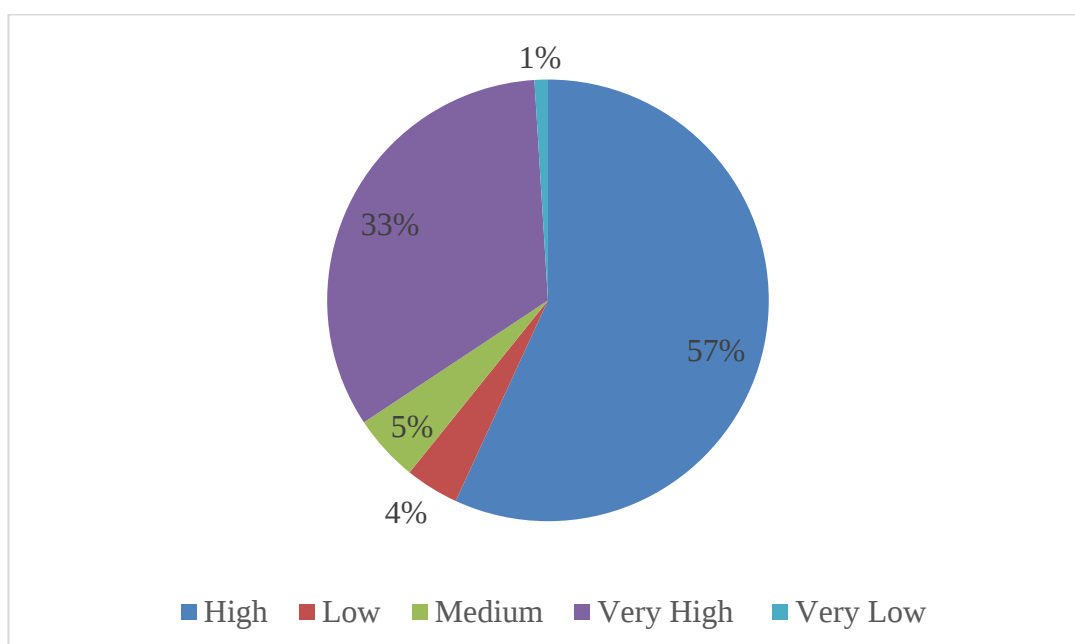


Figure 5.40: The achieved performance in compliance with quality.

60% of the local NGOs' respondents and 52% of the international NGOs' respondents indicated that they highly deliver exactly the expected outputs of the project, while 67% of the UN agency respondents indicated they very highly comply with quality as illustrated in Figure 5.41.

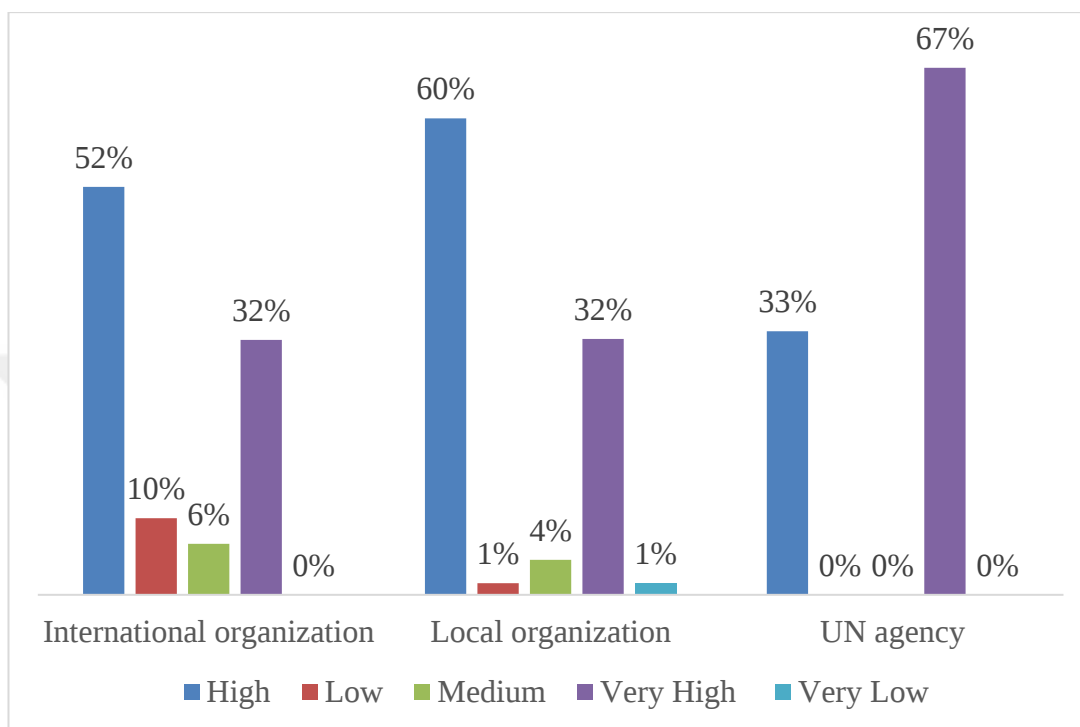


Figure 5.41: The achieved performance in compliance with quality per NGO type.

The Achieved Performance In Achieving The Project Outcomes And Goal

47% of the respondent indicated that they highly achieve a long-term impact on their project which mean achieve an impact on outcomes and goal level, while only 17% of the respondents expressed, they very highly achieve long term impact as illustrated in Figure 5.42.

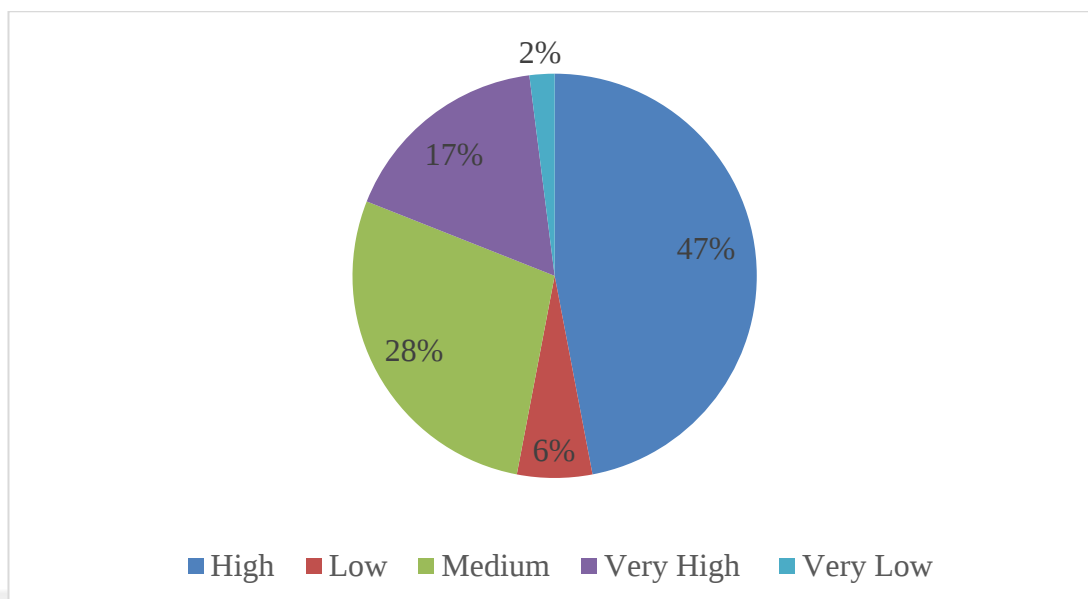


Figure 5.42: The achieved performance in achieving the project's long-term impact.

52 % of the local NGOs' respondents and 37 % of the international NGOs' respondents indicated they highly achieve a long-term impact of the projects, while 67% of UN agencies' respondents indicated they a very highly achieve long term impact as demonstrated in Figure 5.43.

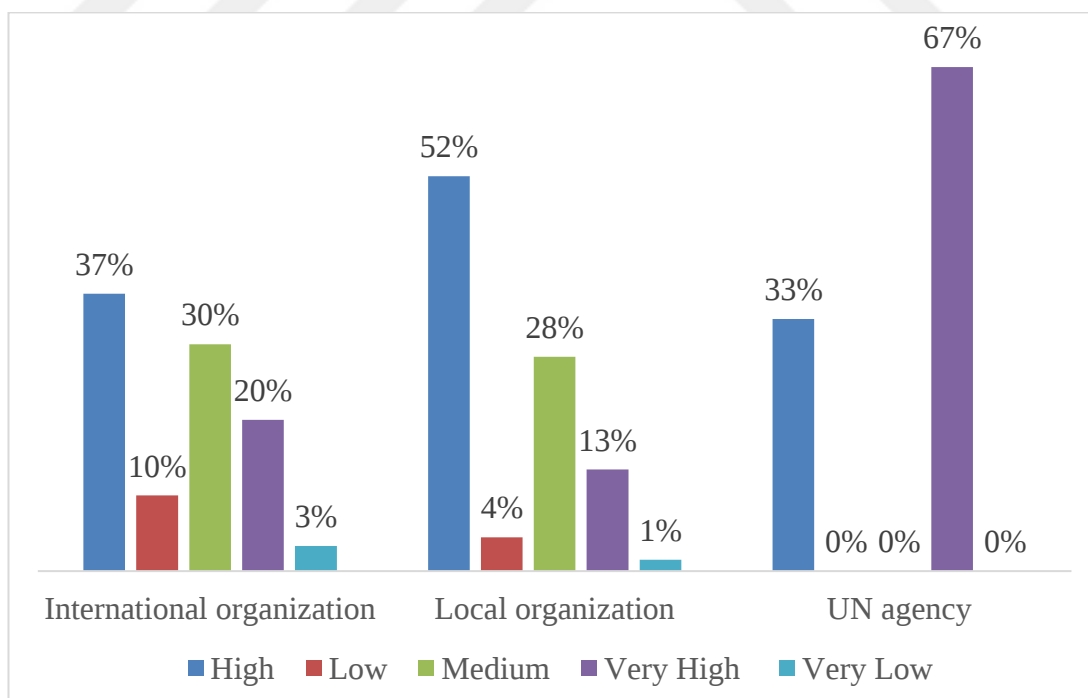


Figure 5.43: The achieved performance in achieving the long-term impact of the project per NGO type.

The Achieved Performance In Stakeholders Involvement

51% of the respondents indicated they highly involved project stakeholders in their project management, while only 16% of the respondents very highly scored the stakeholders' involvement as illustrated in Figure 5.44.

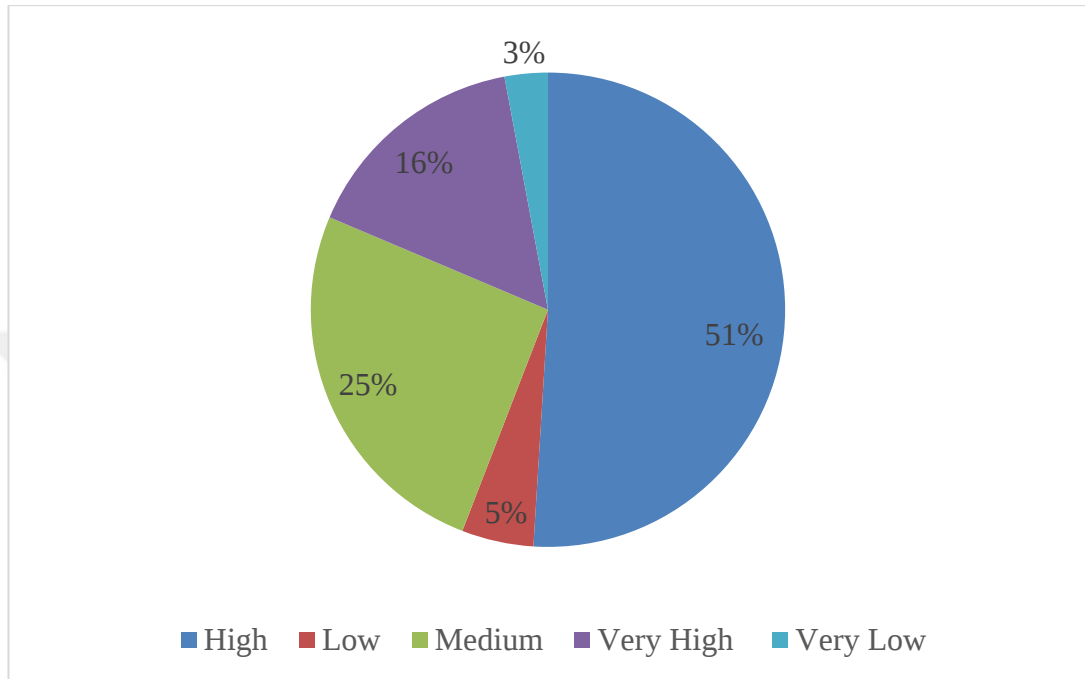


Figure 5.44: The achieved performance in stakeholders' involvement.

67% of the UN agencies' respondents expressed that they are very highly involved projects' stakeholders, while 53% of the local NGOs are highly involved stakeholders of the projects as demonstrated in Figure 5.45.

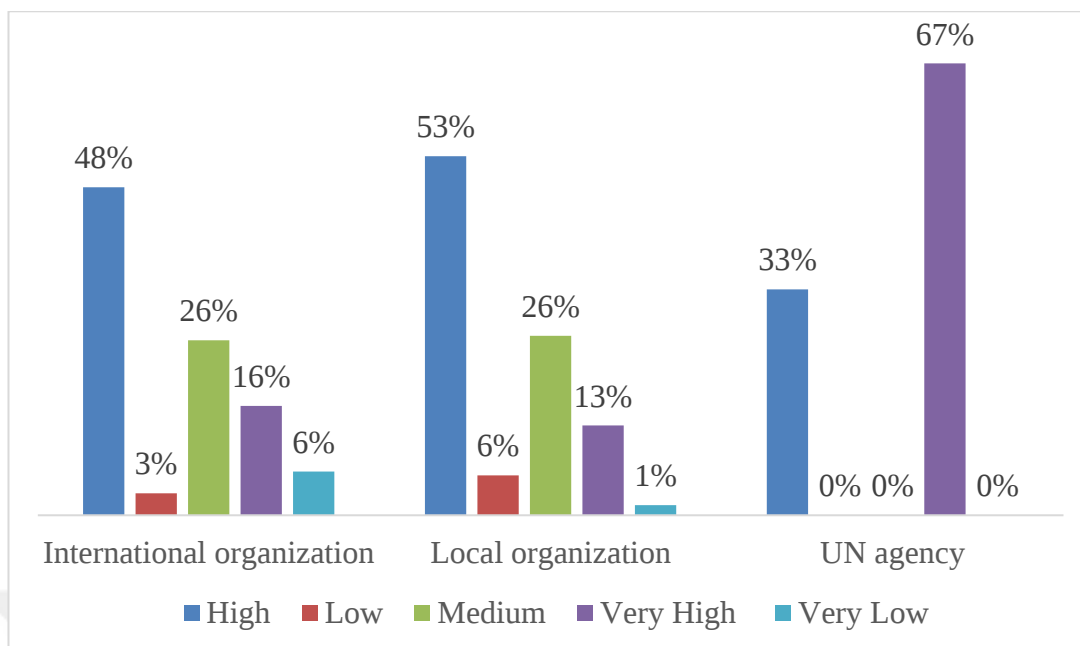


Figure 5.45: The achieved performance in stakeholders' involvement per NGO type.

The Achieved Performance In The Projects Ownership Transfer To The Local Community

Only 34% of the respondents indicated highly achieved the project ownership extension to the local community, while 33% expressed a medium achievement of project ownership extension to the local community as demonstrated in Figure 5.46.

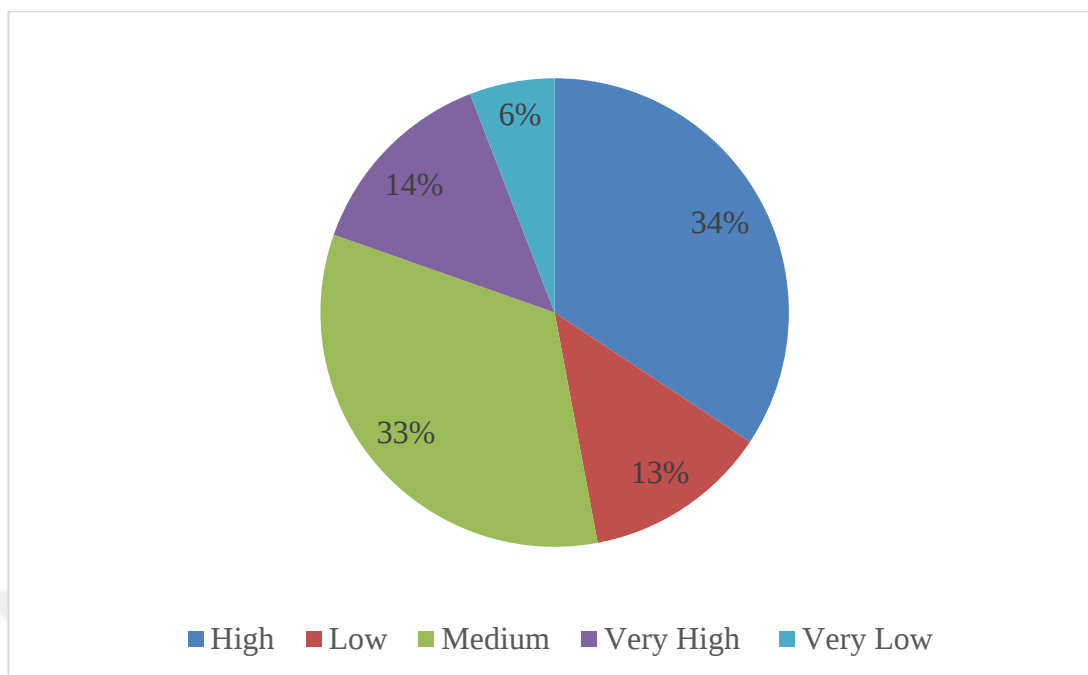


Figure 5.46: The achieved performance in the project ownership transfer to the local community.

67% of the UN agencies' respondents indicated they very highly achieved the transfer of the projects' ownership to the local community and 40% of the local NGOs' respondents indicated a high achievement, while 39% of the international NGOs' respondents expressed a medium performance achievement as illustrated in Figure 5.47.

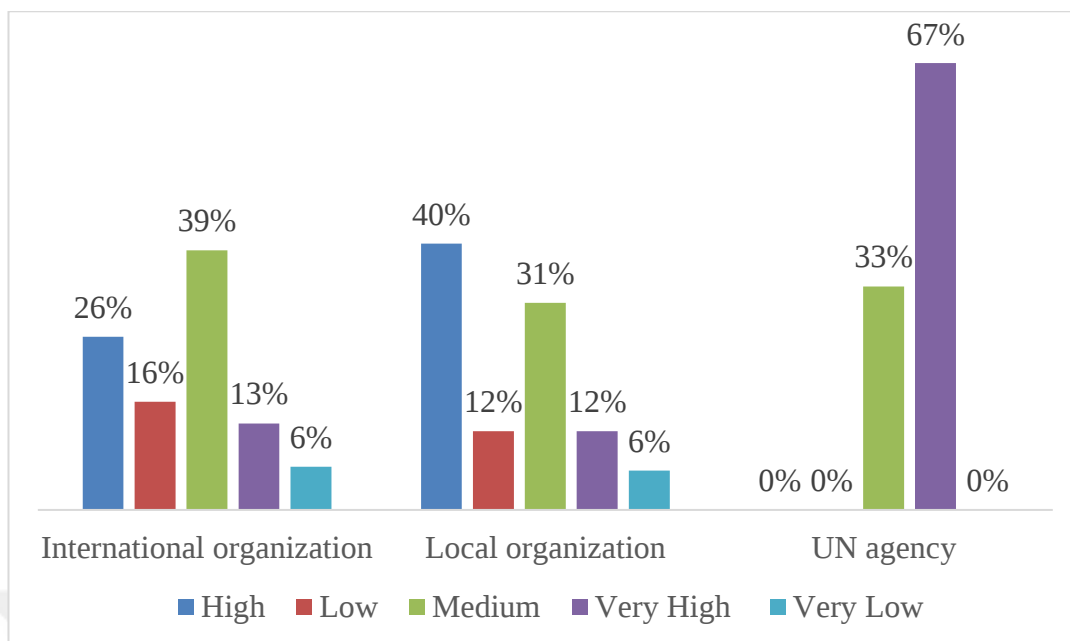


Figure 5.47: The achieved performance in the project ownership extension to the local community per NGO type.

The Achieved Project's Performance In Monitoring And Reporting To The Stakeholders

40% of the respondents indicated they high performance achieved in monitoring and reporting to the project stakeholders, while 36% indicated very high performance achieved in reporting to the stakeholders as illustrated in Figure 5.48.

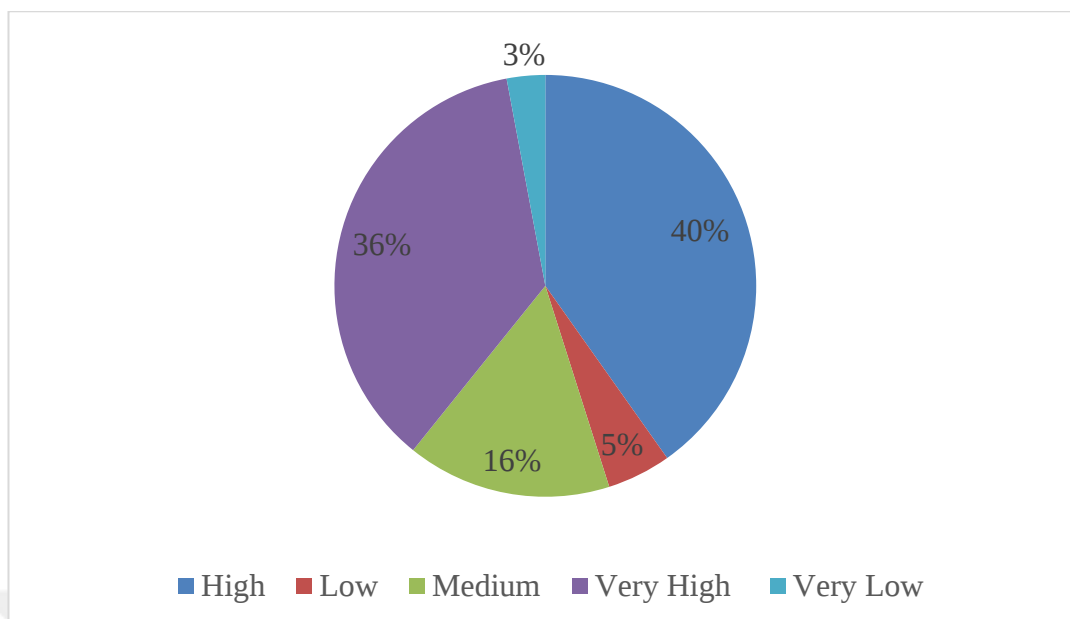


Figure 5.48: The achieved project's performance in monitoring and reporting to the stakeholders

52% of the international NGOs' respondents indicated they achieved high performance in monitoring and reporting to the stakeholders, while 67% of the UN agencies' respondents and 40% of the local NGOs' respondents indicated a very high performance achieved in monitoring and reporting to the stakeholders as demonstrated in Figure 5.49.

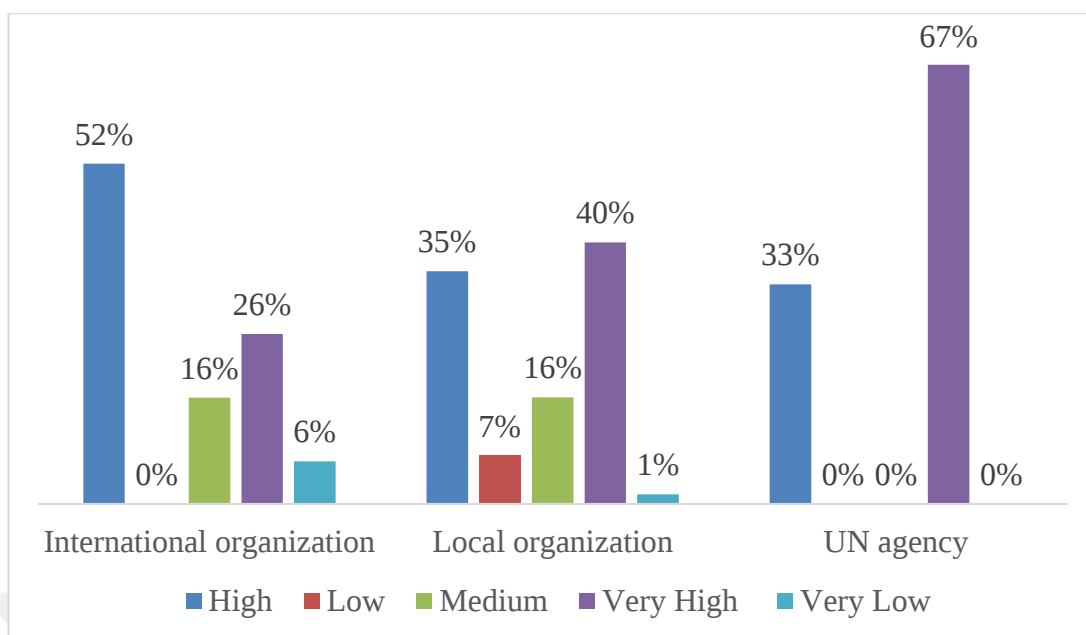


Figure 5.49: The achieved project's performance in monitoring and reporting to the stakeholders per NGO type.

The Achieved Projects' Performance In The Project Financial Sustainability

Only 30% of the respondents indicated they achieved high performance in the project's financial sustainability after its end, while only 36% of the respondents indicated a medium performance achieved in the project's economic sustainability as illustrated in Figure 5.50.

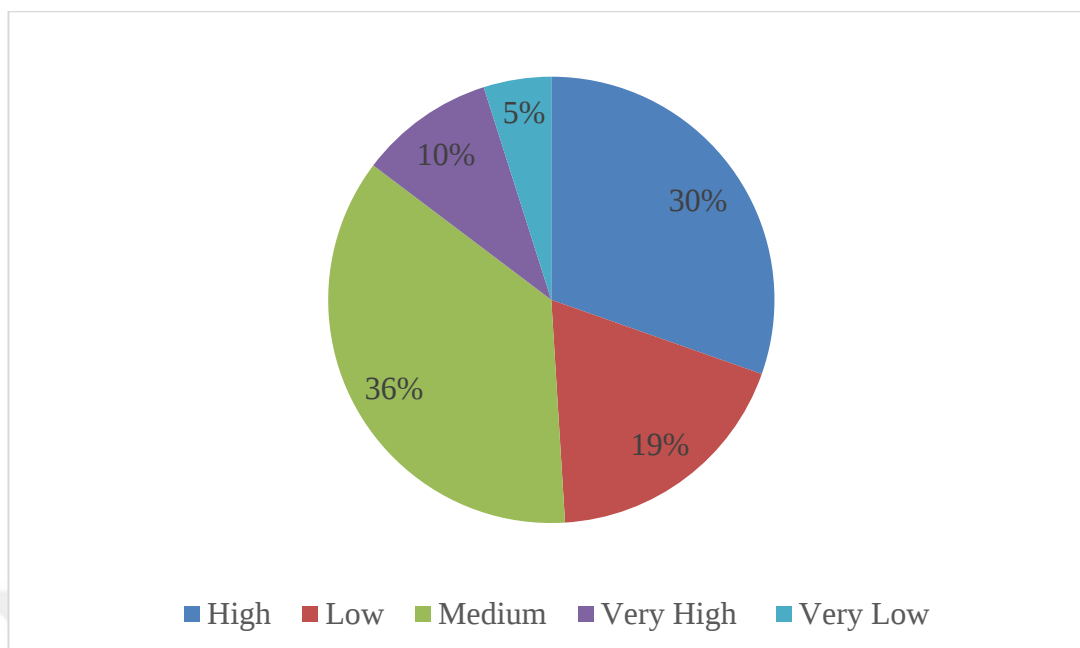


Figure 5.50: The achieved performance in the project financial sustainability

67% of the UN agencies' respondents indicated they achieved a very high economic sustainability in their projects, while only 9% and 6% of the local and international NGOs' respondents respectively indicated very high performance as demonstrated in Figure 5.51.

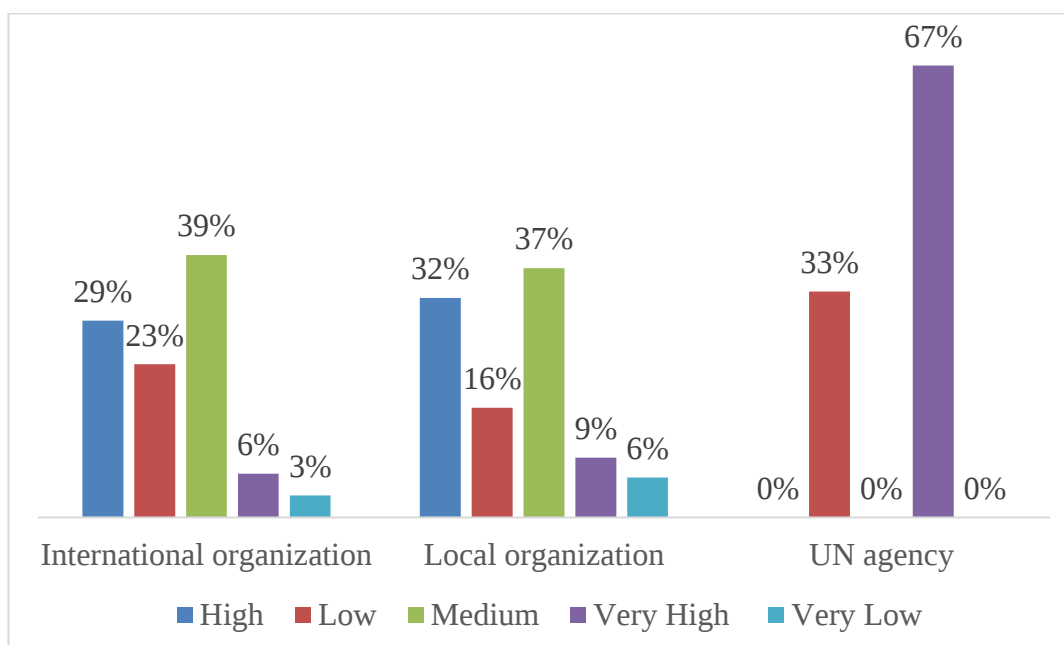


Figure 5.51: The achieved performance in the project financial sustainability per NGO type.

The Achieved Projects' Performance In The Local Community Satisfaction

52 % of the respondents achieved high performance in the local community satisfaction, while 23 % of the respondents indicated a very high performance achieved as demonstrated in Figure 5.52.

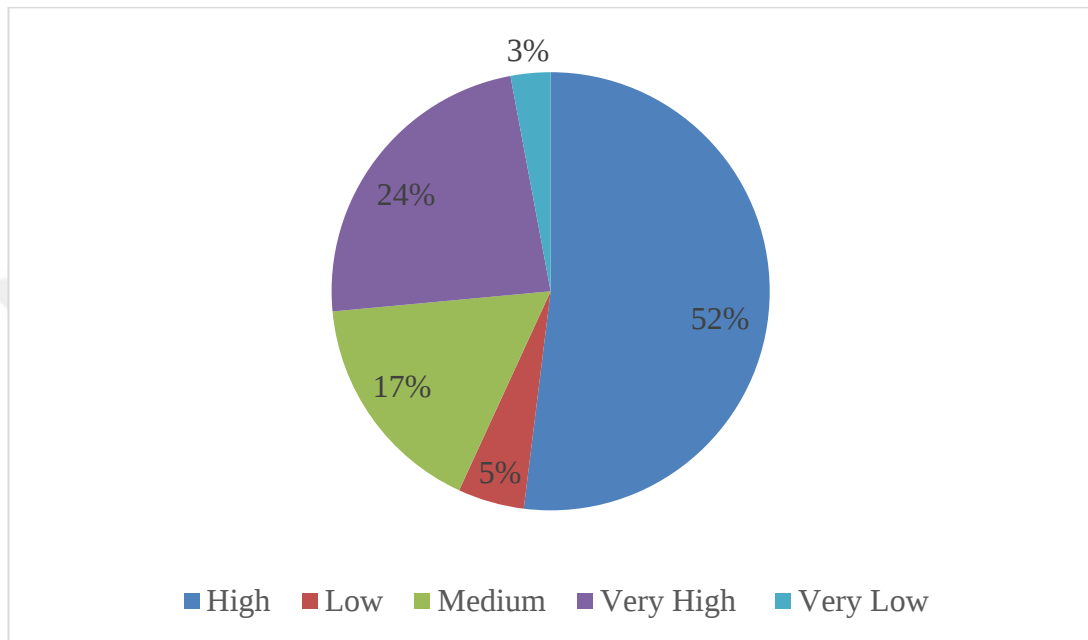


Figure 5.52: The achieved performance in the satisfaction of the Local Community.

67% of the UN agencies' respondents indicated a very high performance achieved in the local community satisfaction, while 59% of the local NGOs' respondents and 39% of the international NGOs' respondents achieved high performance in the satisfaction of the local community as presented in Figure 5.53.

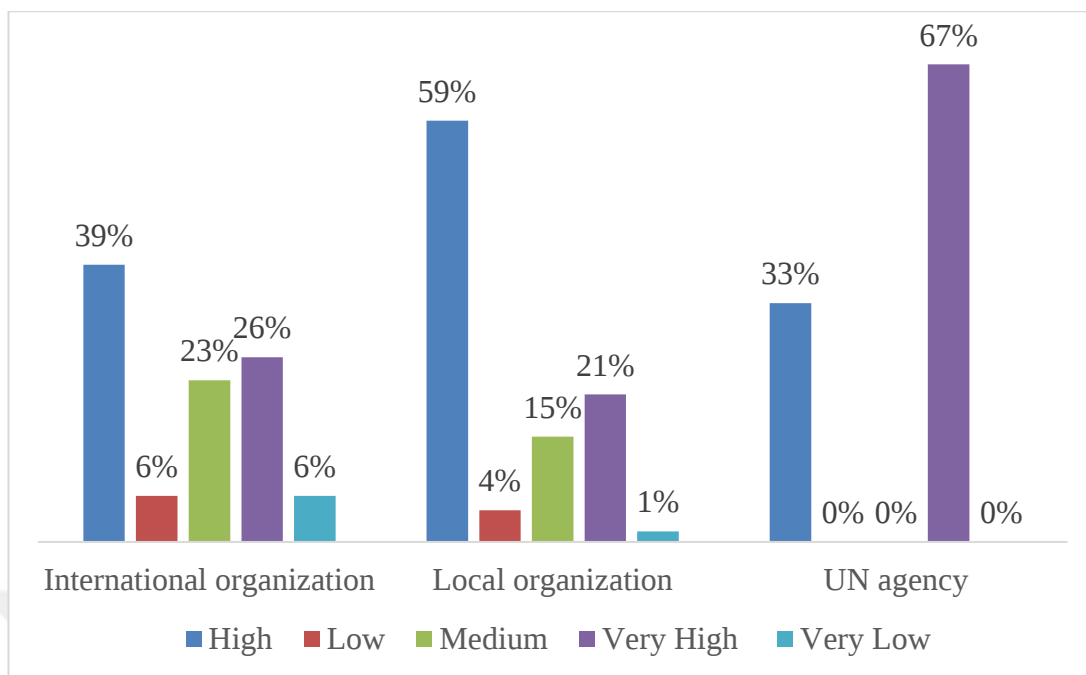


Figure 5.53: The achieved performance in the satisfaction of the Local Community per NGO type.

The comparison among the performance achievement of all the above factors showed that the very high performance was achieved in compliance with budget and the compliance with a project deadline, while the high performance was achieved in compliance with the quality, satisfaction of the local community, and stakeholder involvement as demonstrated in Figure 5.54.

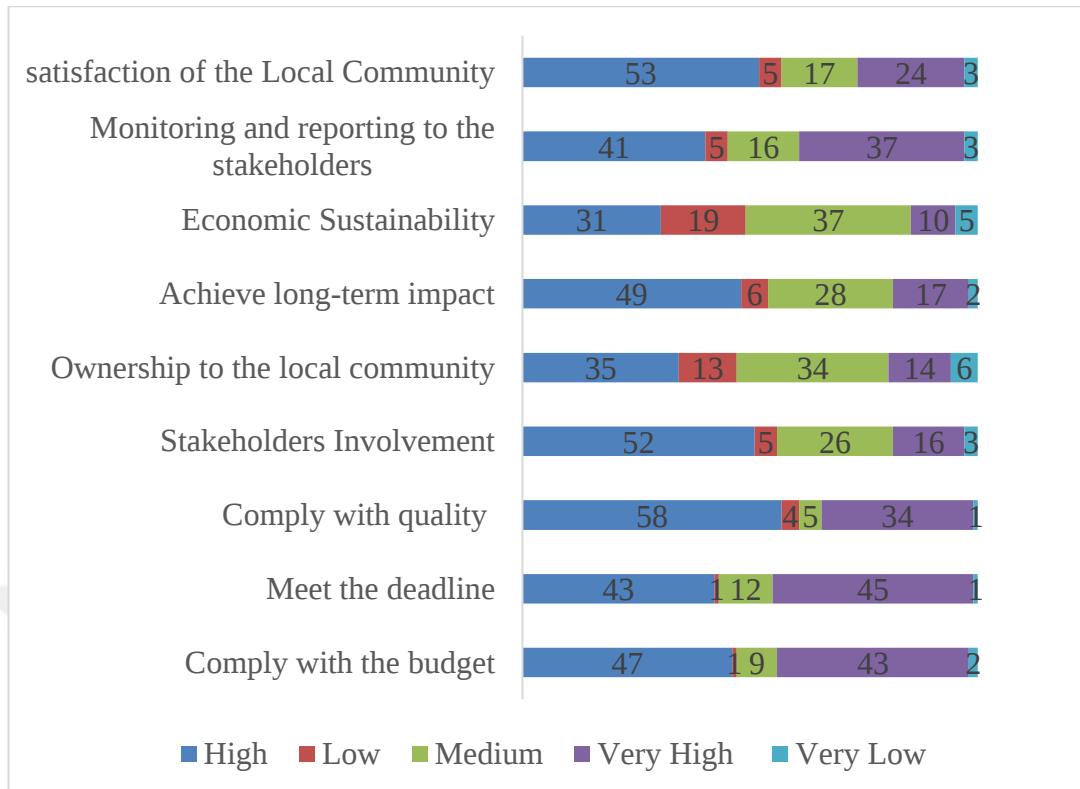


Figure 5.54: The comparison among the performance achievement of all factors

5.2.2 Analyze NGOs Adoption Of Project Management Methodologies And Tools

Analysis of NGOs Adoption Of Project Management Methodologies

The Level Of Knowledge Of The Project Management Methodologies

Project Cycle Management (PCM) Methodology

39% of the respondents scored their level of knowledge of the PCM methodology as a high level of knowledge, while 26% scored their knowledge as very high as demonstrated in Figure 5.55.

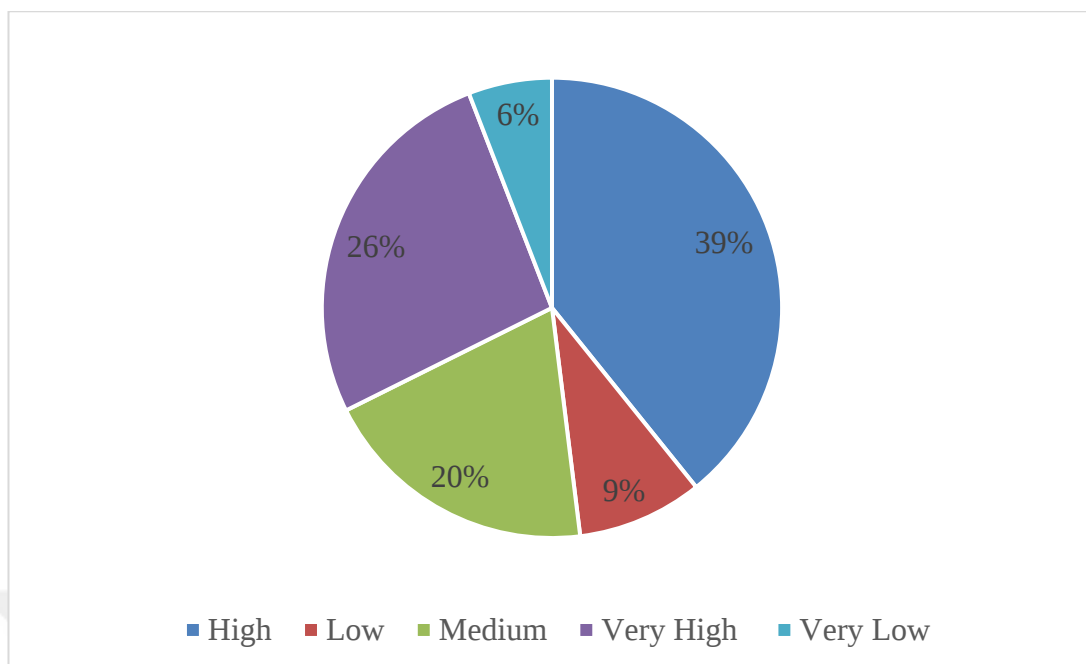


Figure 5.55: PCM methodology level of knowledge

100% of the UN agencies' respondents indicated they have a very high level of knowledge of PCM methodology, while 42% of the international NGOs' respondents and 40% of the local NGOs' respondents scored their knowledge level as high level as illustrated in Figure 5.56.

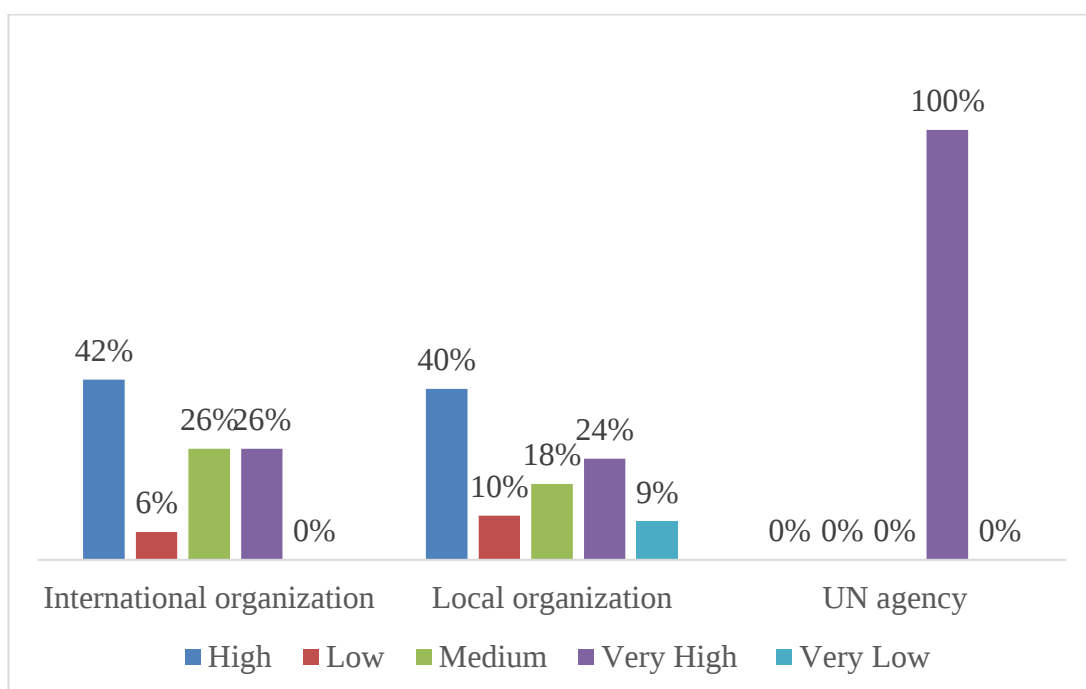


Figure 5.56: The level of knowledge of PCM methodology per NGO type.

Project Management Professional (PMP) Methodology

39% of the respondents scored their level of knowledge of PMP methodology as a high level, while 32% leveled their knowledge as a medium level as demonstrated in Figure 5.57.

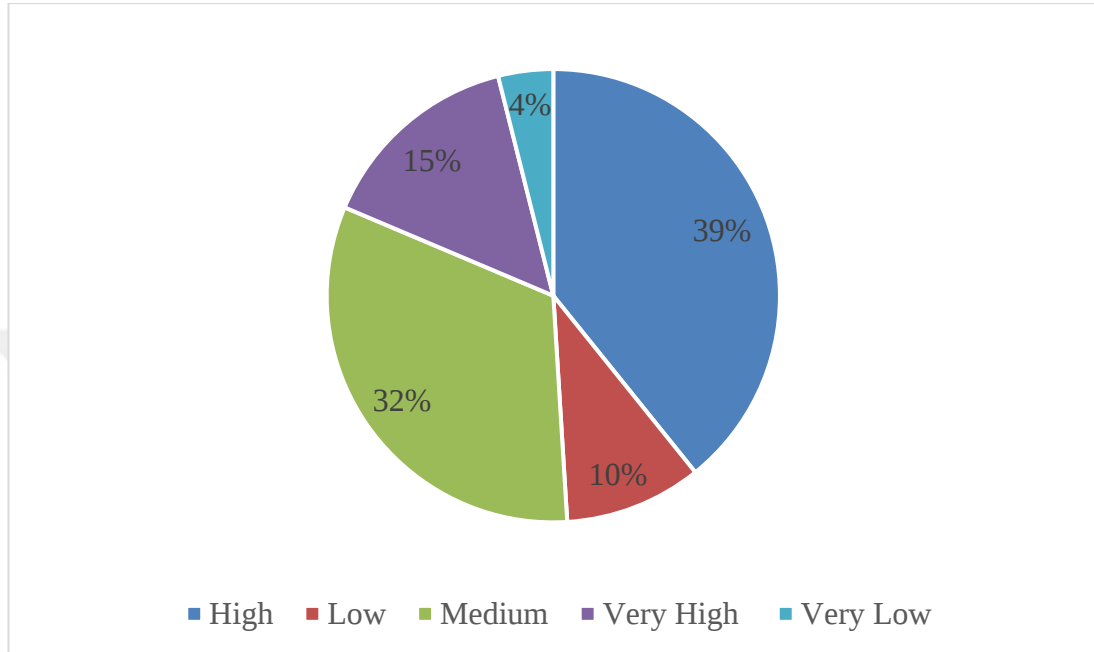


Figure 5.57: PMP methodology level of knowledge

The analysis showed that 67% of the UN agencies' respondents rated their level of knowledge as a very high level, while 43% of the local NGOs' respondents and 35% of the international NGOs' respondents scored their knowledge level as a high level as demonstrated in Figure 5.58.

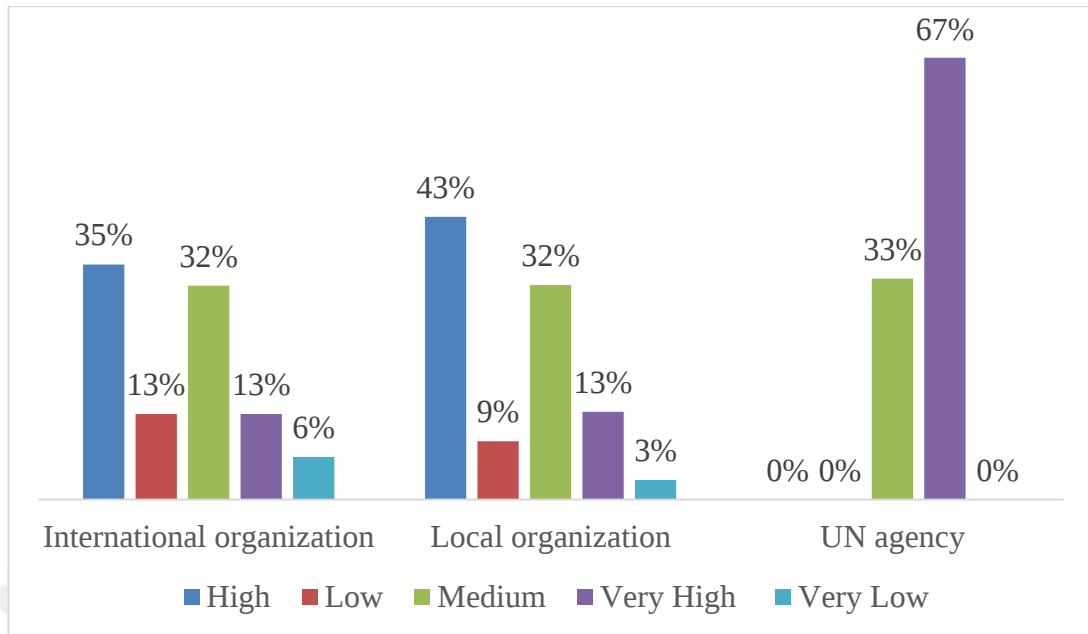


Figure 5.58: The level of knowledge of PMP methodology per NGO type.

International Project Management Association (IPMA) Methodology

35% of the respondents scored their level of knowledge of IPMA methodology as medium level, while 26% of the respondents rated their knowledge as low level as illustrated in Figure 5.59.

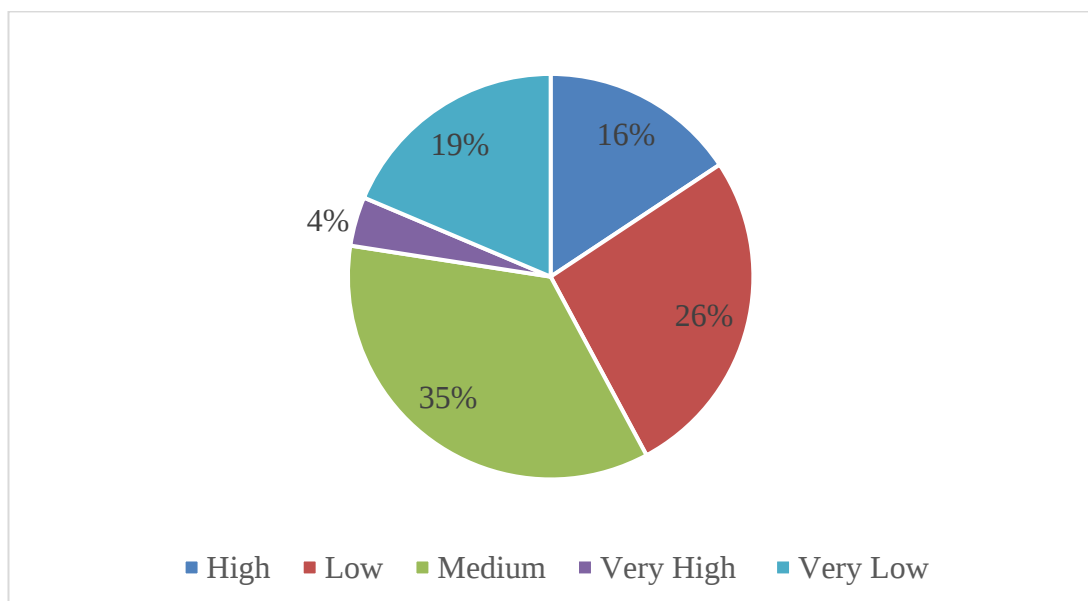


Figure 5.59: IPMA methodology level of knowledge

45% of the international NGOs' respondents and 32% of the local NGOs' respondents scored their level of knowledge as a medium level as illustrated in Figure 5.60.

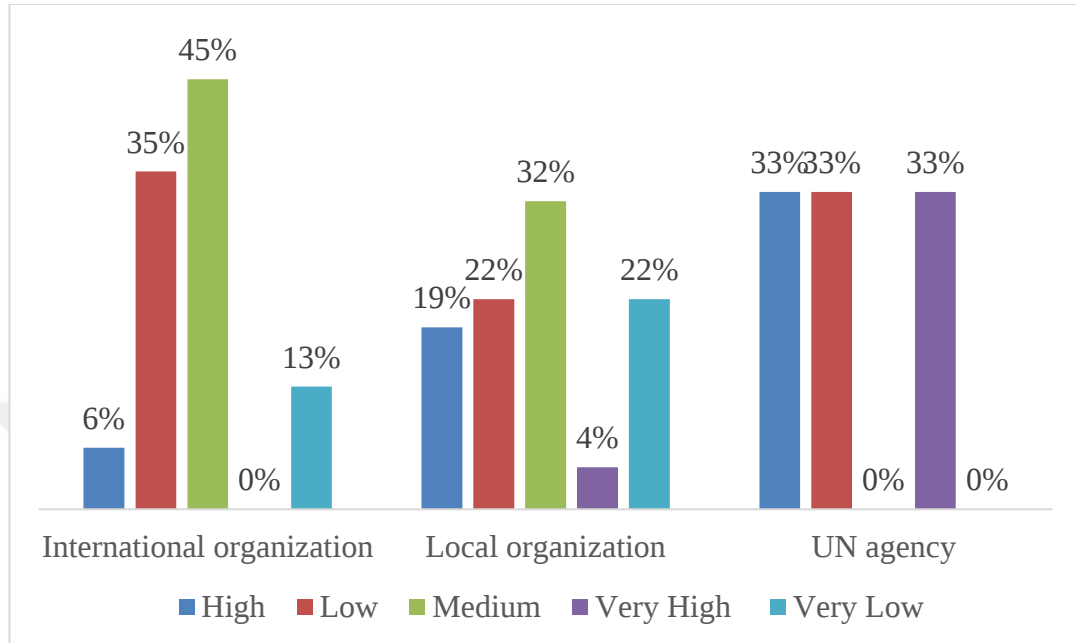


Figure 5.60: The level of knowledge of IPMA methodology per NGO type.

Projects IN Controlled Environments (PRINCE2) Methodology

30% of the respondents indicated that their level of knowledge was medium while 28% of the respondents scored their level as low level and 26% of them scored their level of knowledge as very low as illustrated in Figure 5.61.

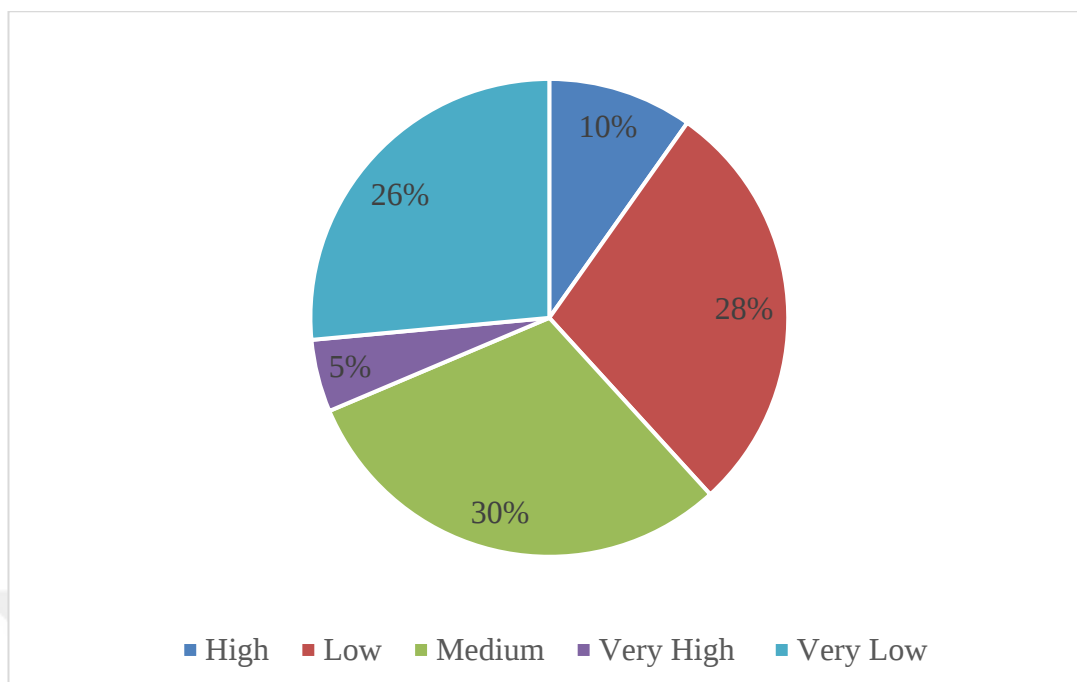


Figure 5.61: PRINCE2 methodology level of knowledge

35% of the international NGOs' respondents scored their level of knowledge of PRINCE2 methodology as low level, while 29% of the local NGOs' respondents scored their knowledge level as very low as demonstrated in Figure 5.62.

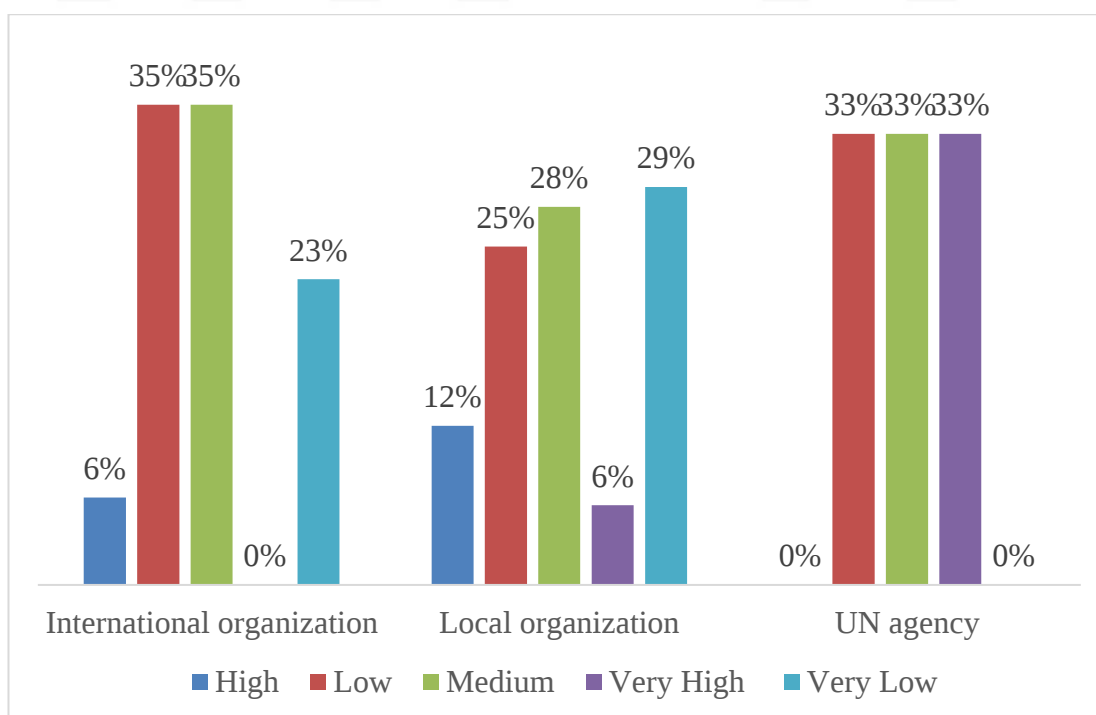


Figure 5.62: The level of knowledge of PRINCE2 methodology per NGO type.

Project Management for Development (PM4DEV) Methodology

32% of the respondents indicated that they have a medium level of knowledge of the PM4DEV methodology, while 19% of the respondents rated their knowledge level as a low level as presented in Figure 5.63.

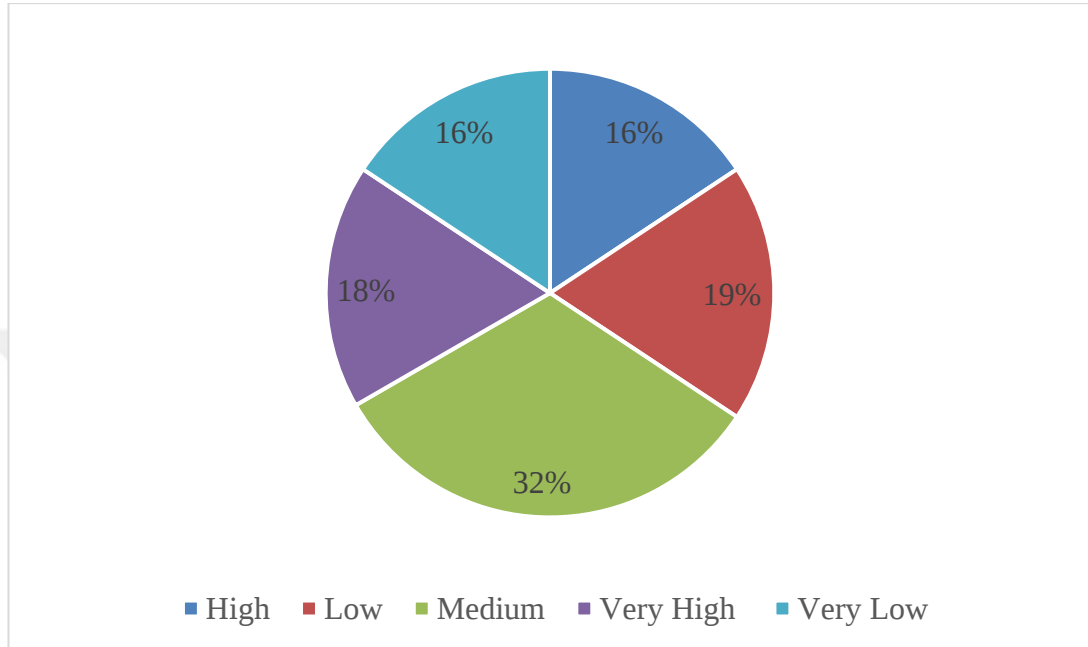


Figure 5.63: The level of knowledge of PM4DEV methodology.

67% of the UN agencies' respondents indicated their level of knowledge of PM4DEV methodology as very high level, while 32% of the international NGOs and 32% of the local NGOs' respondents mentioned they have a medium level of knowledge of PM4DEV methodology as shown in Figure 5.64.

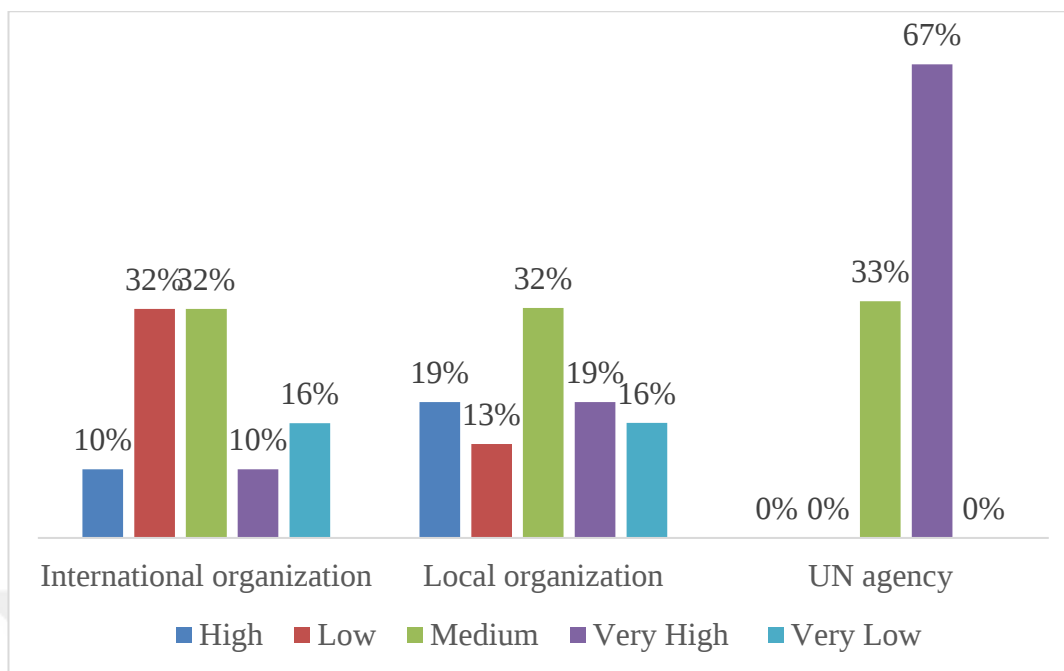


Figure 5.64: The level of knowledge of PM4DEV methodology per NGO type.

Project Management for Development Professionals (PMD Pro) Methodology

37% of the respondents mentioned they have a very high level of knowledge of PMD Pro methodology, while 27% of them indicated a high level of knowledge as presented in Figure 5.65.

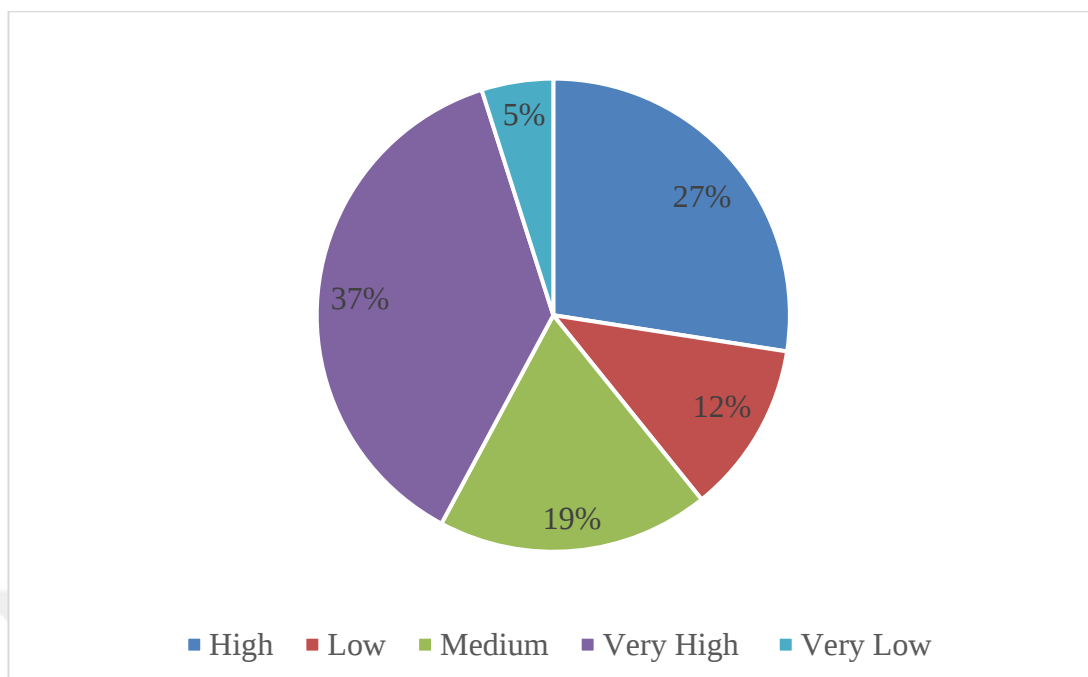


Figure 5.65: PMD Pro methodology level of knowledge

43% of the local NGOs' respondents, 33% of UN agencies' respondents, and 26 % of international NGOs indicated they have a very high level of knowledge of the PMD Pro methodology as demonstrated in Figure 5.66.

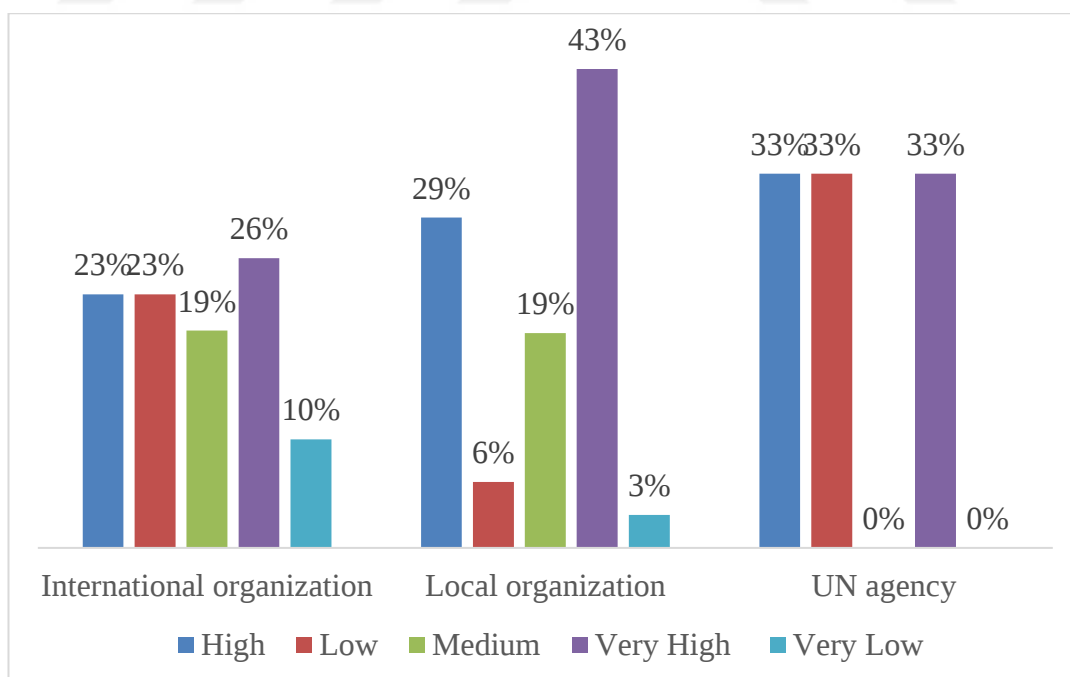


Figure 5.66: The level of knowledge of PMD Pro methodology per each type of NGO

Project Management Methodology Certification Status (Are You Certified Question?)

Project Cycle Management (PCM) Certification Status

62% of the respondents indicated they are not certified in PCM methodology as illustrated in Figure 5.67.

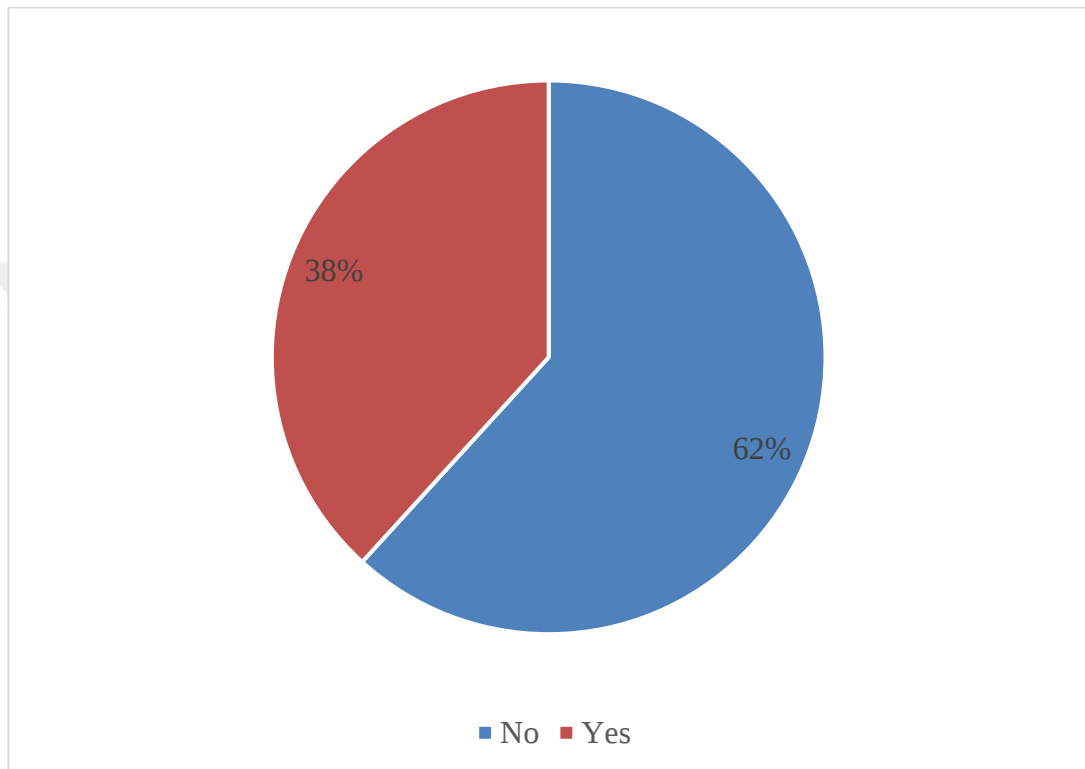


Figure 5.67: Certified status in PCM methodology

67% of the UN agencies' respondents answered they are certified in PCM methodology, while 63% of the local NGOs' respondents and 61% of international NGOs' respondents are not certified in PCM methodology as illustrated in Figure 5.68.

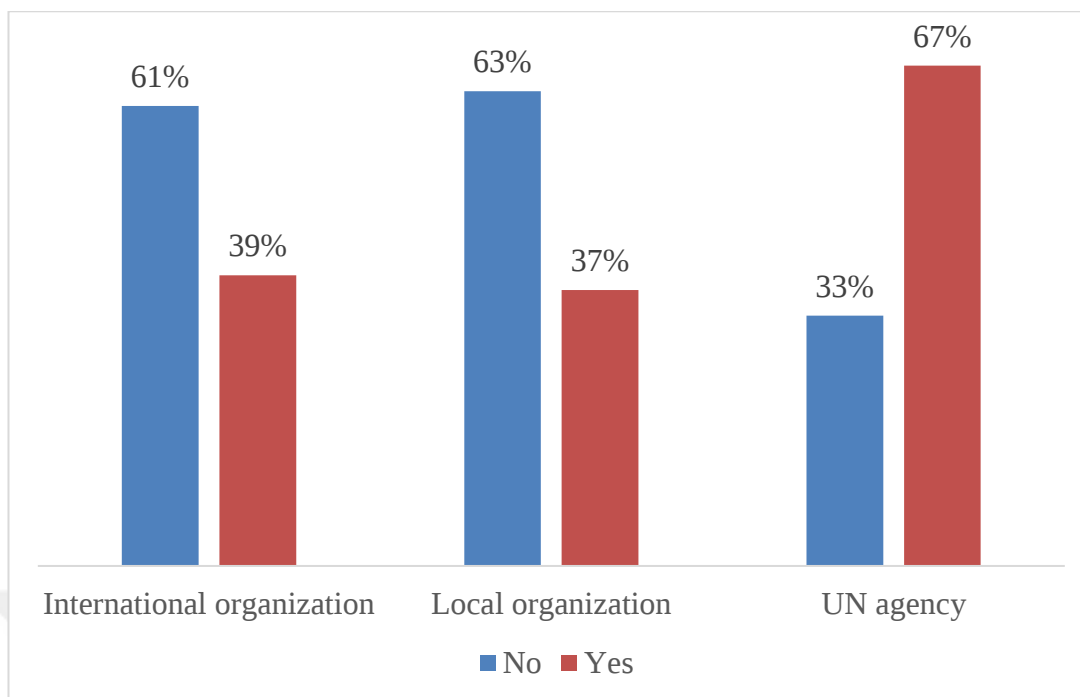


Figure 5.68: Certified status in PCM methodology per NGO type.

Project Management Professional (PMP) Certification Status

59% of the respondents are not certified with PMP methodology as presented in Figure 5.69.

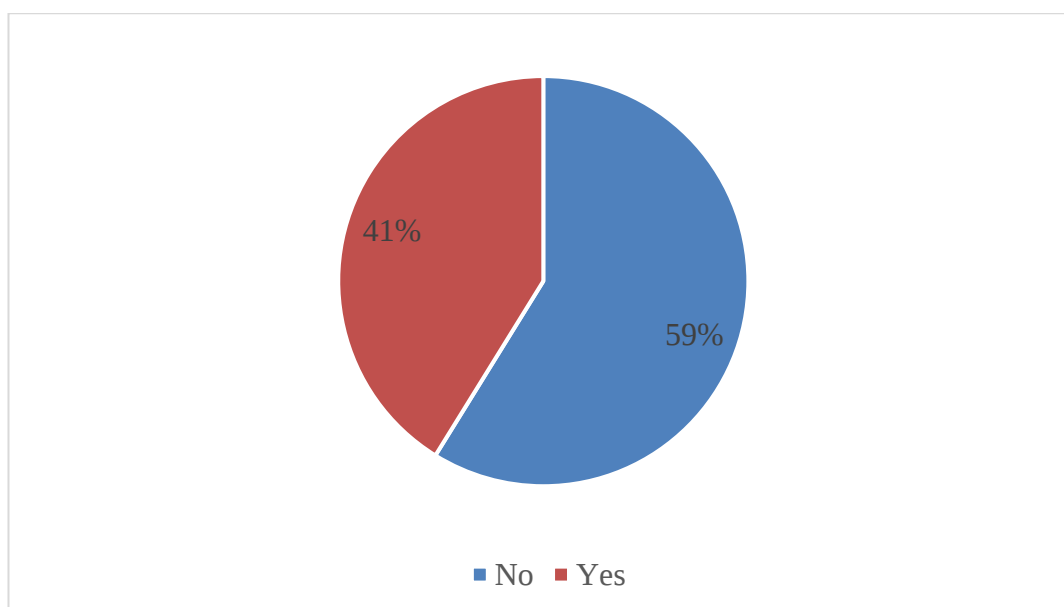


Figure 5.69: Certified status in PMP methodology.

67% of the UN agencies' respondents, 60% of the local NGOs' respondents, and 55% of the international NGOs' respondents indicated they are not certified in PMP methodology as presented in Figure 5.70.

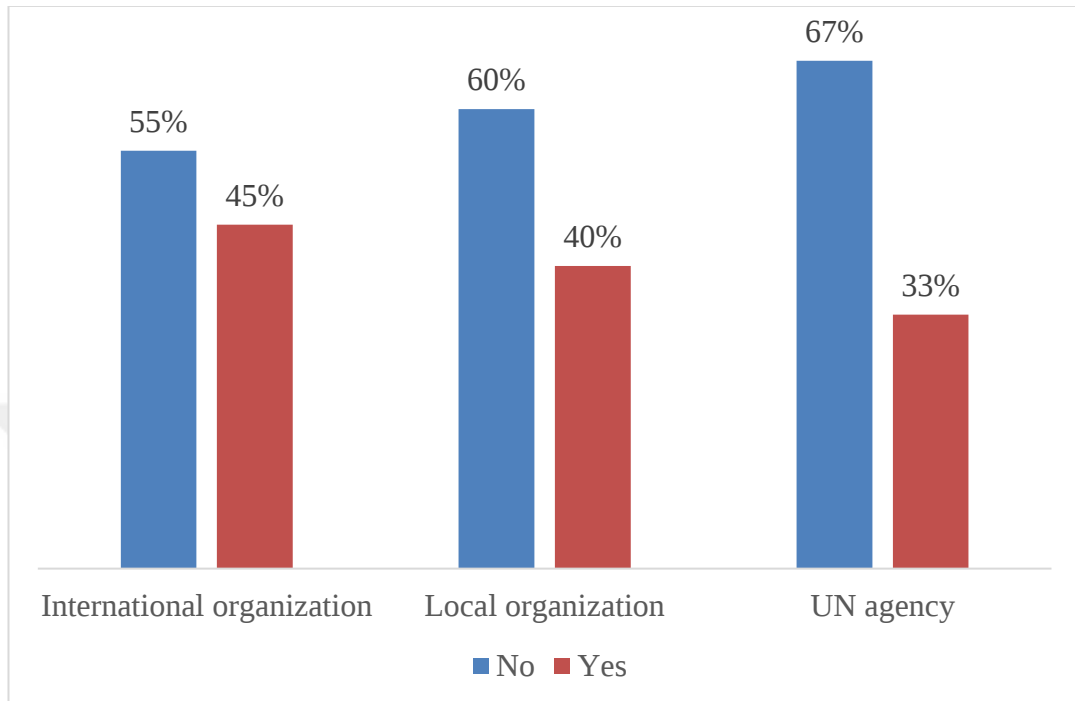


Figure 5.70: Certified status in PMP methodology per NGO type.

International Project Management Association (IPMA) Certification Status

Most of the respondents (87%) are not certified with IPMA methodology as presented in Figure 5.71.

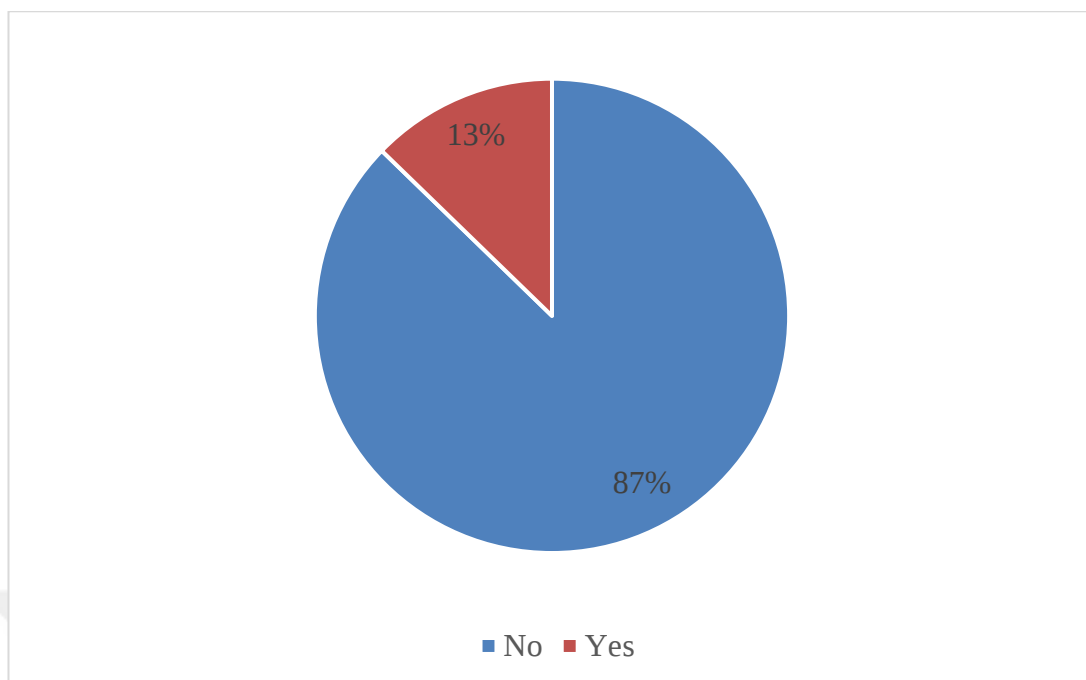


Figure 5.71: Certified status in IPMA methodology.

All the UN agencies' respondents, 88% of local NGOs' respondents, and 84% of the international NGOs' respondents are not certified in IPMA methodology as demonstrated in Figure 5.72.

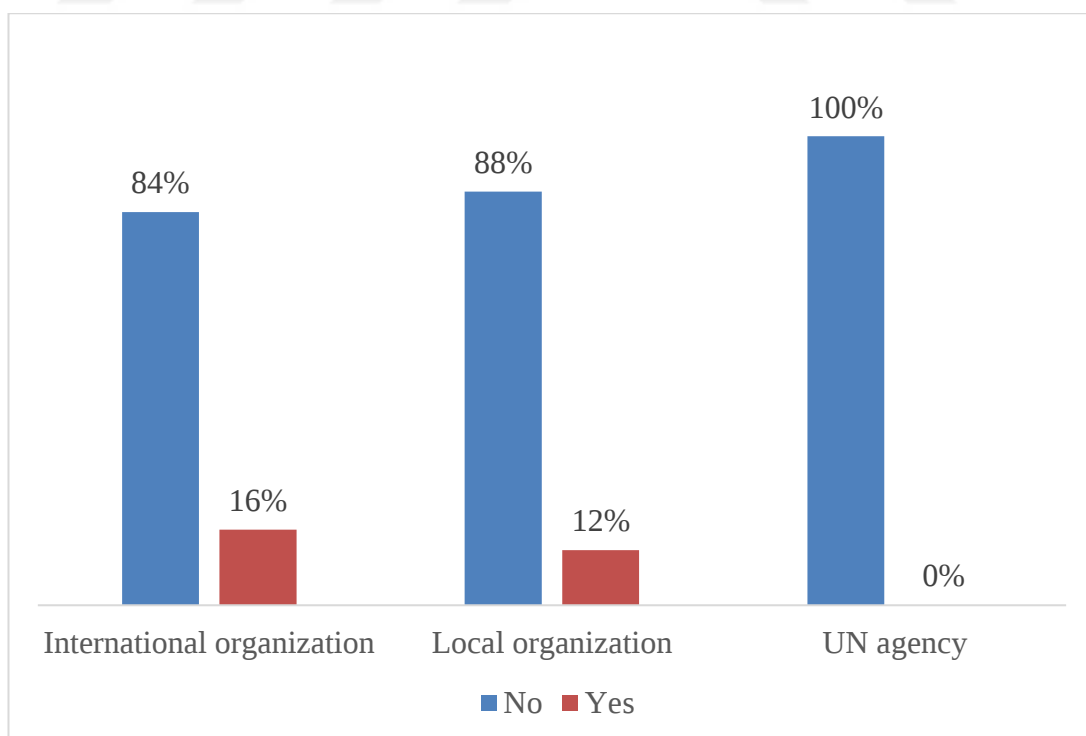


Figure 5.72: Certified status in IPMA methodology per NGO type.

PRojects IN Controlled Environments (PRINCE2) Certification Status

Most of the respondents (89%) are certified in PRINCE2 methodology as demonstrated in Figure 5.73.

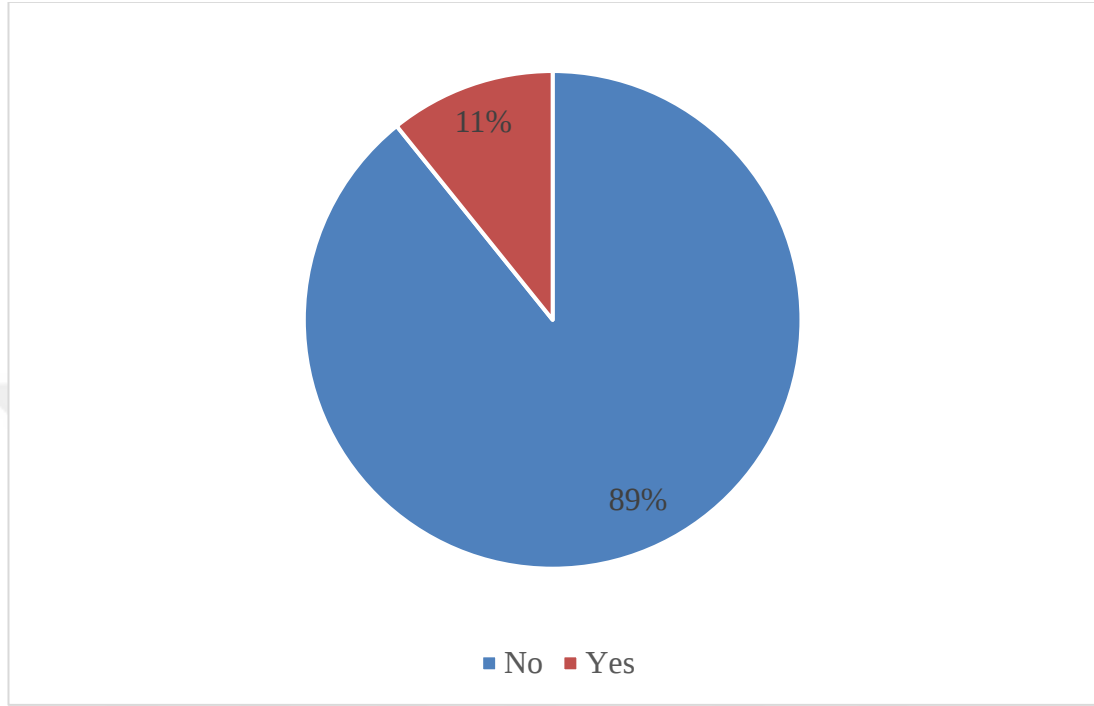


Figure 5.73: Certified status in the PRINCE2 methodology

All UN agencies' respondents, 90% of international NGOs respondents, and 88% of local NGOs' respondents indicated they are not certified in the PRINCE2 methodology as illustrated in Figure 5.74.

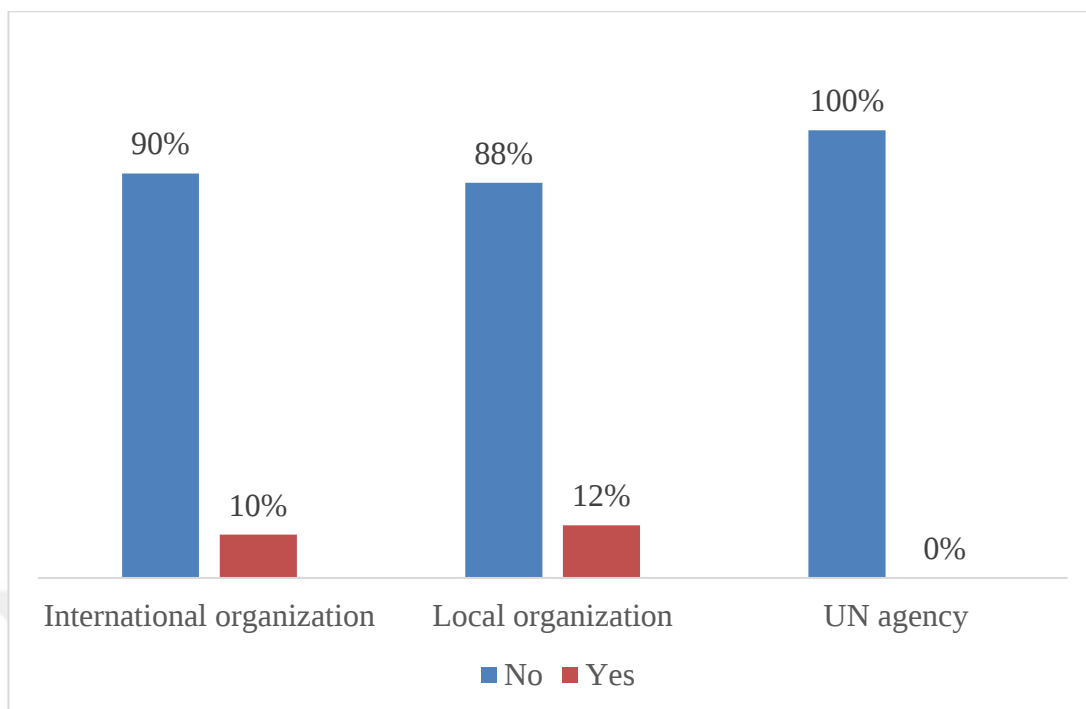


Figure 5.74: Certified status in the PRINCE2 methodology per NGO type.

Project Management for Development (PM4DEV) Certification Status

80% of the respondents are not certified in PM4DEV methodology as presented in Figure 5.75.

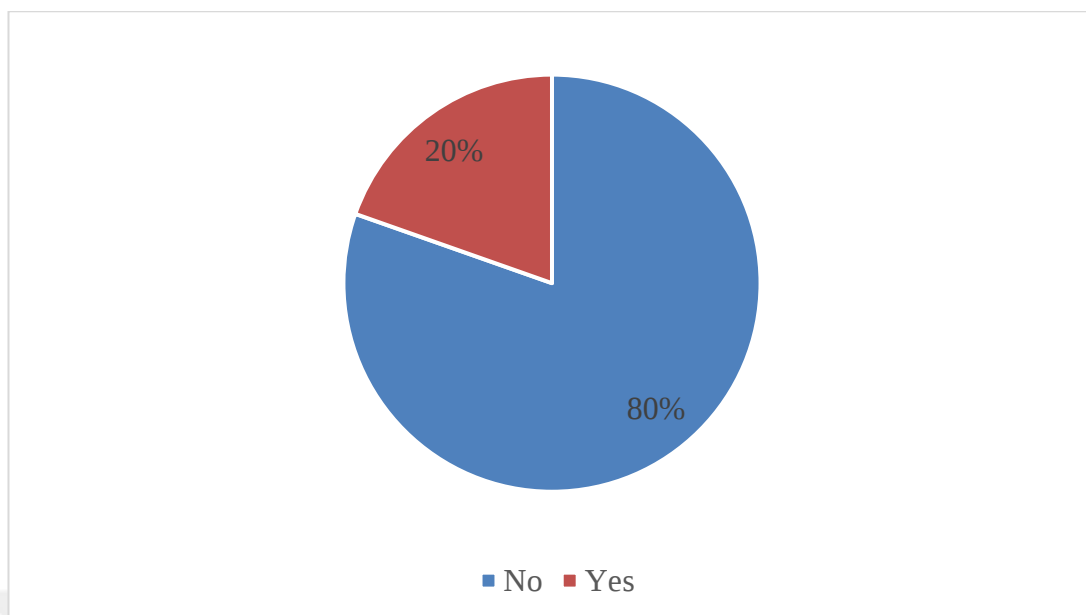


Figure 5.75: Certified status in the PMD4DEV methodology

84% of the international NGOs' respondents, 79% of the local NGOs' respondents, and 67% of the UN agencies' respondents indicated they are not certified in PM4DEV methodology as demonstrated in Figure 5.76.

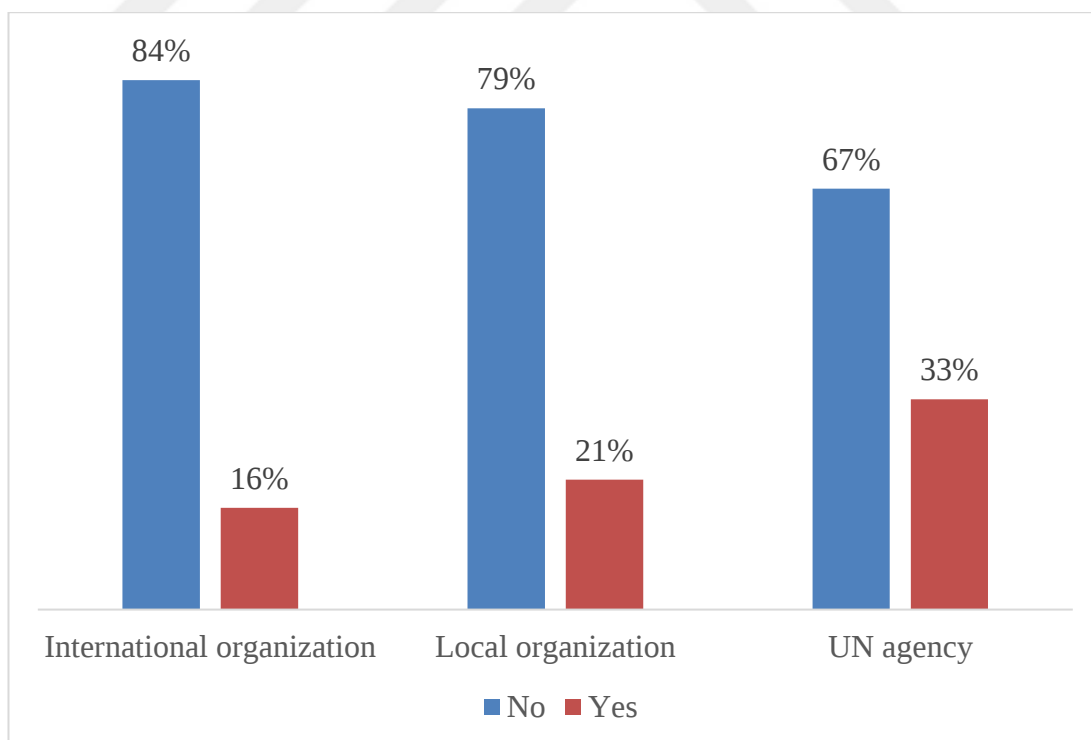


Figure 5.76: Certified status in the PMD4DEV methodology per NGO type.

Project Management for Development Professionals (PMD Pro) Certification Status

As per Figure 5.77, 53% of the respondents are certified in PMD Pro methodology.

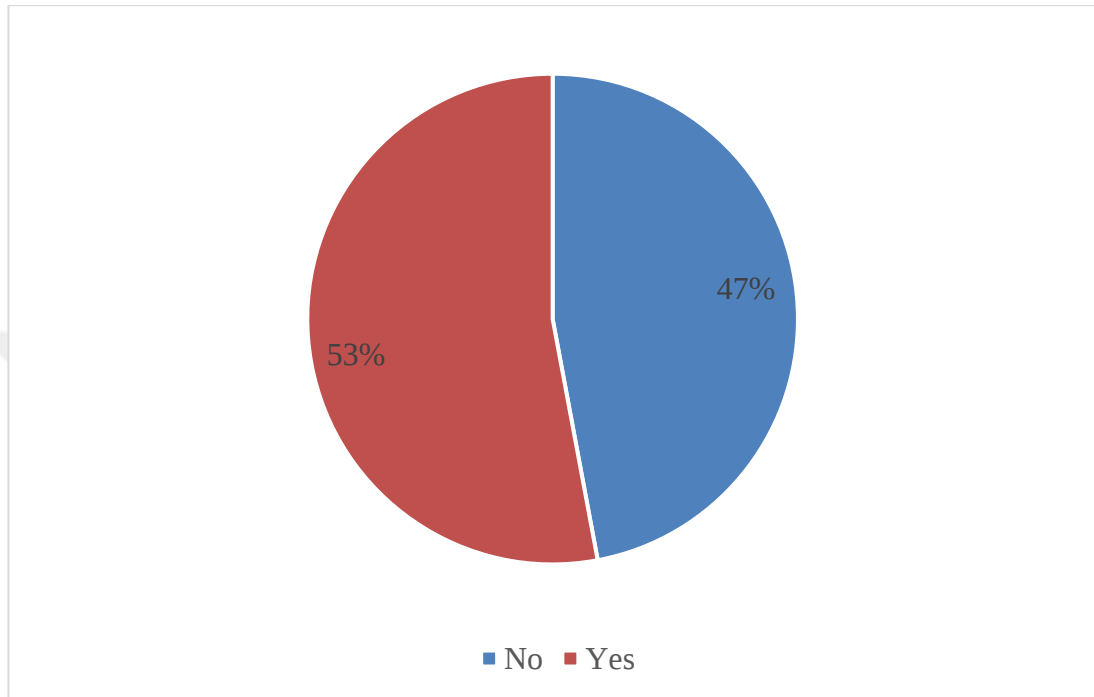


Figure 5.77: Certified status in the PMD Pro methodology.

67% of the UN agencies' respondents, 61% of the international NGOs' respondents, and 40% of the local NGOs' respondents indicated they are certified in PMD Pro as presented in Figure 5.78.

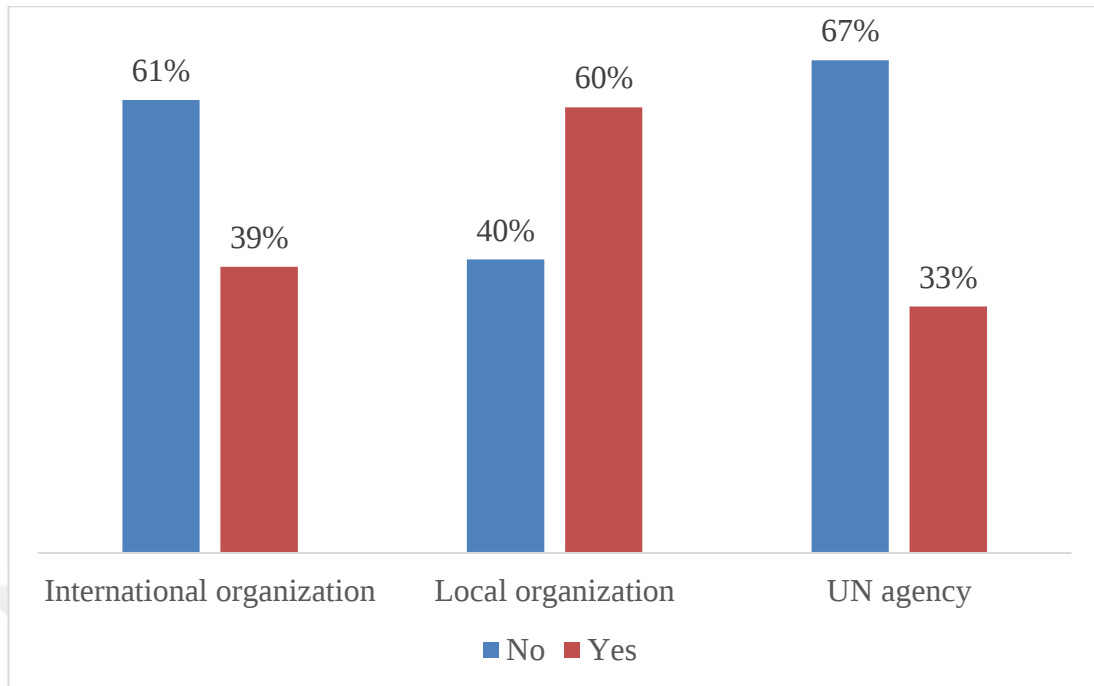


Figure 5.78: Certified status in the PMD Pro methodology per NGO type.

The comparison among the respondents' response of being certified of the deferent methodology, showed that PMD Pro methodology is the highest certified methodology of 54 (53%) respondents followed by PMP and PCM methodologies of (42) and (39) respectively as demonstrated in Figure 5.79.

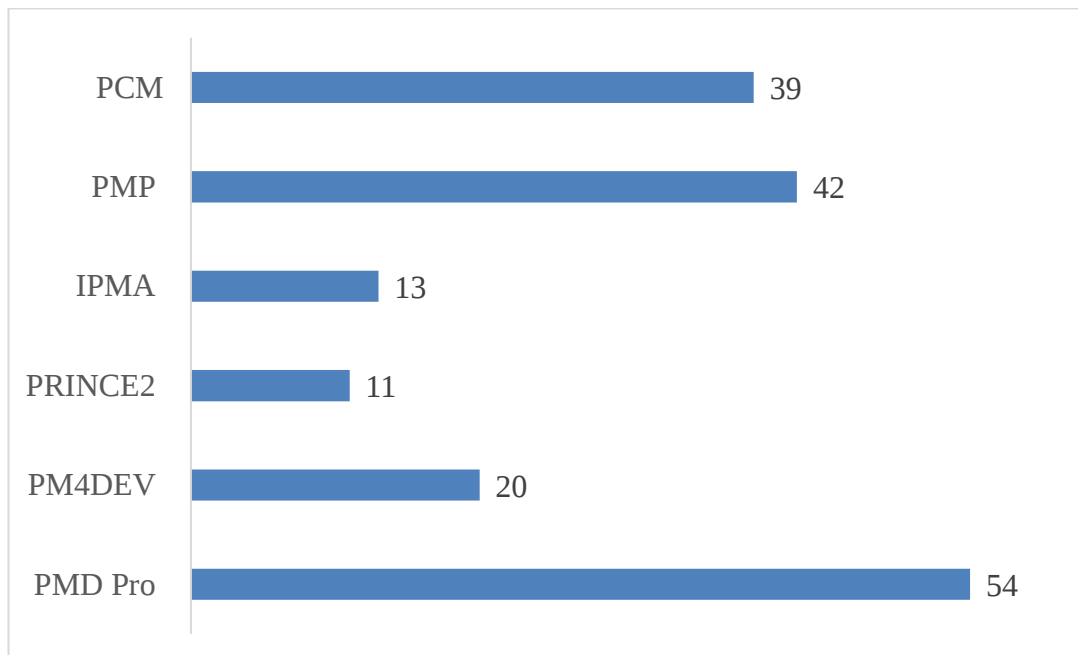


Figure 5.79: The number of certified respondents in the different methodology.

The Percentage Of Projects That Adopted The Following Methodology

The Project Cycle Management (PCM) Methodology

35 of the 102 respondents indicated that 51% to 75% of their projects use the PCM methodology, while 27 of the respondents indicated 76% to 100% of their projects use the PCM methodology as presented in Figure 5.80.

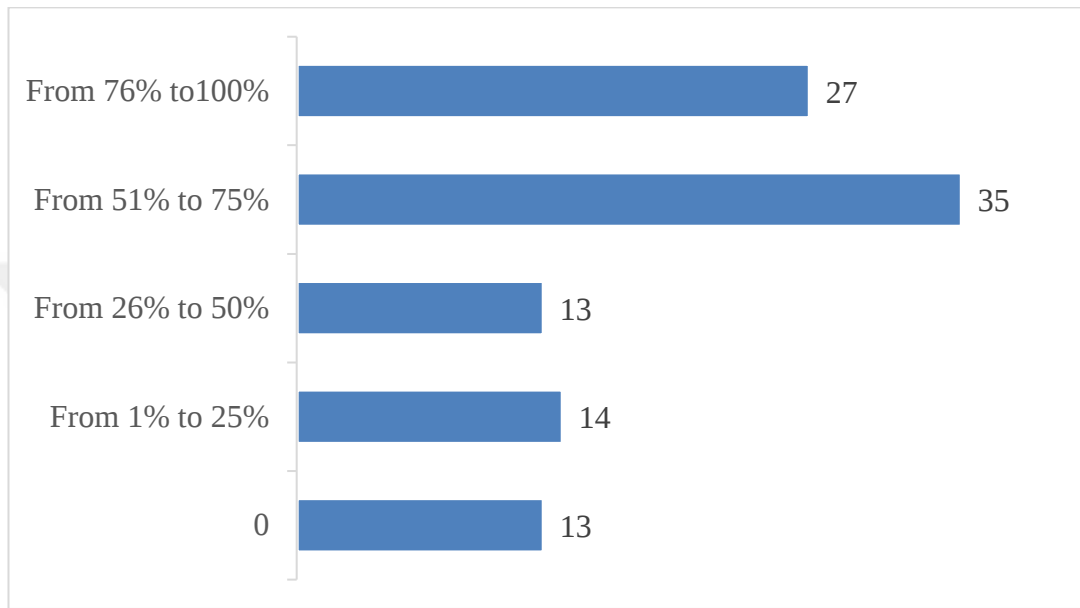


Figure 5.80: PCM methodology adoption

26 of 68 local NGOs' respondents indicated that from 51% to 75% of their projects adopted PCM methodology, while 13 of the local NGOs' respondents and 13 of 31 international NGOs' respondents indicated 76% to 100% of the project adopt PCM methodology as demonstrated in Figure 5.81.

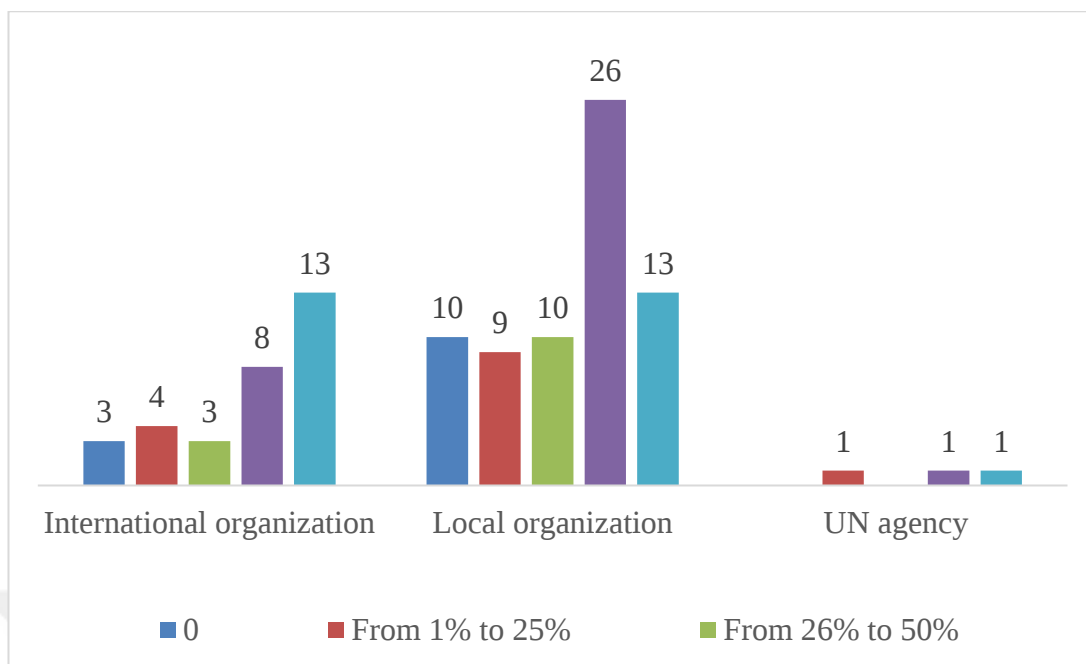


Figure 5.81: PCM methodology adoption per NGO type

The Project Management Professional (PMP) Methodology

30 of 102 respondents responded that 51% to 75% of their projects adopted PMP methodology, while 24 respondents responded that from 26% to 50% of their projects adopted PMP methodology as presented in Figure 5.82.

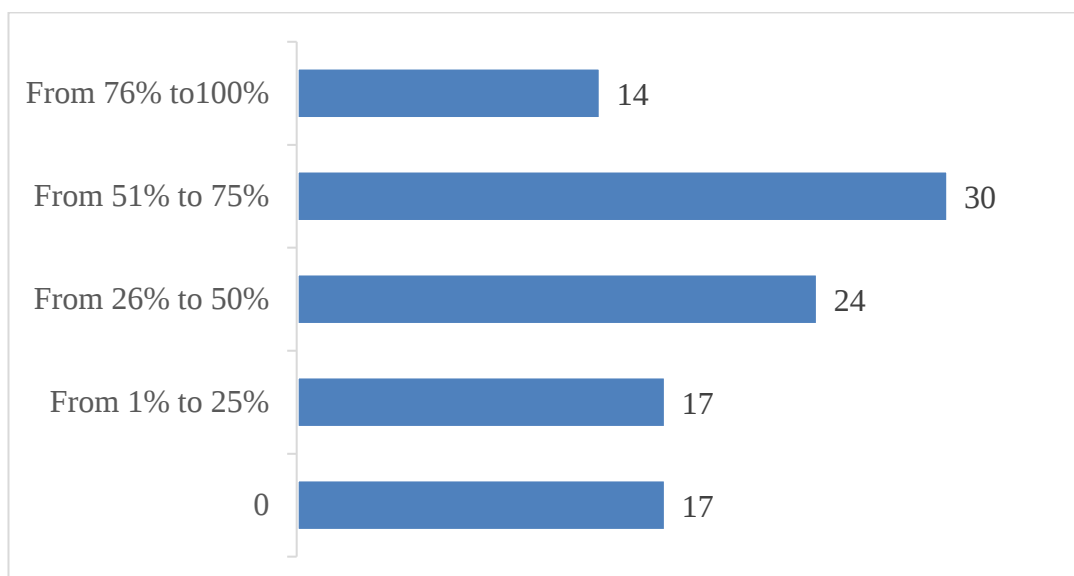


Figure 5.82: PMP methodology adoption

Figure 5.83 shows that 20 of 68 of the local NGOs' respondents and 8 of the international NGOs' respondents indicated that from 51% to 75% of their projects adopted PMP methodology.

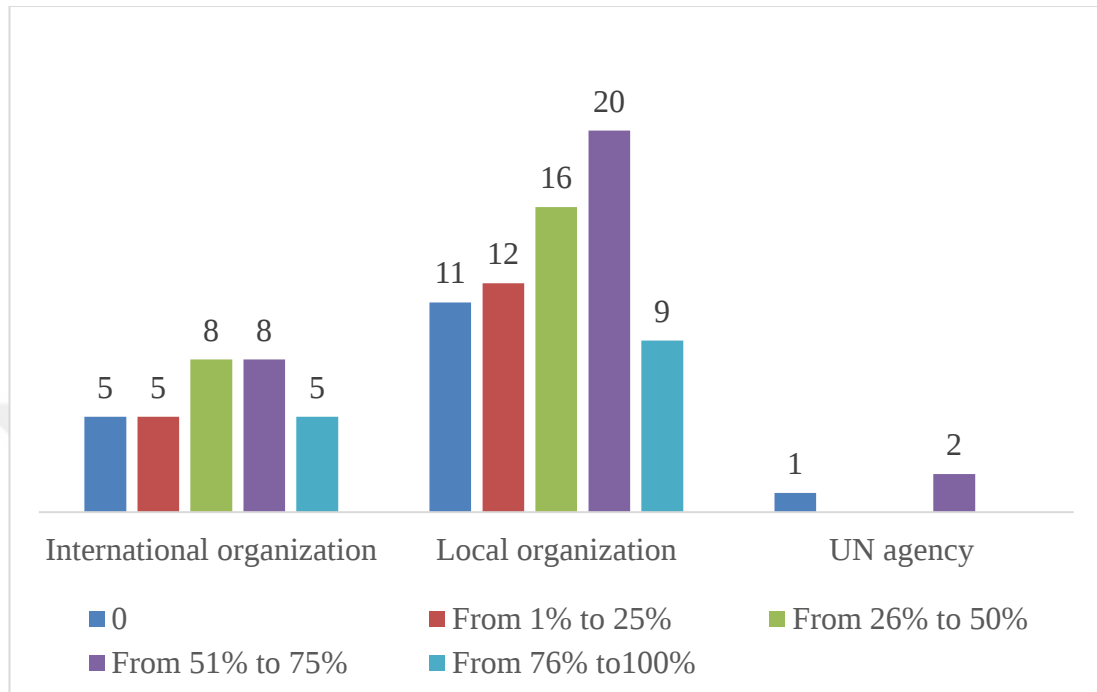


Figure 5.83: PMP methodology adoption per NGO type.

The Project Management Association (IPMA) Methodology

40 of the 102 respondents indicated that they have never used the IPMA methodology in their projects, while 27 respondents said it was used from 26% to 50% of their projects as presented in Figure 5.84.

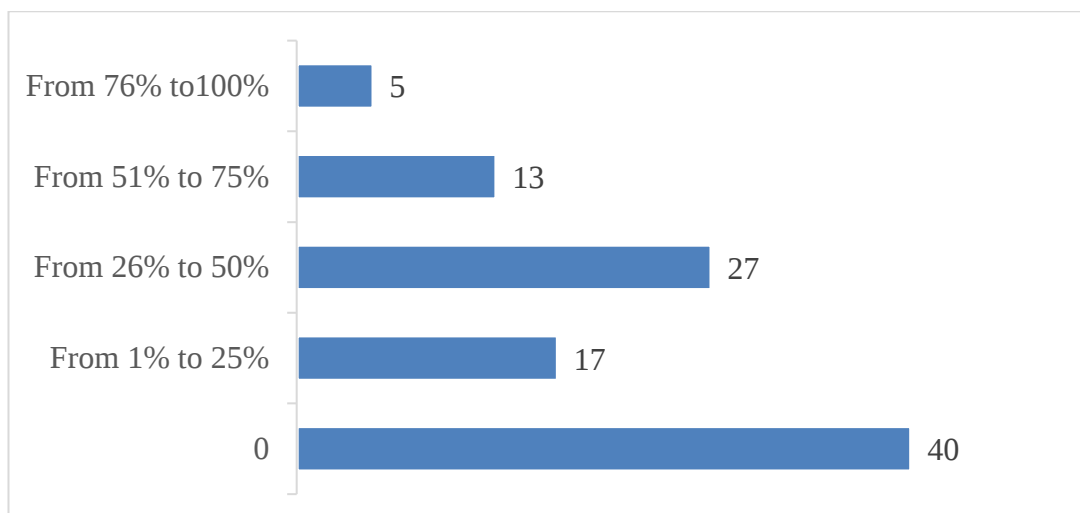


Figure 5.84: IPMA methodology adoption

28 of the 68 local NGOs' respondents and 11 of the 31 international NGOs' respondents mentioned they have never used IPMA methodology as demonstrated in Figure 5.85.

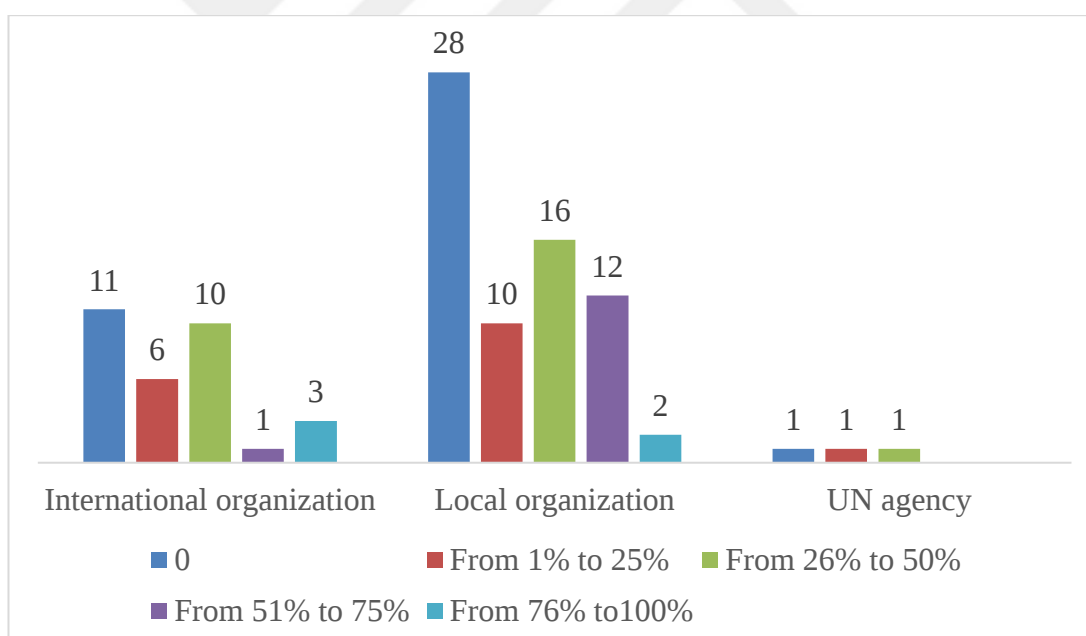


Figure 5.85: IPMA methodology adoption per NGO type

The PProjects IN Controlled Environments (PRINCE2) Methodology

As demonstrated in Figure 5.86, 40 of the respondents have never used the PRINCE 2 methodology in managing their projects, while 28 respondents said they used it in 26% to 50% of their projects.

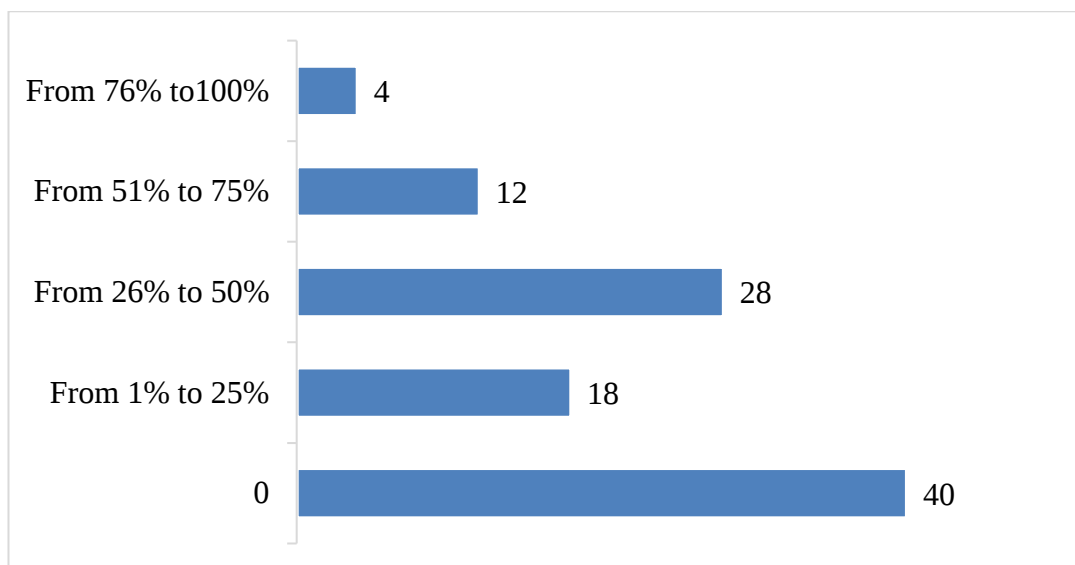


Figure 5.86: PRINCE2 methodology adoption

28 of the 68 local NGOs' respondents, 10 of the 31 international NGOs' respondents, and 2 of the 3 UN agencies' respondents mentioned they have never used the PRINCE 2 methodology as presented in Figure 5.87.

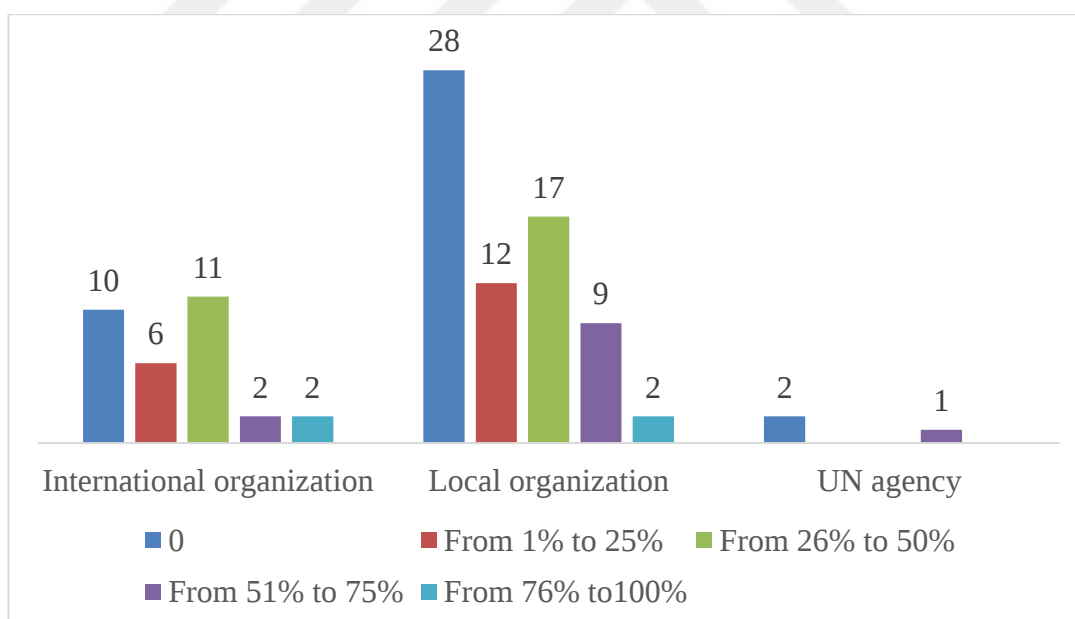


Figure 5.87: PRINCE2 methodology adoption per NGO type

The Project Management for Development (PM4DEV) Methodology

Figure 5.88 shows that 27 of the respondents have never used PM4DEV methodology, while 24 of the respondents mentioned it only used from 1% to 25% of their projects.

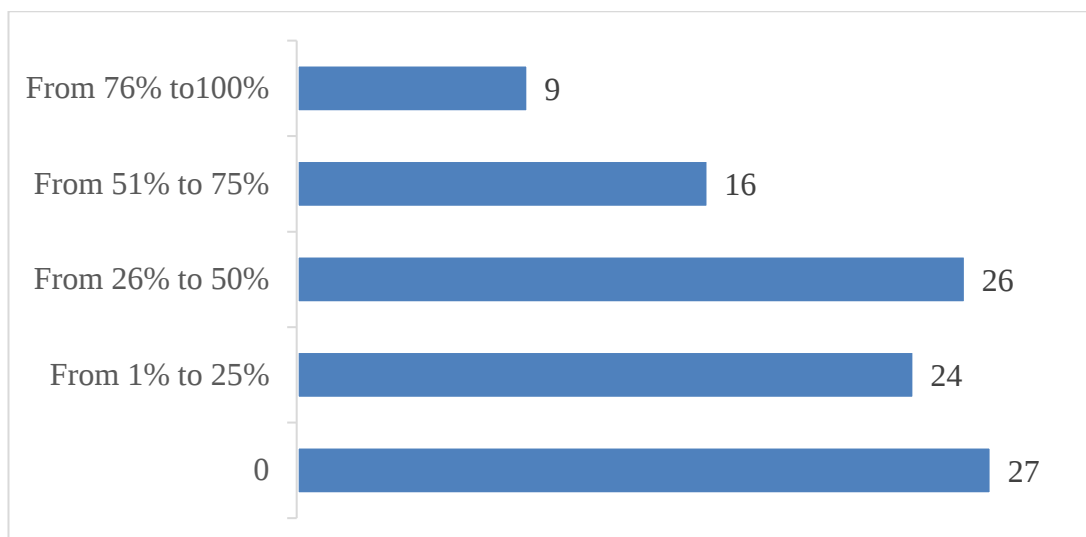


Figure 5.88: PM4DEV methodology adoption

20 of the 68 local NGOs' respondents used PM4DEV methodology from 26% to 50% of their projects, while 10 of the international NGOs' respondents used the PM4DEV methodology in 1% to 25% of the project as illustrated in Figure 5.89.

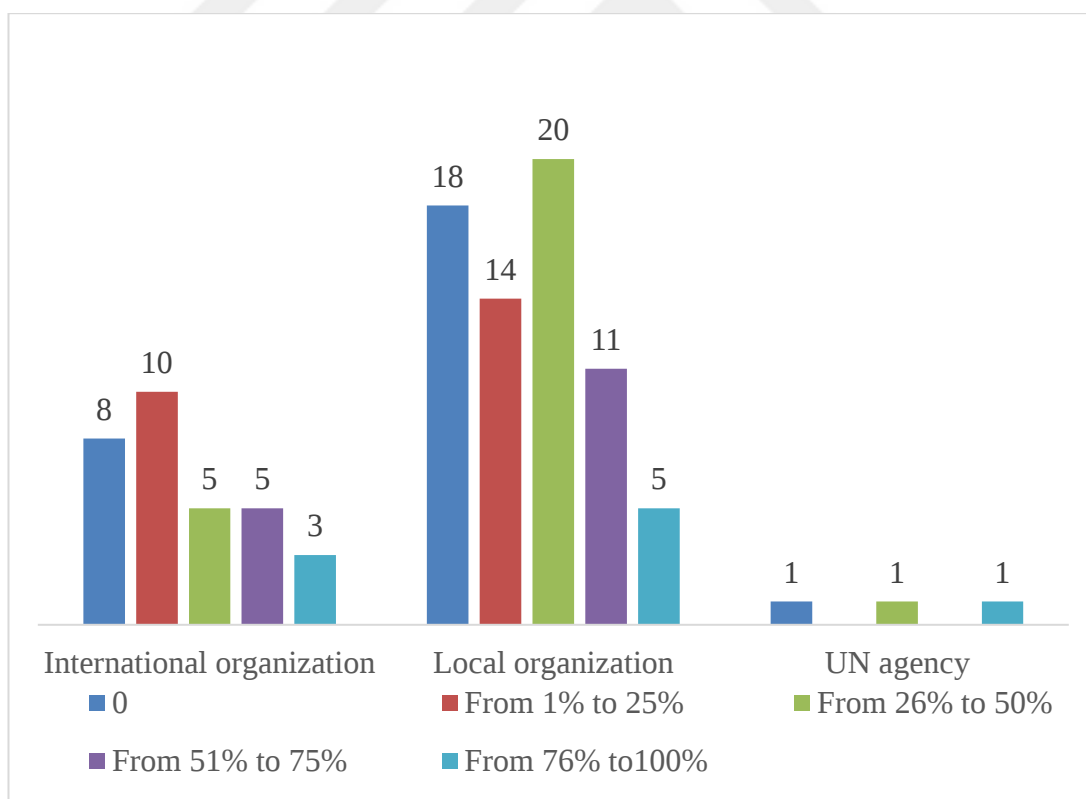


Figure 5.89: PM4DEV methodology adoption per NGO type

The Project Management for Development Professionals (PMD Pro) Methodology

34 of the respondents used PMD Pro methodology in 51% to 75% of their projects and 25 of the respondents used it in 76% to 100% of their projects as demonstrated in Figure 5.90.

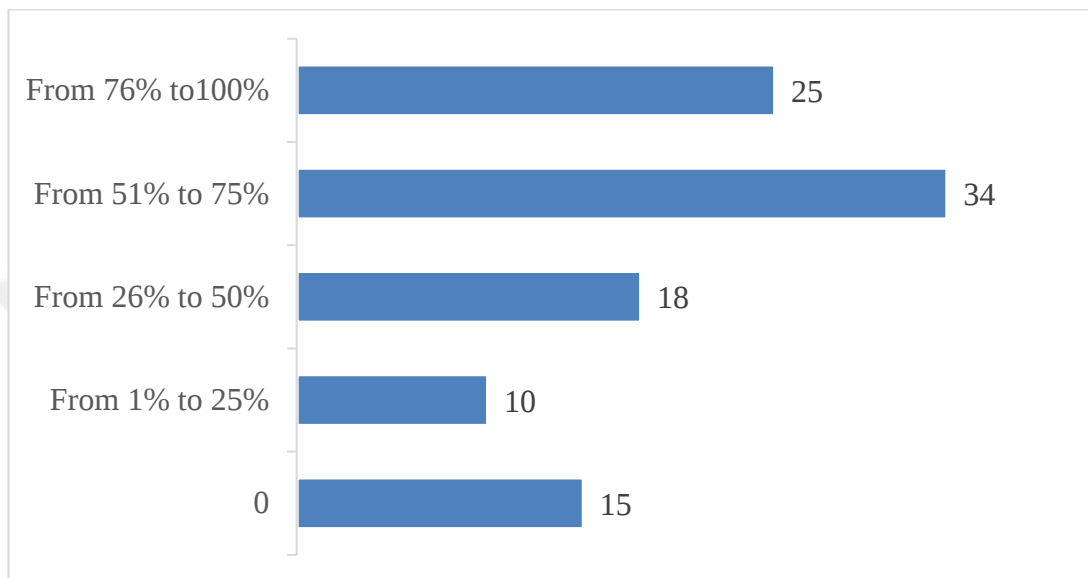


Figure 5.90: PMD Pro methodology adoption

21 of the 68 local NGOs' respondents and 13 of the 31 international NGOs' respondents used PMD Pro methodology from 51% to 75% of their projects, while 20 of the local NGOs' respondents used PMD Pro methodology from 76% to 100% of their projects as demonstrated in Figure 5.91.

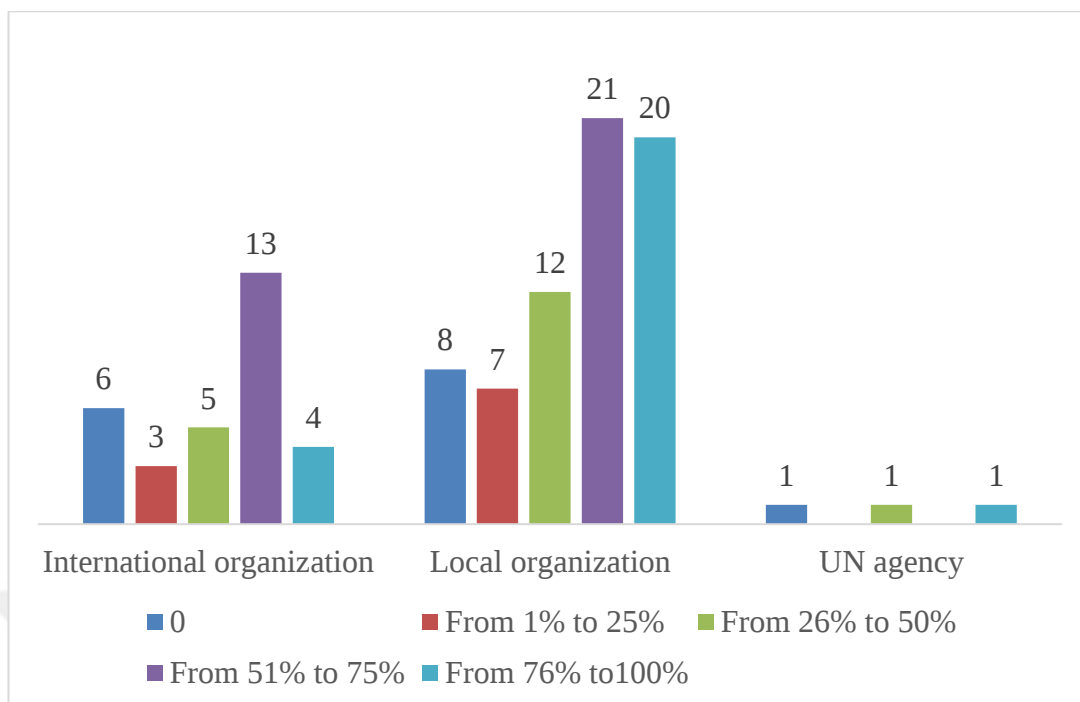


Figure 5.91: PMD Pro methodology adoption per NGO type

The comparison among the adoption of the above-mentioned methodology shows that PCM and PMD Pro methodologies are the most used methodology among NGOs, while the PRINCE 2 and IMPA methodologies are the most unused methodology as presented in Figure 5.92.

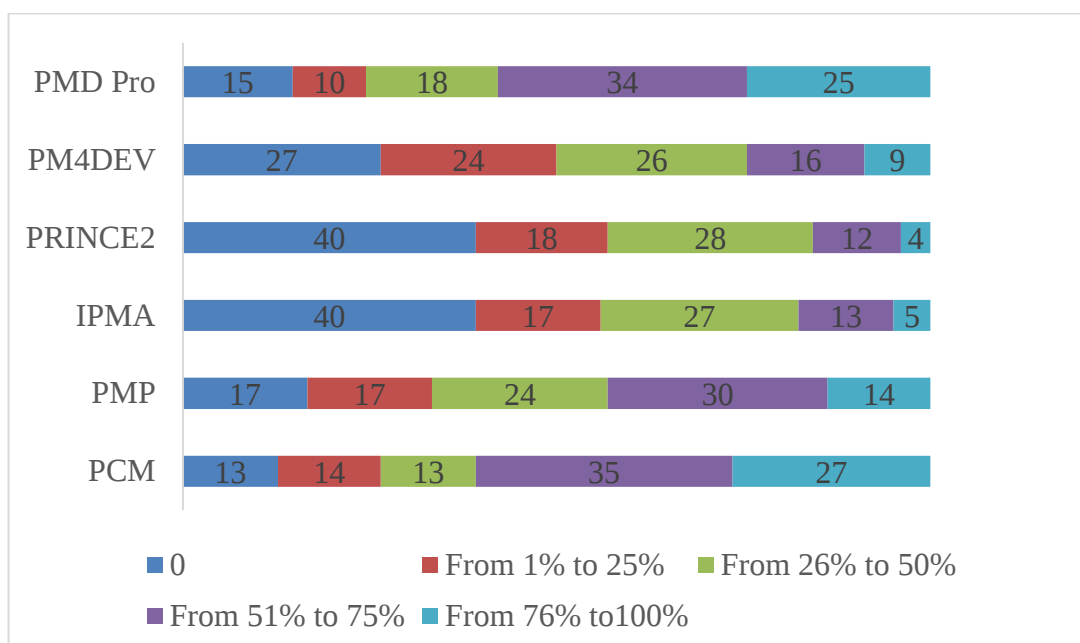


Figure 5.92: Comparison of adoption deferent methodologies

Analyze NGOs Adoption Of Project Management Tools

The Importance Level Of The Following Project Management Tools

The Log Frame Matrix (LF)

The analysis of respondents' responses of the level of importance of the logical framework matrix showed that 48% of the respondents considered the LF as a very high important tool, while 26% of the respondents considered it as a highly important tool as illustrated in Figure 5.93.

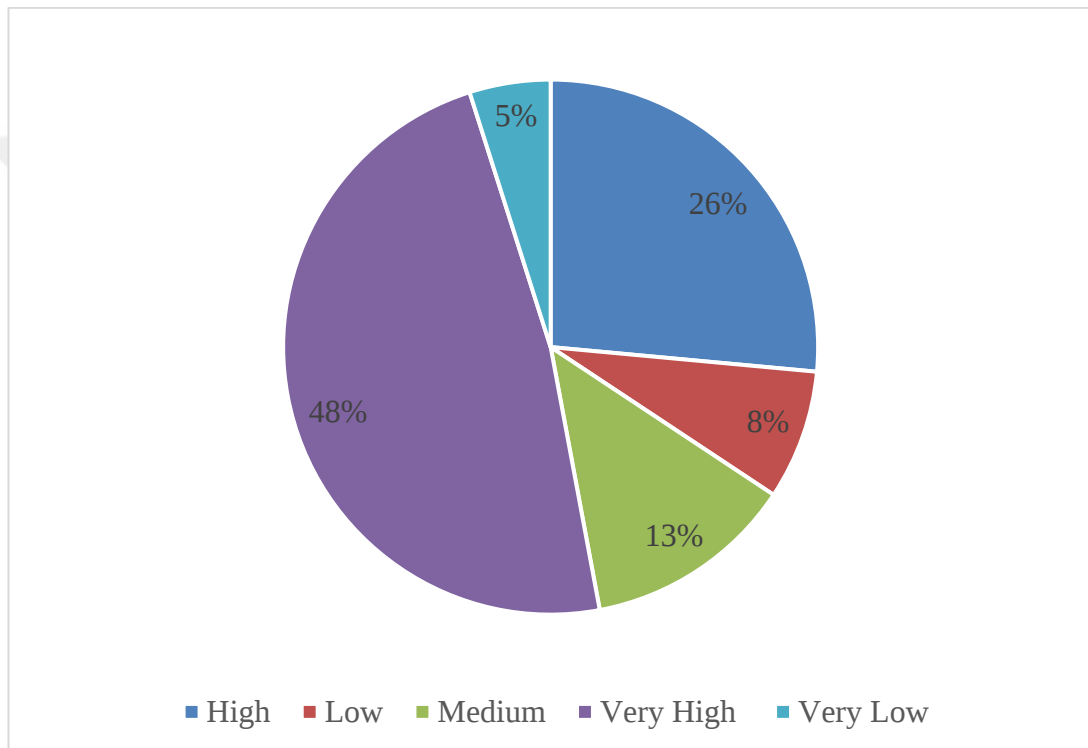


Figure 5.93: The importance level of the Logical Framework (LF) matrix

50% of the 68 local NGOs' respondents and 45% of the international NGOs' respondents considered the LF a very high important tool for their project management as presented in Figure 5.94.

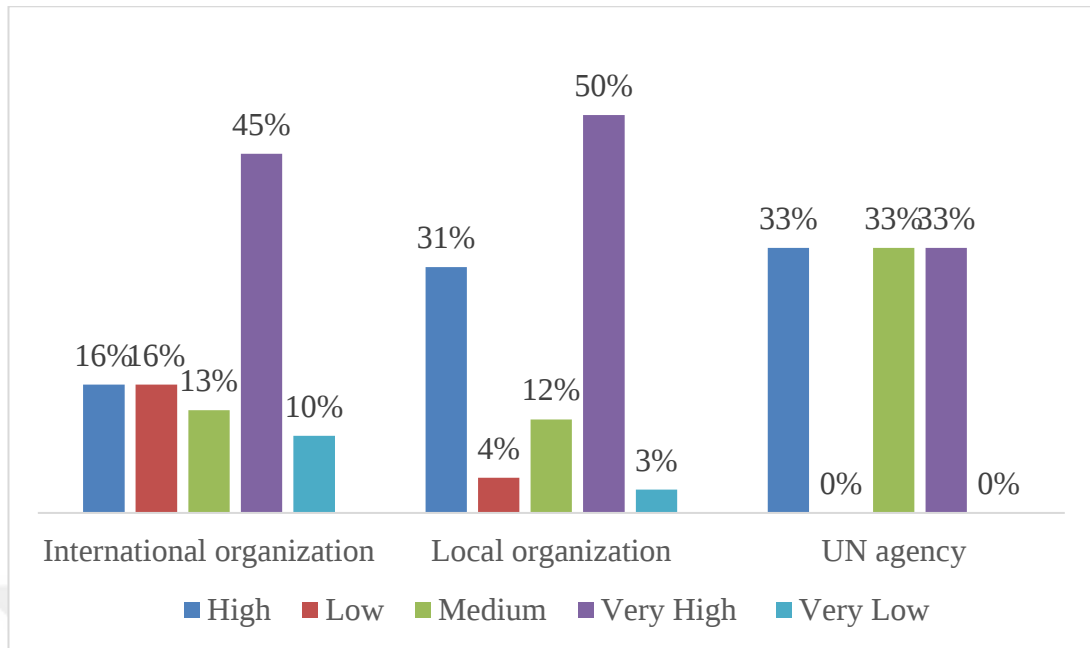


Figure 5.94: The importance of the LF matrix per NGO type.

The Gantt Chart Or Project Schedule

44% of the respondents considered the Gantt chart and project schedule as a very high important tool in project management and 26% of the respondents considered it as a highly important tool as demonstrated in Figure 5.95.

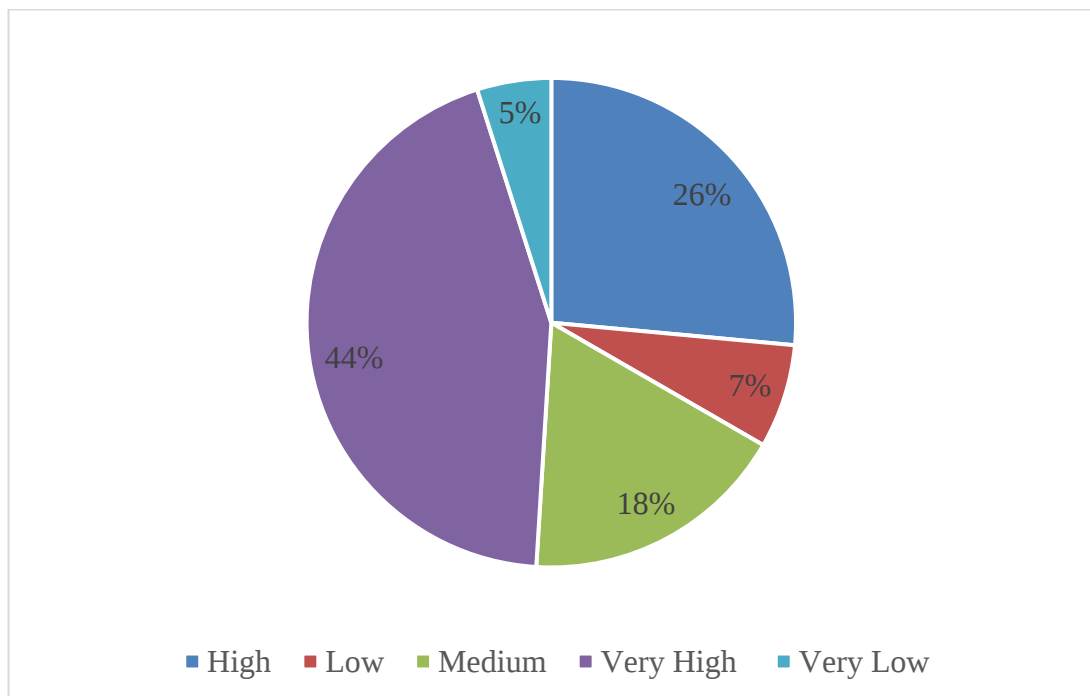


Figure 5.95: The importance of the Gantt chart or project schedule

45% and 44% of the international and local NGOs' respondents respectively considered the Gantt chart/project schedule as a very high importance tool in project management, while 67% of the UN agencies' respondents consider it as a medium importance tool as presented in Figure 5.96.

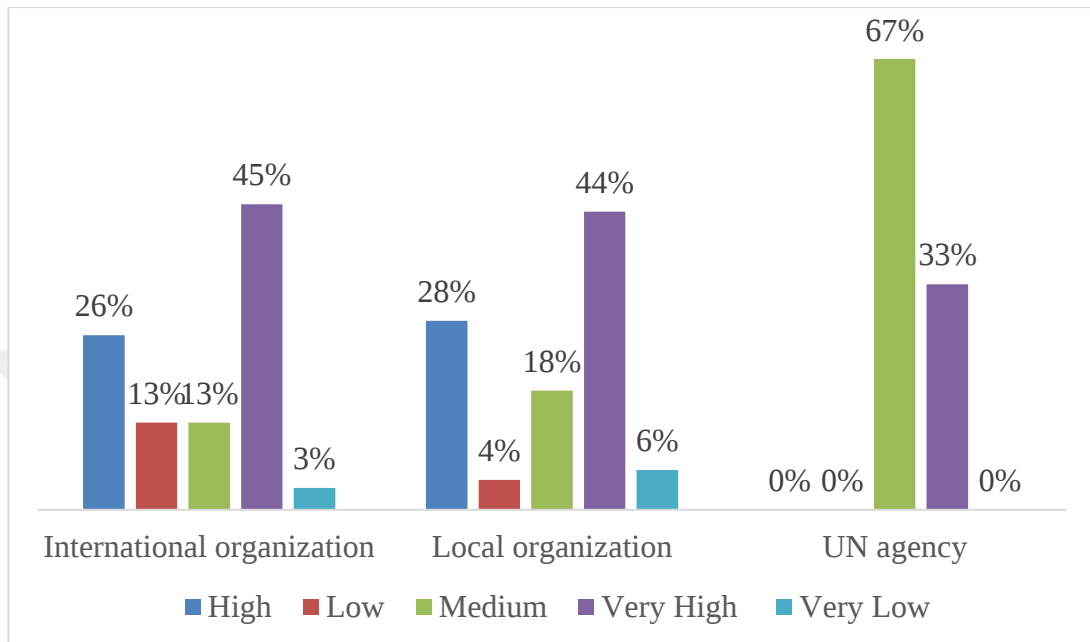


Figure 5.96: The importance of the Gantt chart or project schedule per NGO type.

The Critical Path Method

36% of the respondents considered the critical path method a high important tool in project management, while only 14% of them considered it as a very high important tool as illustrated in Figure 5.97.

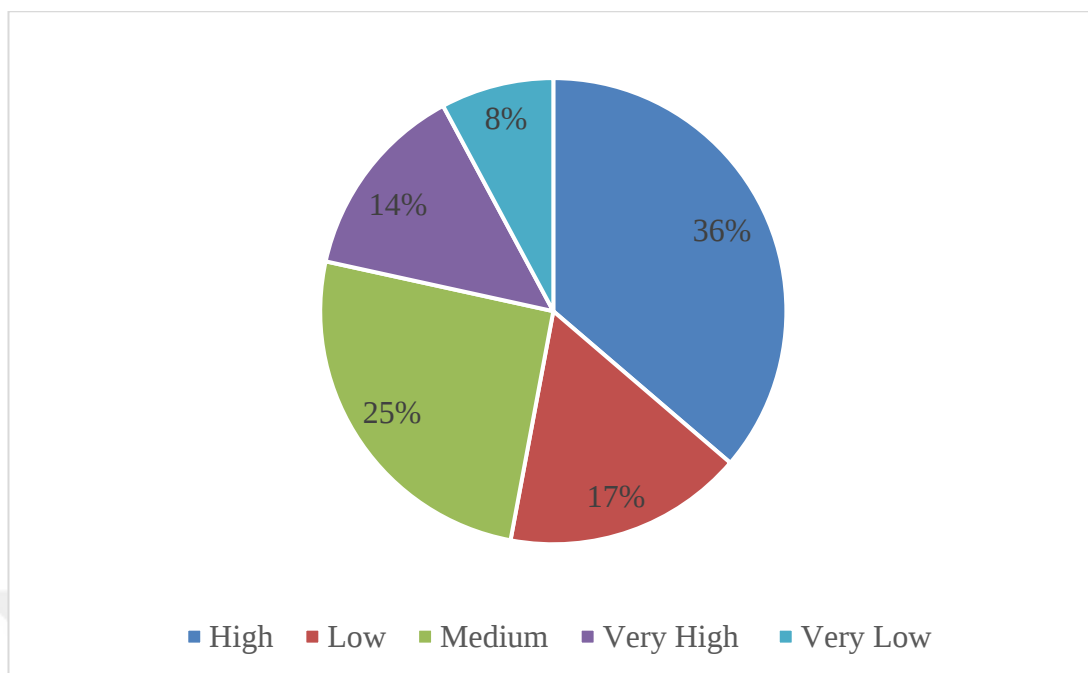


Figure 5.97: The importance level of the critical path method

67% of the UN agencies' respondents, 37% of the local NGOs' respondents, and 32% of the international NGOs' respondents considered the critical path method a high importance tool in project management as illustrated in Figure 5.98.

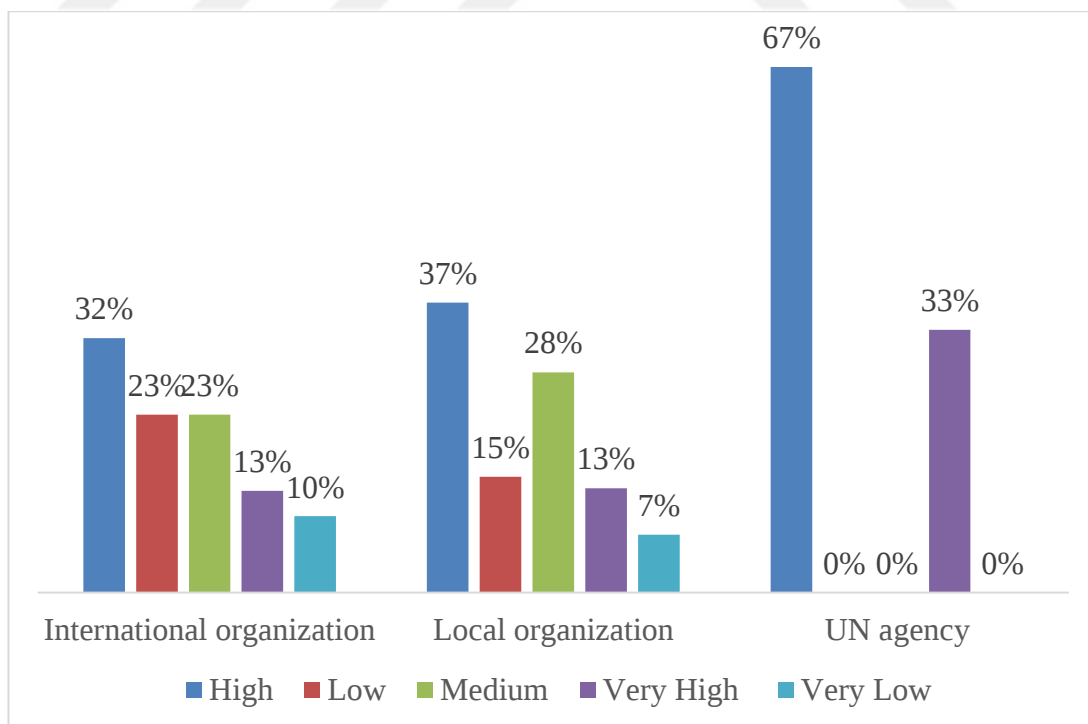


Figure 5.98: The importance of the critical path method per NGO type.

The Earned Value Management System (EVMS)

Only 25% of the respondents considered EVMS a high important tool in project management while 29% of them considered it as a medium important tool as presented in Figure 5.99.

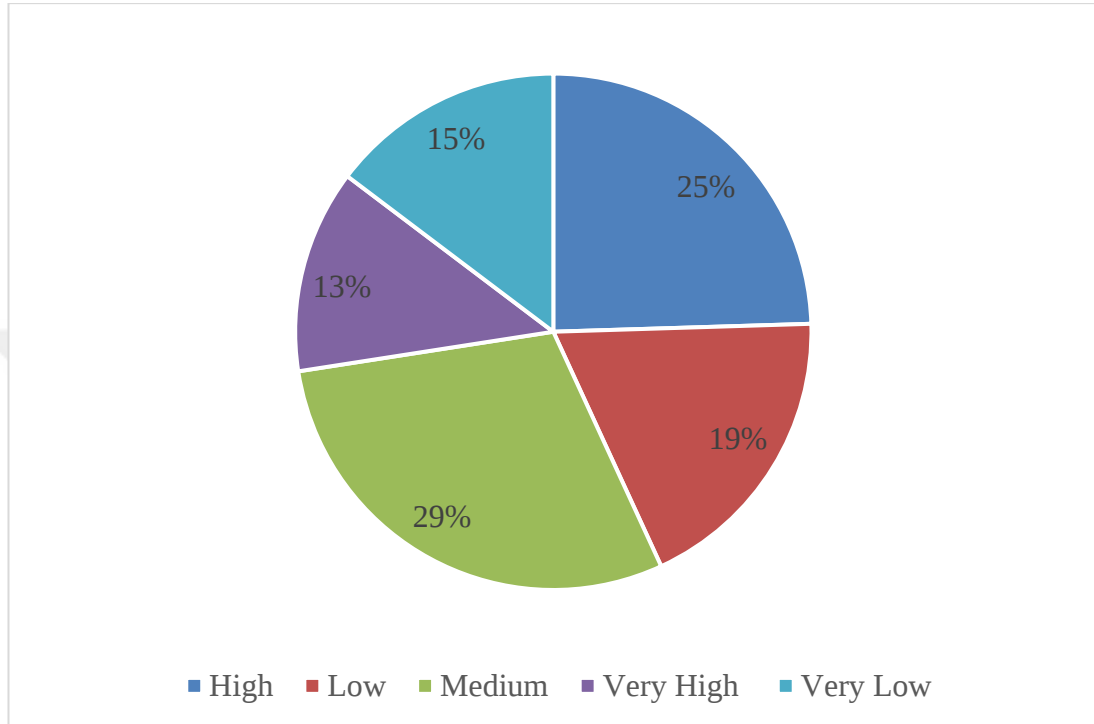


Figure 5.99: The importance of the Earned Value Management System

42% of the international NGOs' respondents and 33% of the UN agencies' respondents considered EVMS as a medium important tool, while only 25% of the local NGOs' respondents considered it as a highly important tool as presented in Figure 5.100.

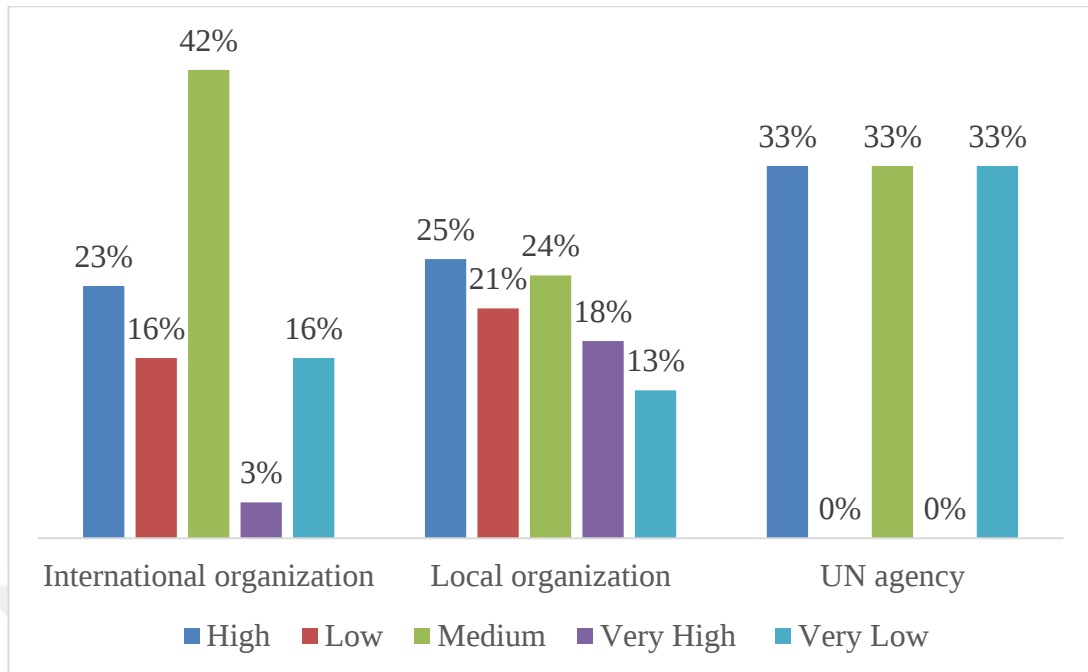


Figure 5.100: The importance of the Earned Value Management System per NGO type.

The Work Breakdown Structure (WBS)

32% of the respondents considered WBS as a highly important tool in project management, while 27% considered it as a medium important tool as presented in Figure 5.101.

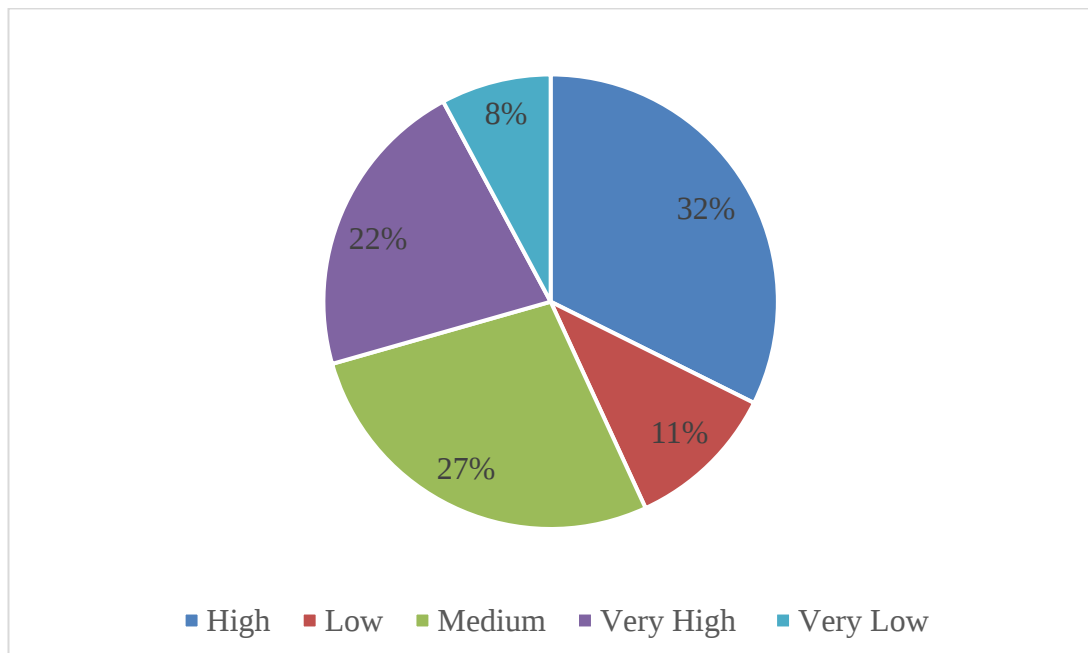


Figure 5.101: The importance level of the Work Breakdown Structure (WBS)

34% of the local NGOs' respondents, 33% of the UN agencies' respondents, and 29% of the international NGOs' respondents considered WBS as a highly important tool in project management as demonstrated in Figure 5.102.

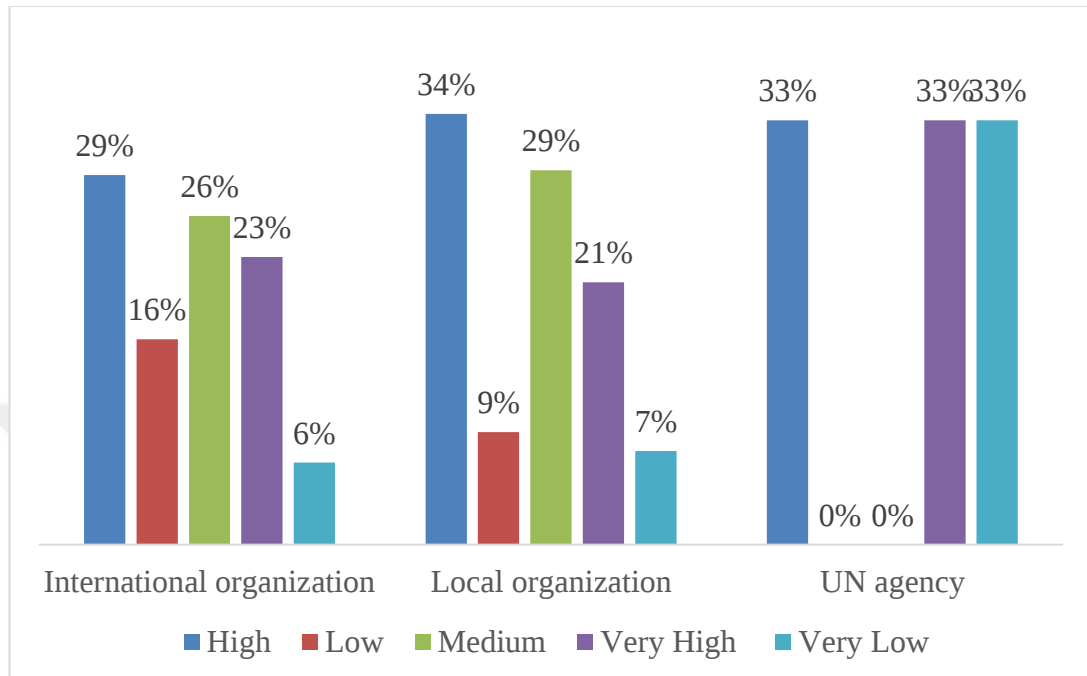


Figure 5.102: The importance of the Work Breakdown Structure per NGO type

The Responsibility Assignment Matrix (RAM)

31% of the respondents considered RAM a medium important tool in project management, while 28% of them considered it a highly important tool as presented in Figure 5.103.

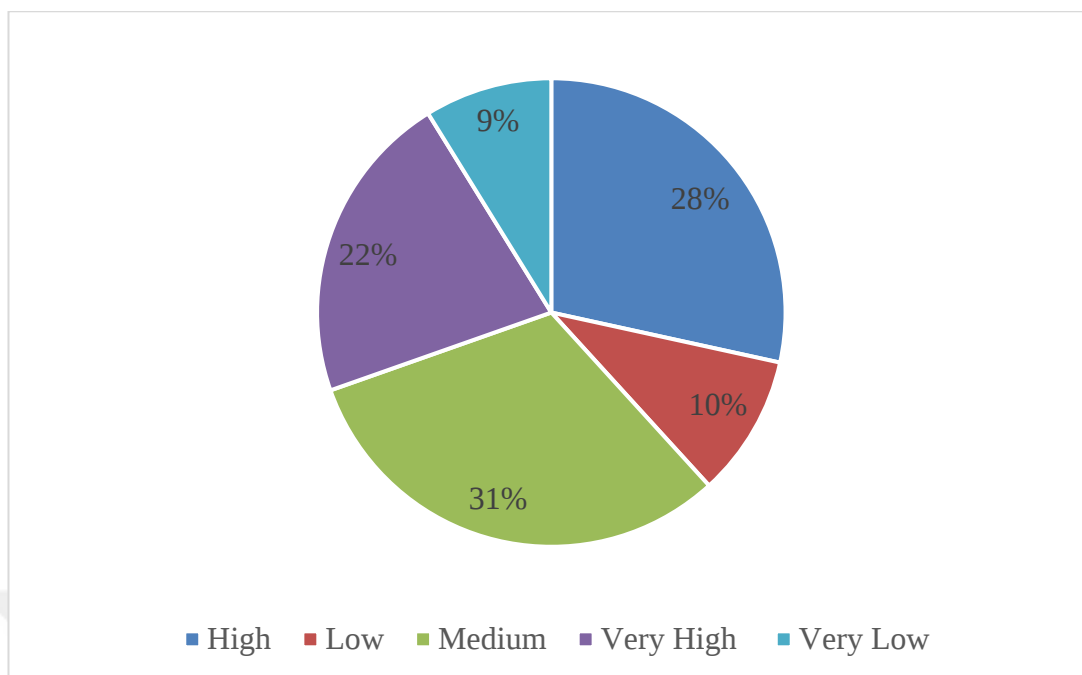


Figure 5.103: The importance level of the Responsibility assignment matrix

34% of the local NGOs' respondents, 26% of the international NGOs' respondents, and 33% of the UN agencies' respondents considered the RAM as a medium important tool as elaborated in Figure 5.104.

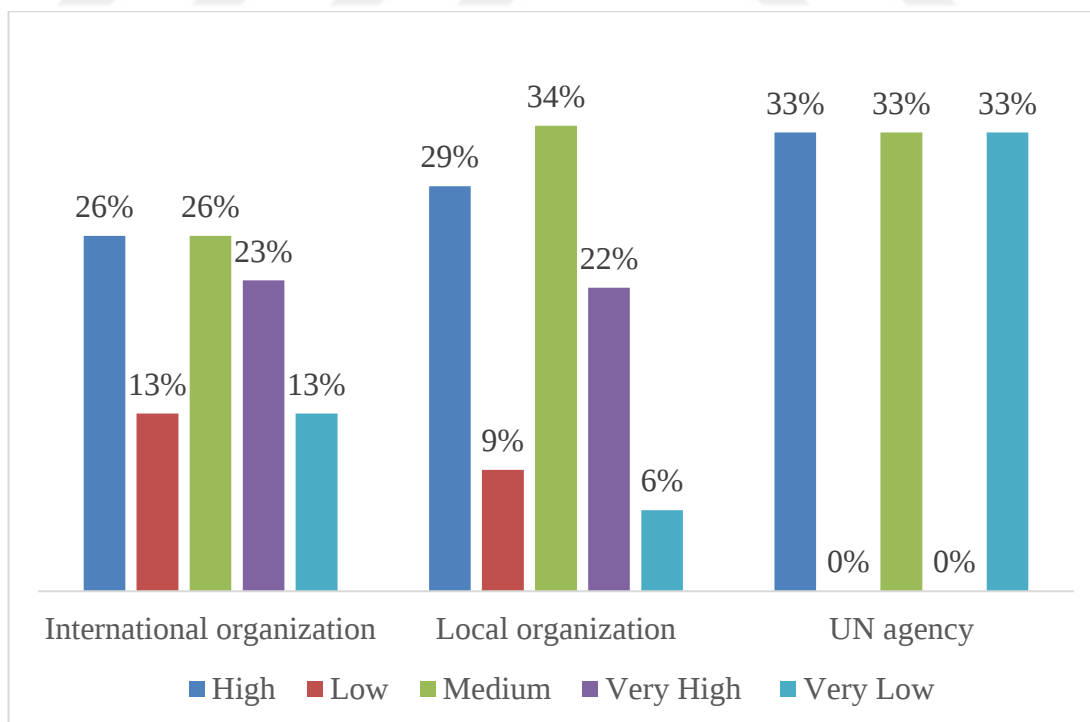


Figure 5.104: The importance of the Responsibility Assignment Matrix per NGO type

The Stakeholder Matrix

38% of the respondents considered the stakeholder matrix a highly important tool in project management, while 18% of the respondents considered it as a very high important tool as illustrated in Figure 5.105.

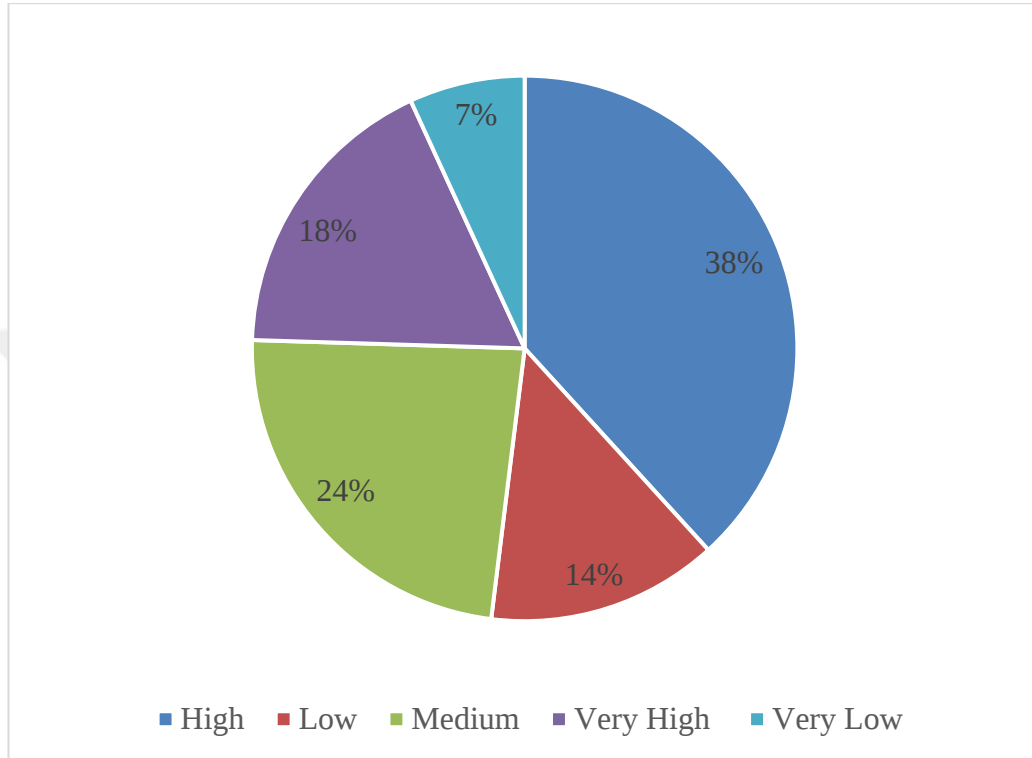


Figure 5.105: The importance level of the stakeholder matrix

67% of the UN agencies, 38% of the local NGOs, and 35% of the international NGOs' respondents considered the stakeholder matrix a highly important tool in project management as elaborated in Figure 5.106.

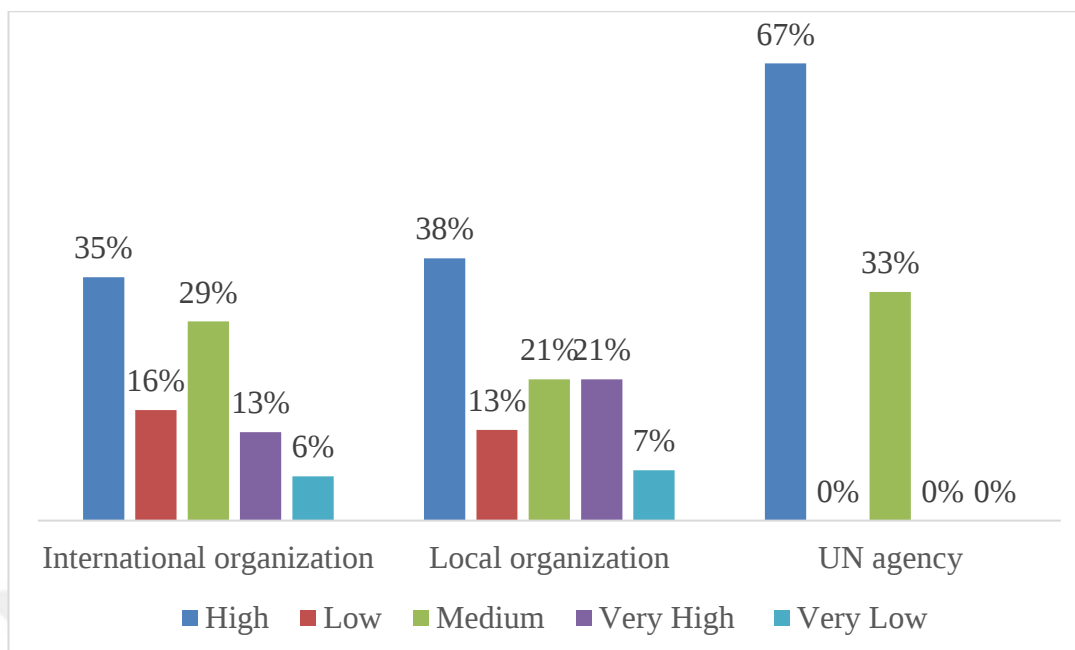


Figure 5.106: The importance of the stakeholder matrix per NGO type.

The Organizational Breakdown Structure (OBS)

32% of the respondents considered that the OBS is a highly important tool in project management, while 27% of them considered it a very high important tool as illustrated in Figure 5.107.

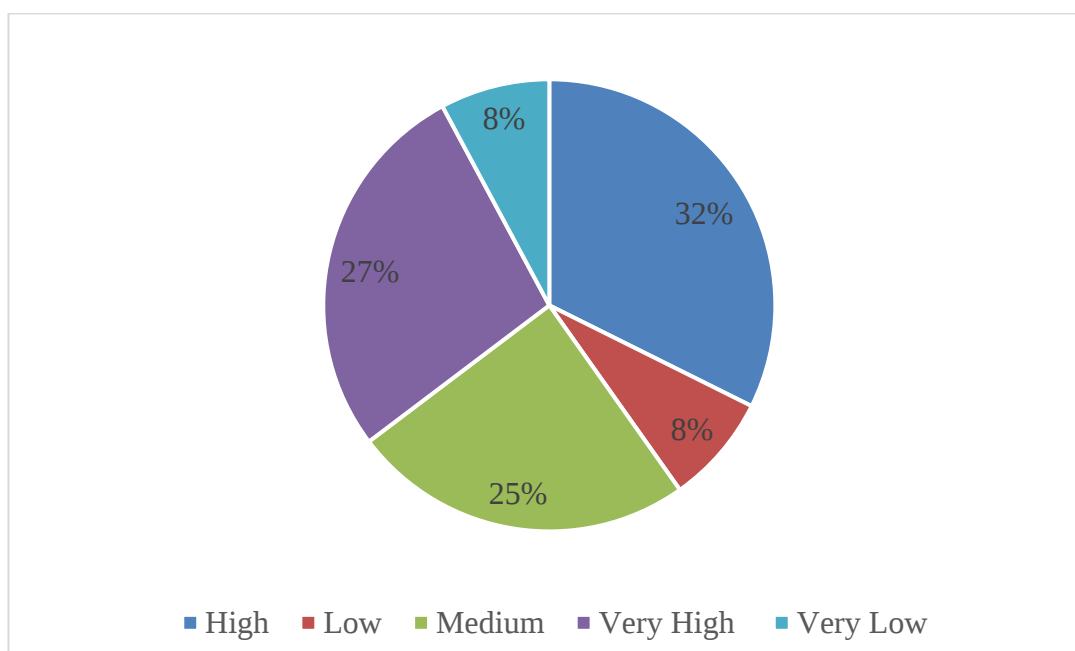


Figure 5.107: The importance level of the Organizational Breakdown Structure

32% of the international NGOs' respondents considered the OBS as a very high important tool, while 34% of the local NGOs' respondents and 67% of the UN agencies' respondents considered the OBS as a highly important tool in project management as presented in Figure 5.108.

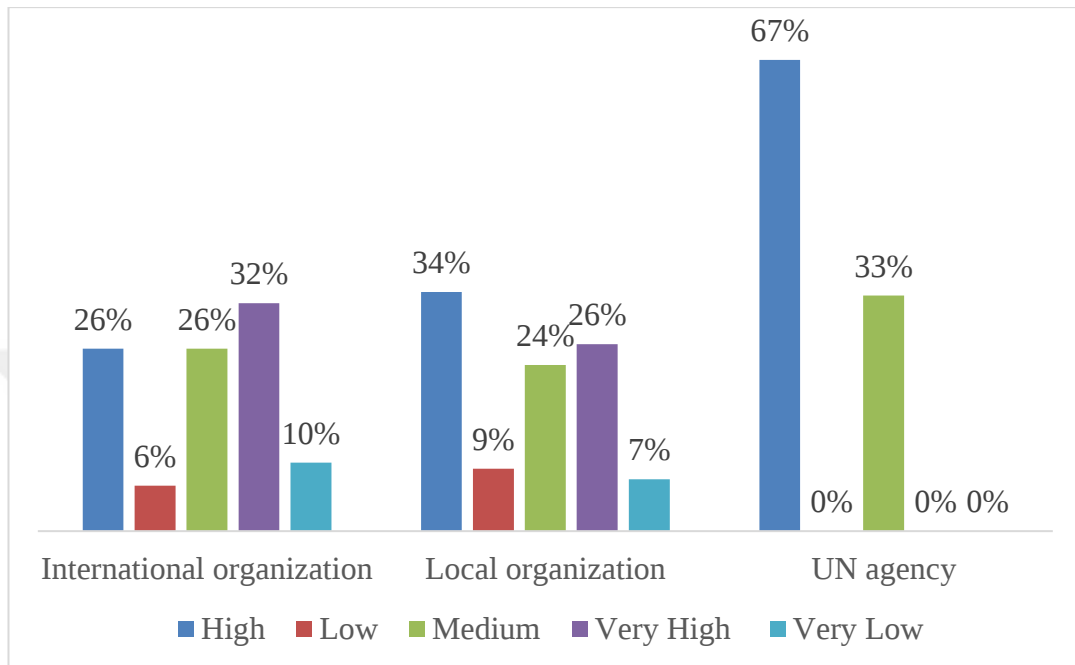


Figure 5.108: The importance of the OBS per NGO type.

The Project Milestone Planning

34% of the respondents considered the project milestone planning tool as a very high important tool in project management, while 30% of the respondents considered it as a highly important tool as presented in Figure 5.109.

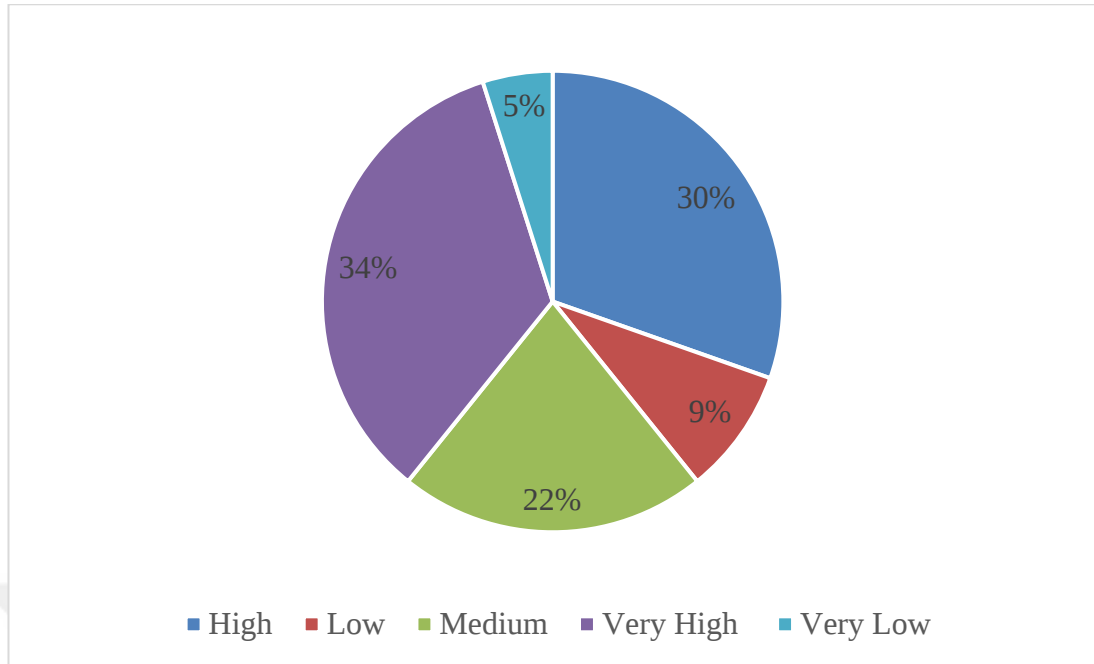


Figure 5.109: The importance level of the project milestone planning

35% Of the international NGOs' respondents, 34% of the local NGOs' respondents, and 33% of the UN agencies' respondents considered project milestone planning as a very high tool in the project management tool as presented in Figure 5.110.

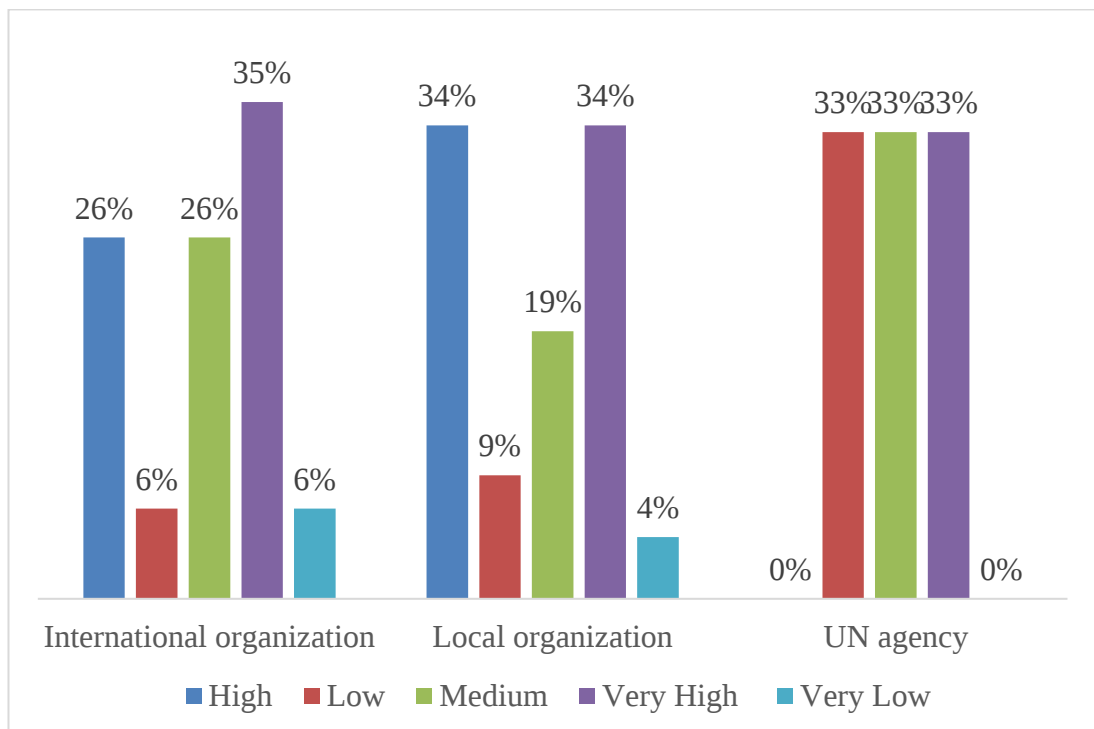


Figure 5.110: The importance of the project milestone planning per NGO type.

The Progress Reports

55% of the respondent considered the progress report tool as a very high important project management tool, while 30% of the respondents considered it a highly important tool as illustrated in Figure 5.111.

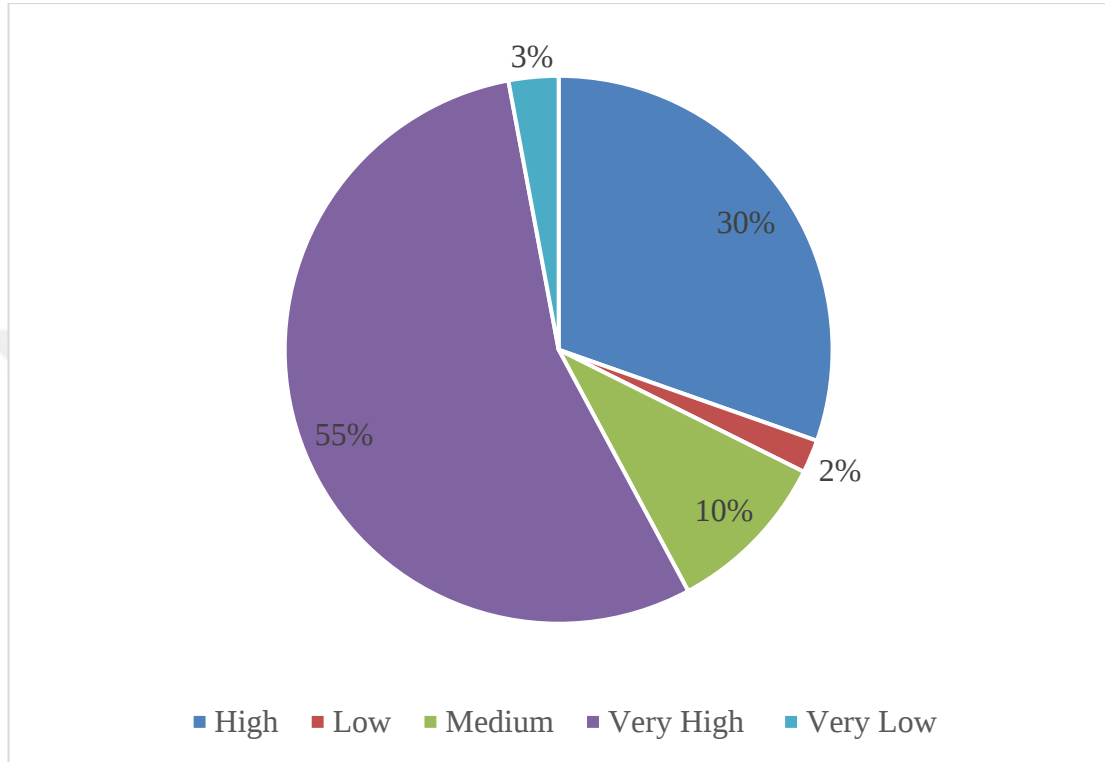


Figure 5.111: The importance level of the Progress reports

67% of the UN agencies' respondents, 57% of the local NGOs' respondents, and 48% of the international NGOs' respondents considered the progress report as a very high important tool in project management as illustrated in Figure 5.112.

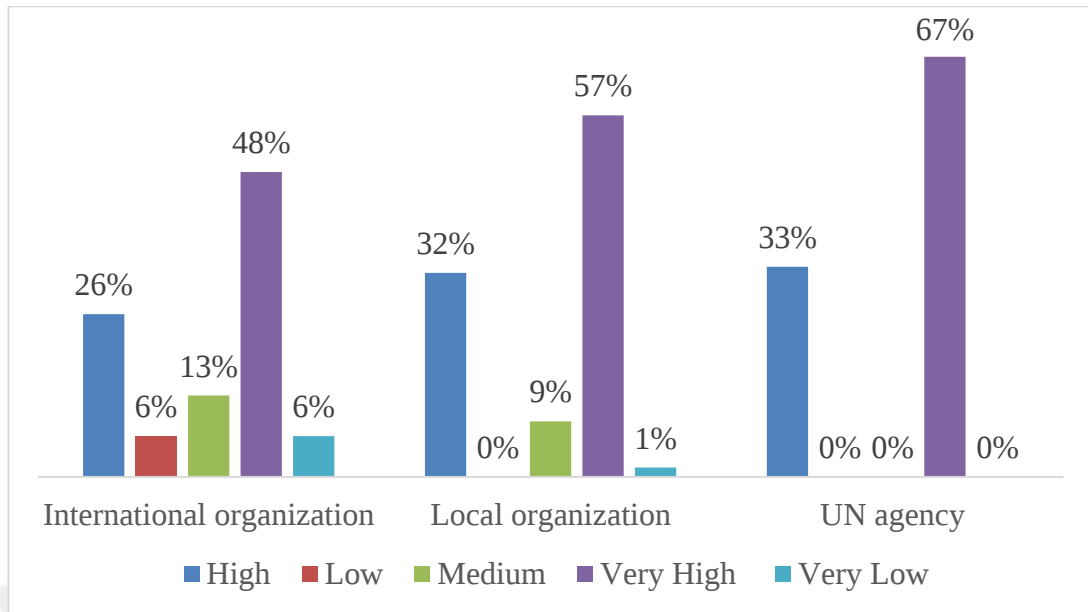


Figure 5.112: The importance level of the progress reports per NGO type.

The Cost Accounting

52% of the respondents considered cost accounting a very high important tool in project management, while 29% of them considered as a highly important tool as presented in Figure 5.113.

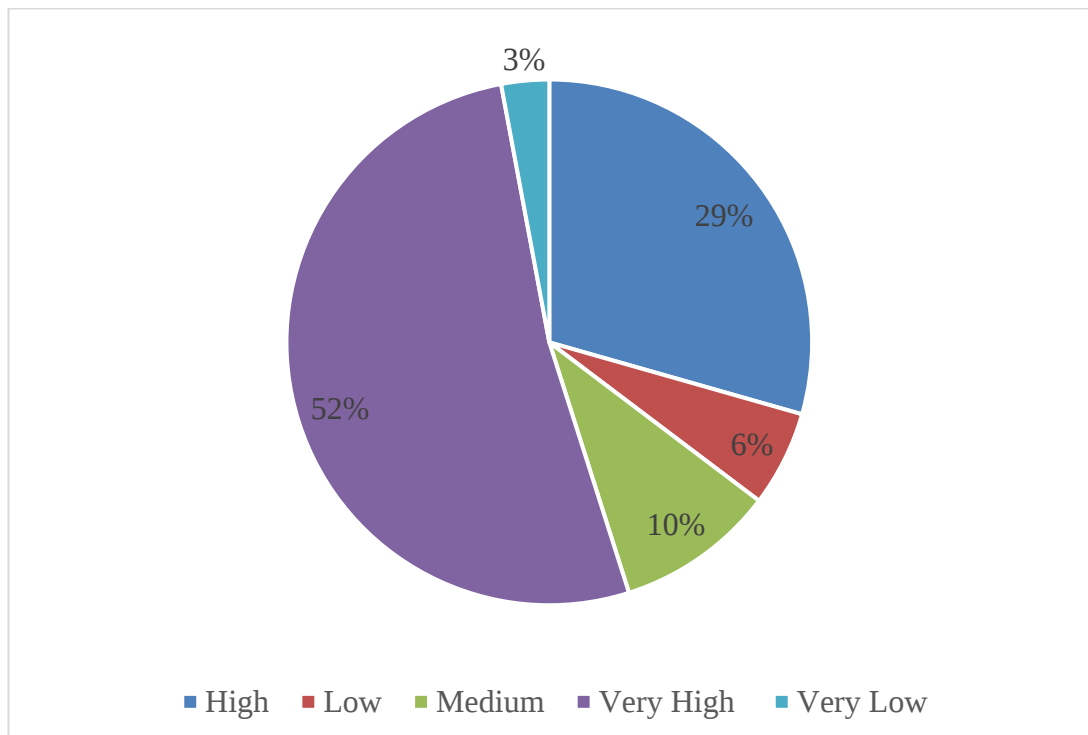


Figure 5.113: The importance level of the cost accounting

53% of the local NGOs' respondents and 52% of the international NGOs' respondents considered cost counting as a very high important tool in project management, while 67% of the UN agencies' respondents considered it as a highly important tool as illustrated in Figure 5.114.

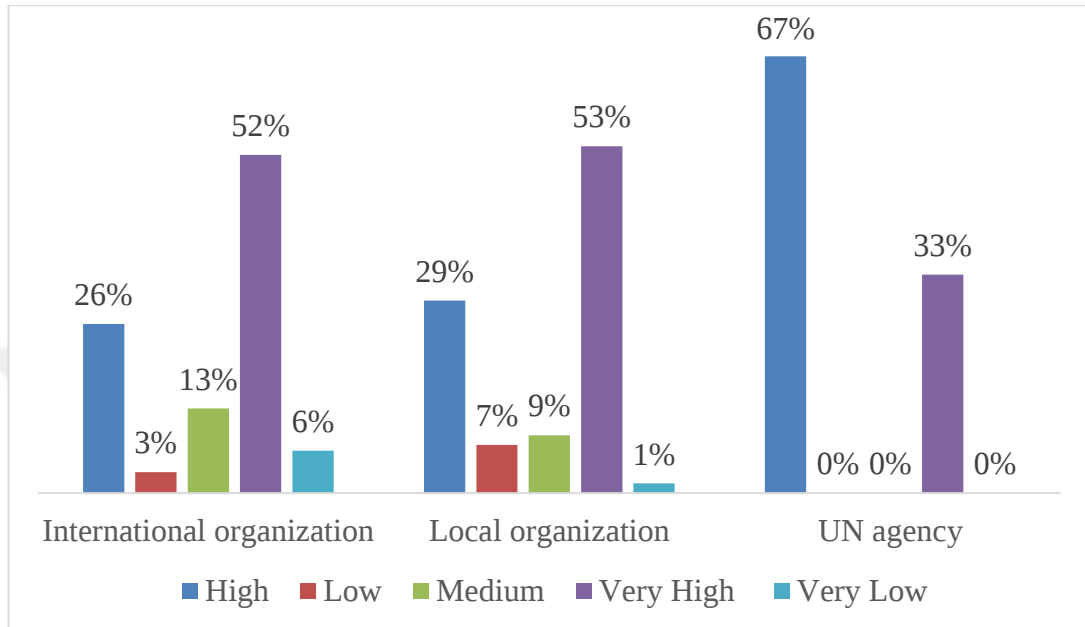


Figure 5.114: The importance level of the cost accounting per NGO type.

The Risk Analysis/Management

38% of the respondents considered risk management as a very high important tool in project management, while 36% of them indicated it is a highly important tool as demonstrated in Figure 5.114.

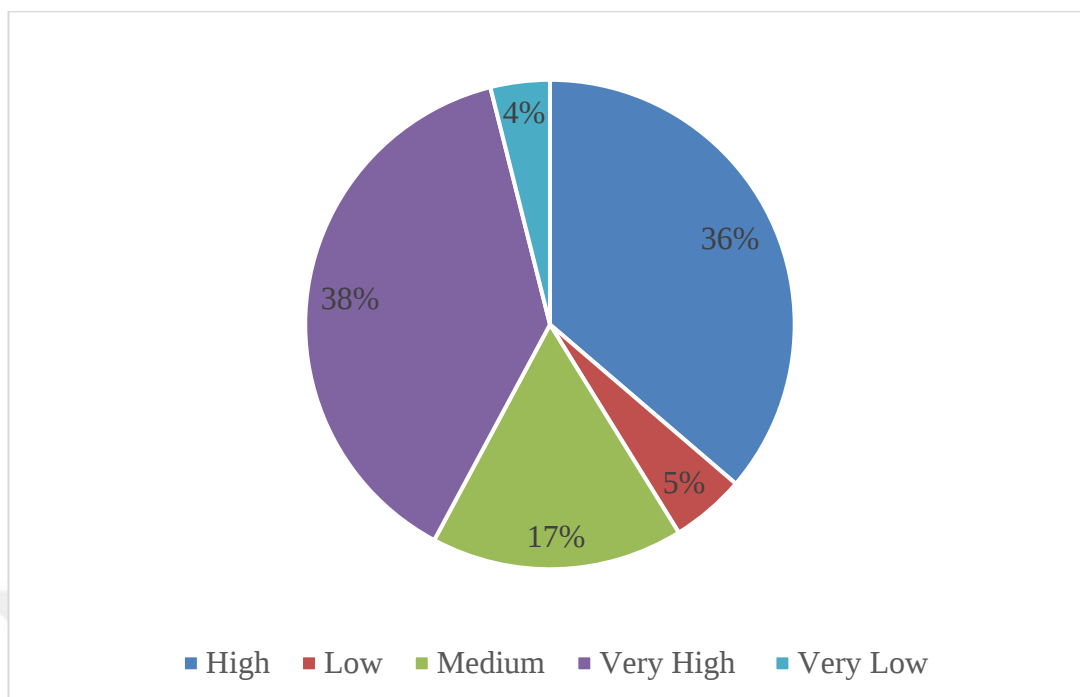


Figure 5.115: The importance level of the risk analysis/management

67% of the UN agencies' respondents, 39% of the international NGOs' respondents, and 37% of the local NGOs' respondents considered risk management as a very high important tool in project management as demonstrated in Figure 5.116.

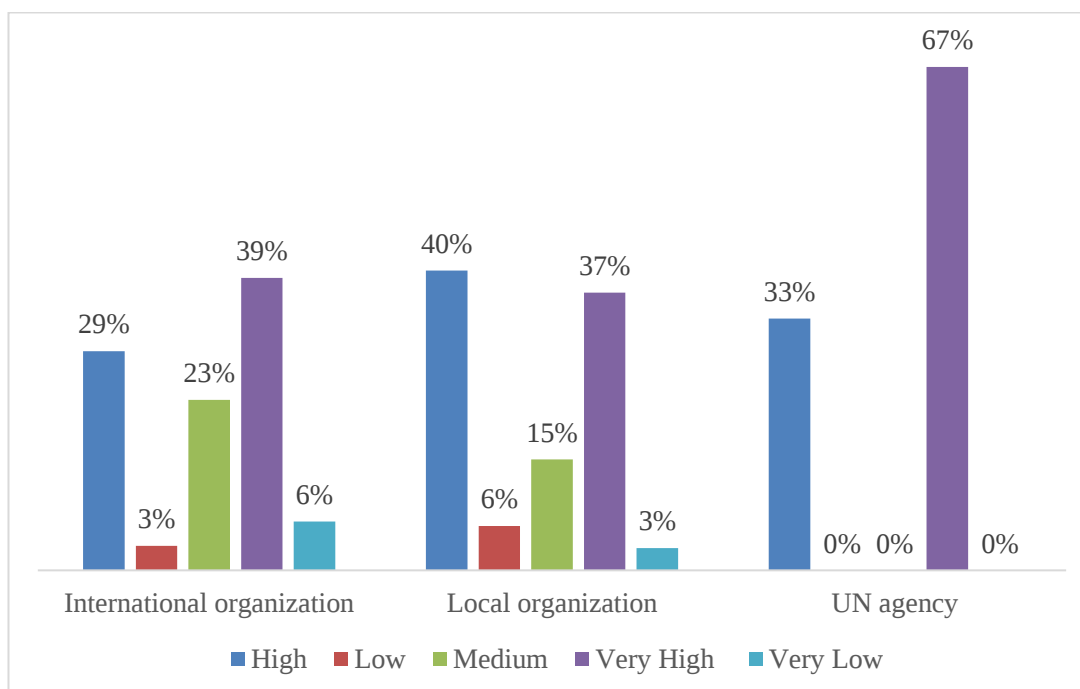


Figure 5.116: The importance of the risk analysis/management per NGO type.

The Contingency Allocation

38% of the respondents considered contingency allocation as a highly important tool in project management, while 28% of them considered it as a medium important tool as demonstrated in Figure 5.117.

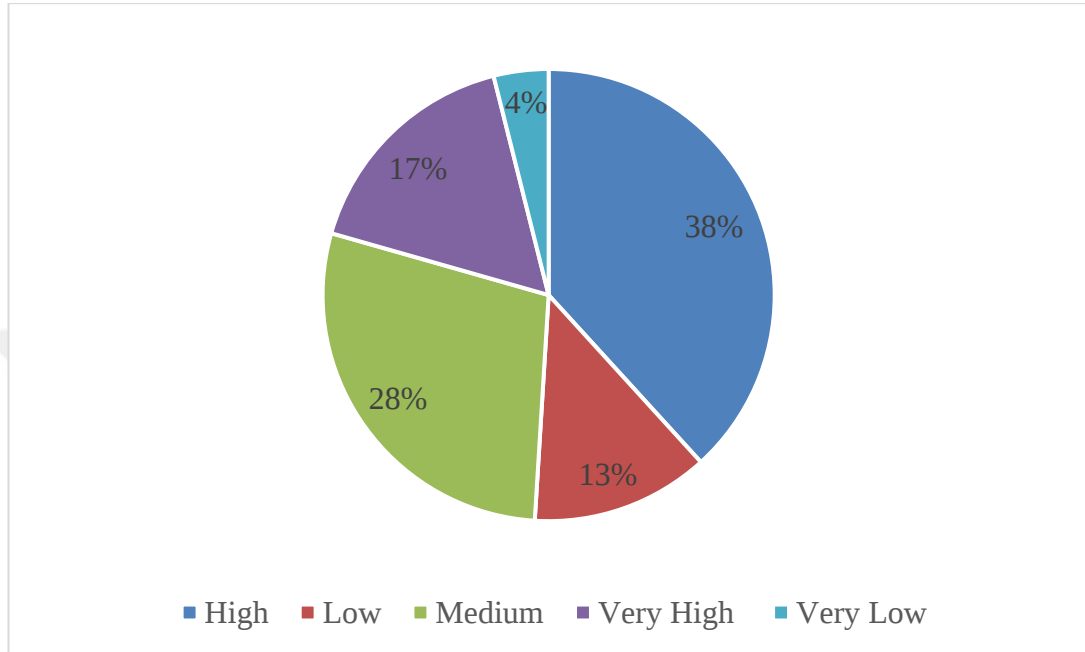


Figure 5.117: The importance level of the contingency allocation

All UN agencies' respondents and 43% of the local NGOs' respondents considered contingency allocation as a highly important tool in project management, while 35% of the international NGOs' respondents considered it as a medium important tool as presented in Figure 5.117.

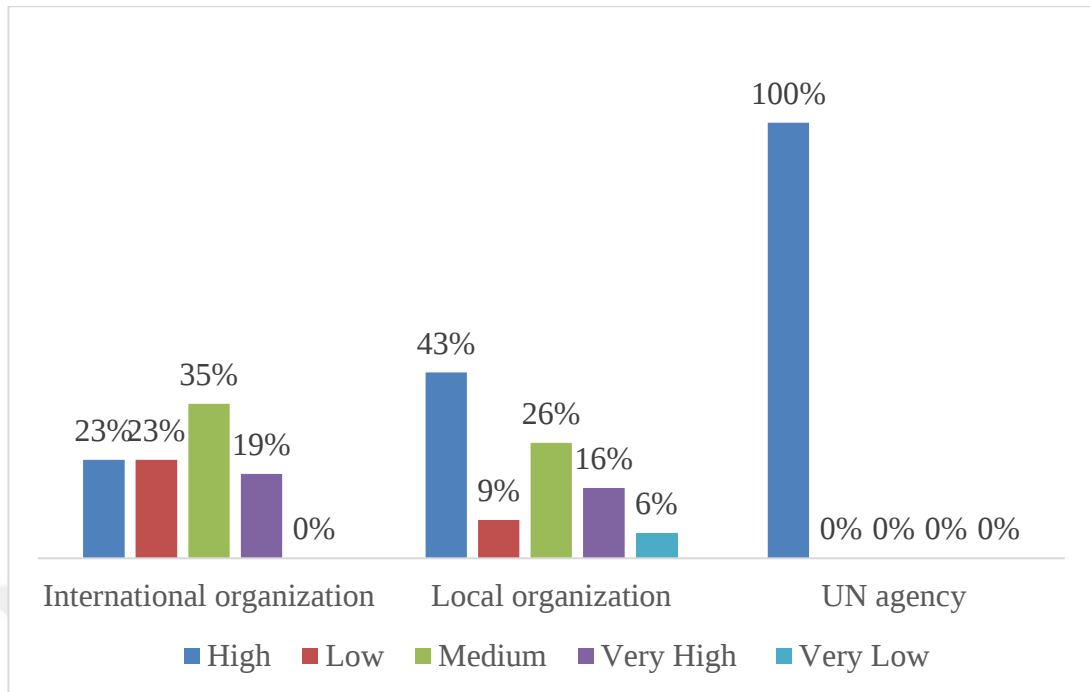


Figure 5.118: The importance level of the contingency allocation per NGO type.

The Communication Plan

39% of the respondents considered the communication plan as a highly important tool in project management, while 24% of them consider it as a very important tool as presented in Figure 5.119.

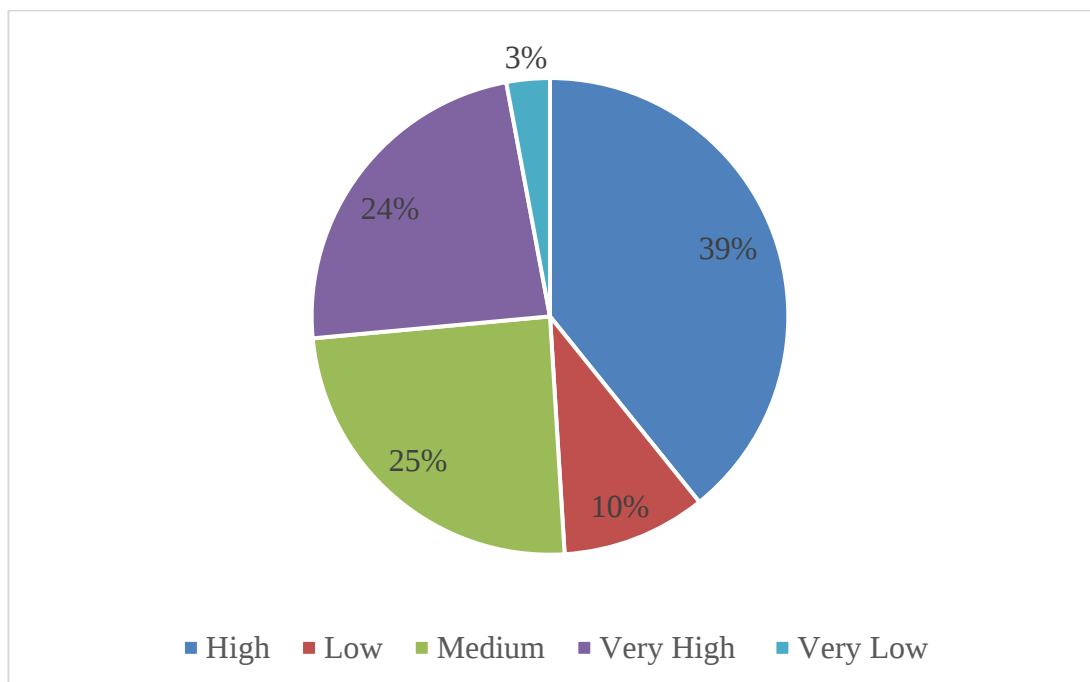


Figure 5.119: The importance level of the communication Plan

41% of the local NGOs' respondents, 35% of the international NGOs' respondents, and 33% of the UN agencies' respondents considered the communication plan as a highly important tool in project management as demonstrated in Figure 5.120.

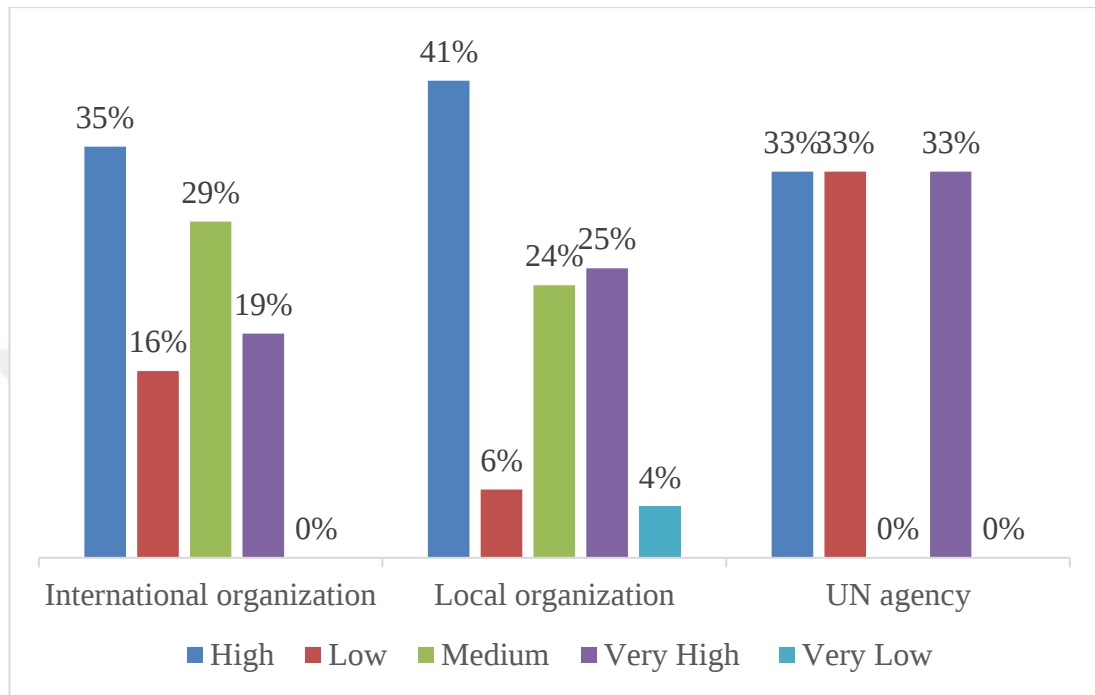


Figure 5.120: The importance level of the communication plan per NGO type.

The Issues Log

36% of the respondents considered the issue log as a highly important tool in project management, while 25% of them considered it as a medium important tool as illustrated in Figure 5.121.

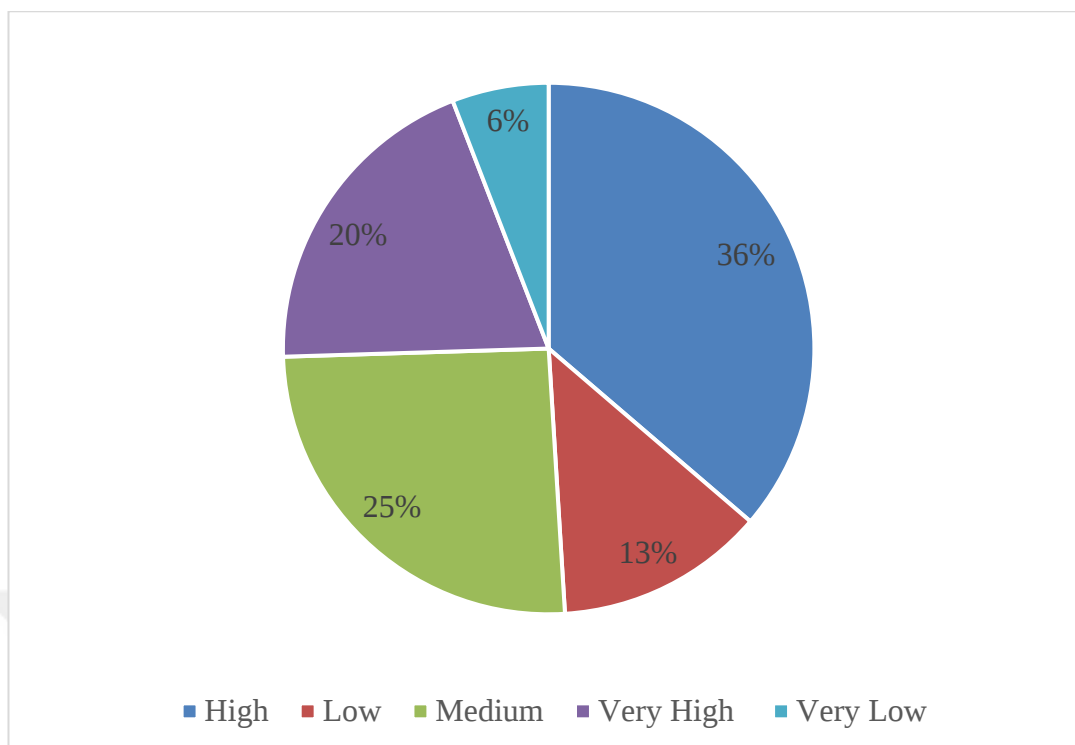


Figure 5.121: The importance level of the issues log

38% of the local NGOs' respondents and 33% of the UN agencies considered the issue log as a highly important tool in project management, while and 39% of the international NGOs' respondents indicated the issue log as a medium important tool as presented in Figure 5.122.

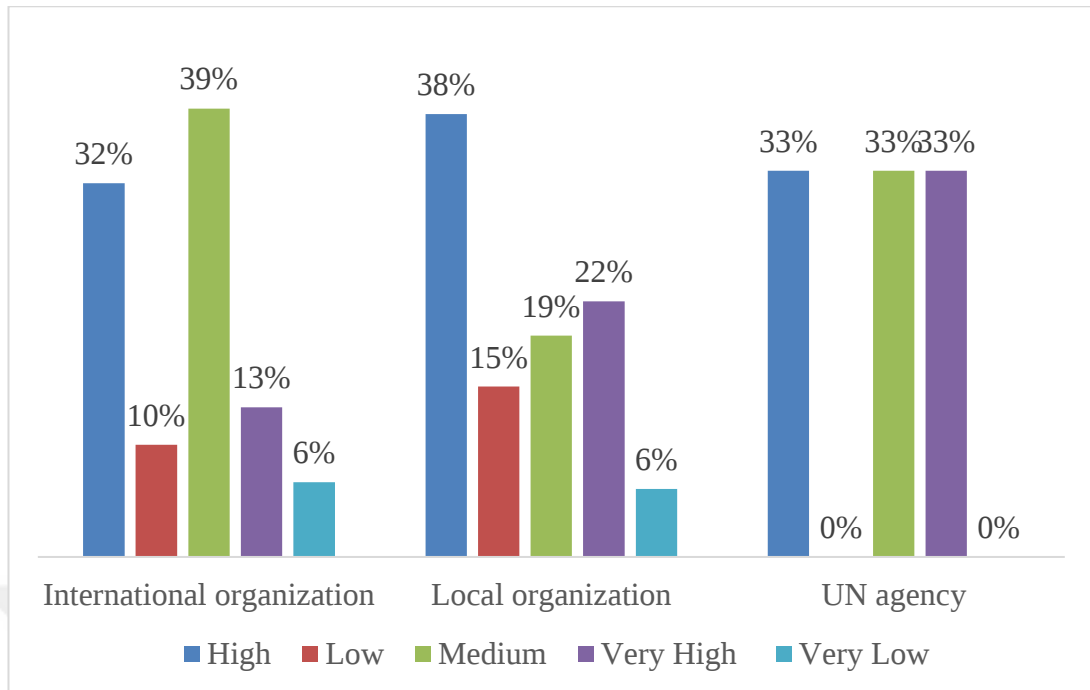


Figure 5.122: The importance level of the issues log per NGO type

Project Scope Management

37% of the respondents considered that project scope management is highly important in project management, while 25% of the respondents considered it as a very high important tool as illustrated in Figure 5.123.

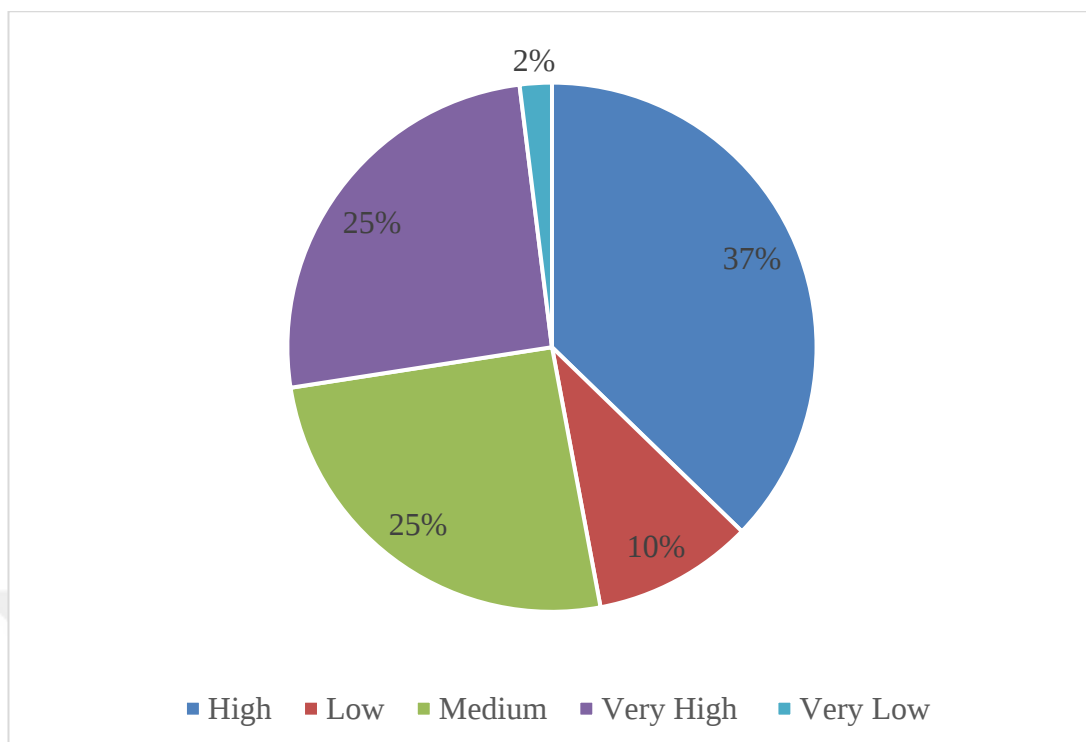


Figure 5.123: The importance level of the project scope management

39% of the international NGOs' respondents, 37% of the local NGOs' respondents, and 33% of the UN agencies' respondents considered project scope management as a highly important tool in project management as illustrated in Figure 5.124.

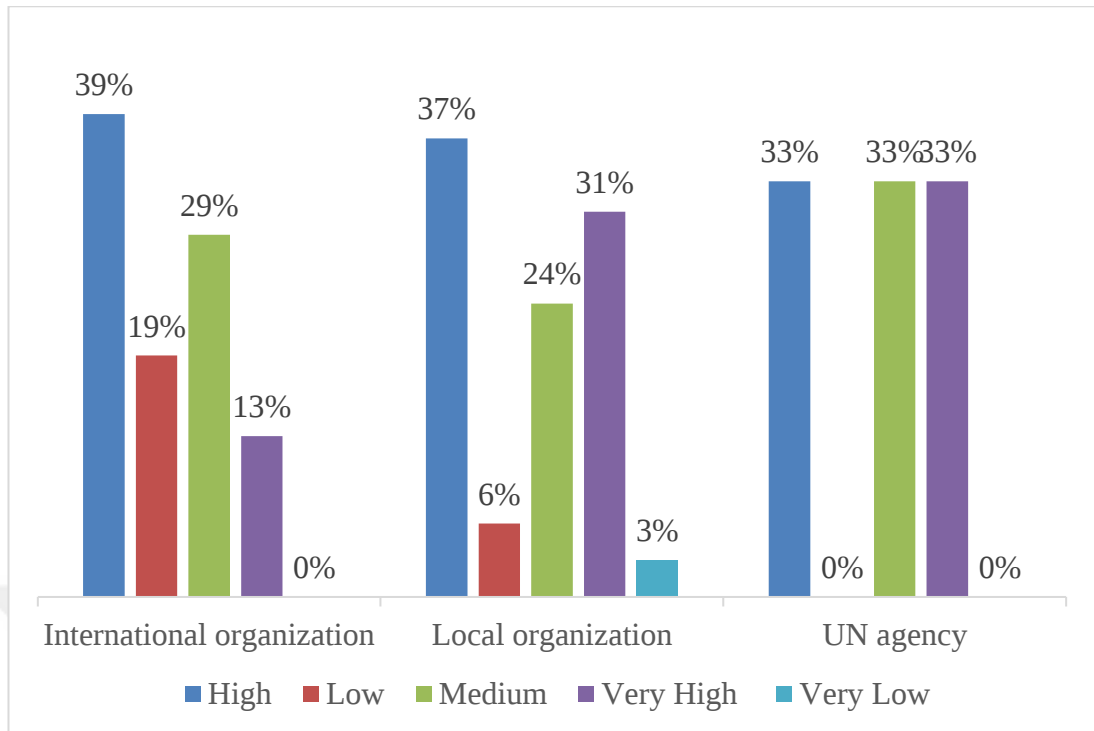


Figure 5.124: The importance of the project scope management per NGO type.

The comparison among all the above tools showed that the progress reports, cost accounting, LF, and Gantt chart/project schedule are the highest important tools that considered as very high importance tools in project management of 56, 53, 49, and 45 respondents respectively as illustrated in Figure 5.125.

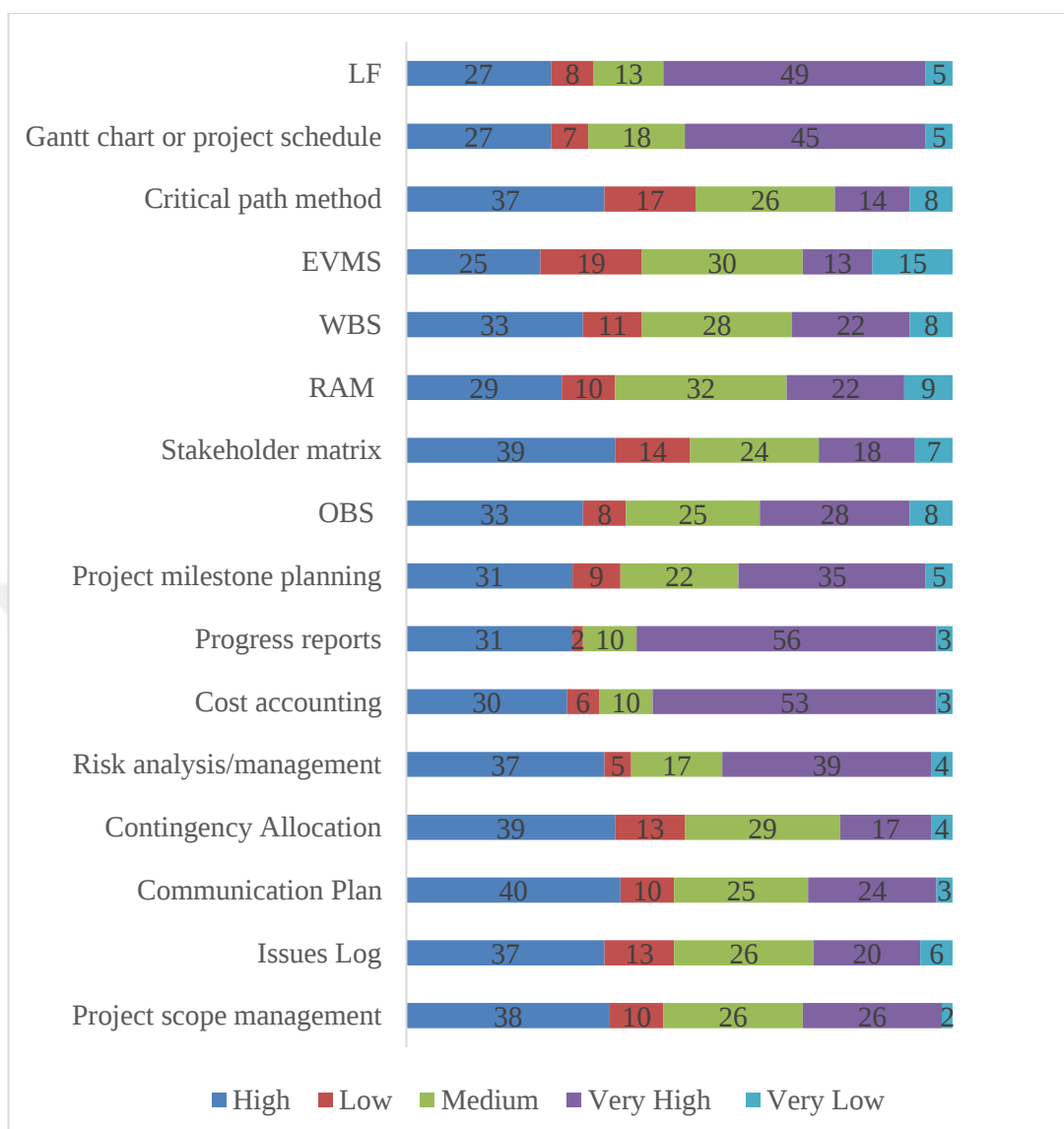


Figure 5.125: The comparison among the project management tools' importance

The Percentage Of NGOs' Projects That Used The Following Project Management Tools

The Logical Framework (LF) Matrix

49 of the 102 respondents expressed they used LF in 76% to 100% of their projects, while 27 of them use it in 51% to 75% of their projects as presented in Figure 5.126.

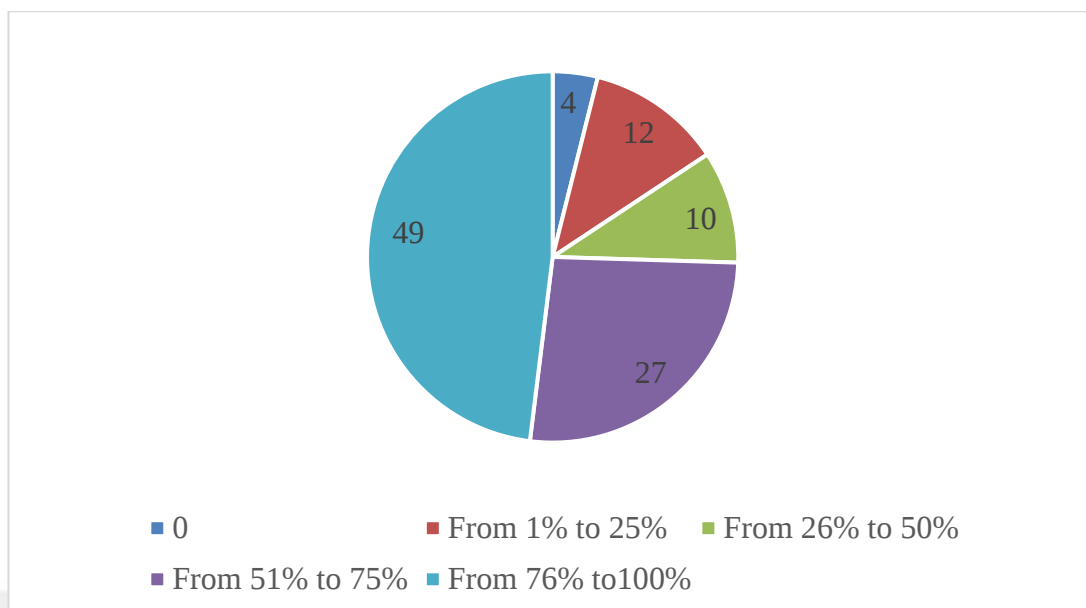


Figure 5.126: The percentage of NGOs' projects that used the LF.

36 of the 68 local NGOs' respondents and 12 of the international NGOs' respondents expressed that 76% to 100% of their project adopted LF as elaborated in Figure 5.127.

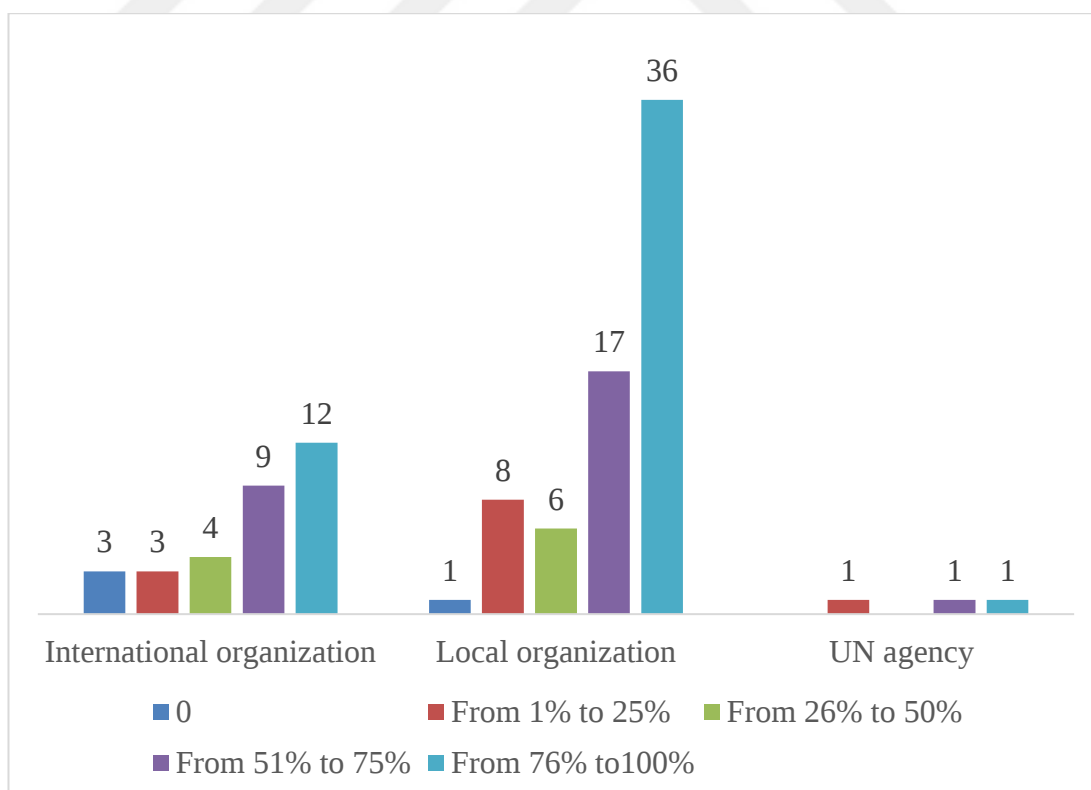


Figure 5.127: The percentage of NGOs' projects that used the LF per NGO type.

The Gantt Chart Or Project Schedule

44 of the 102 respondents expressed that from 76% to 100% of their project adopted the Gantt chart/project schedule tool, while 29 of them indicated that from 51% to 75% of their project adopted it as presented in Figure 5.128.

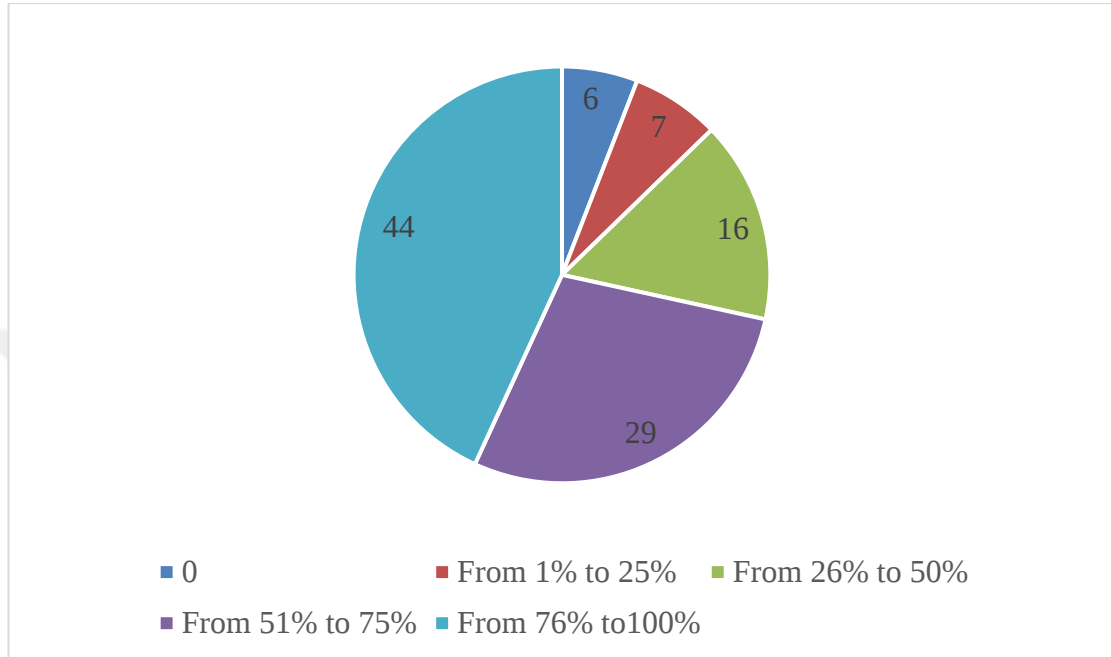


Figure 5.128: The percentage of NGOs' projects that adopted the Gantt chart/ project schedule.

28 of the 68 local NGOs' respondents, 14 of the international NGOs' respondents, and 2 of the 3 UN agencies' respondents indicated that from 76% to 100% of their projects adopted the Gantt chart/project schedule tool as presented in Figure 5.129.

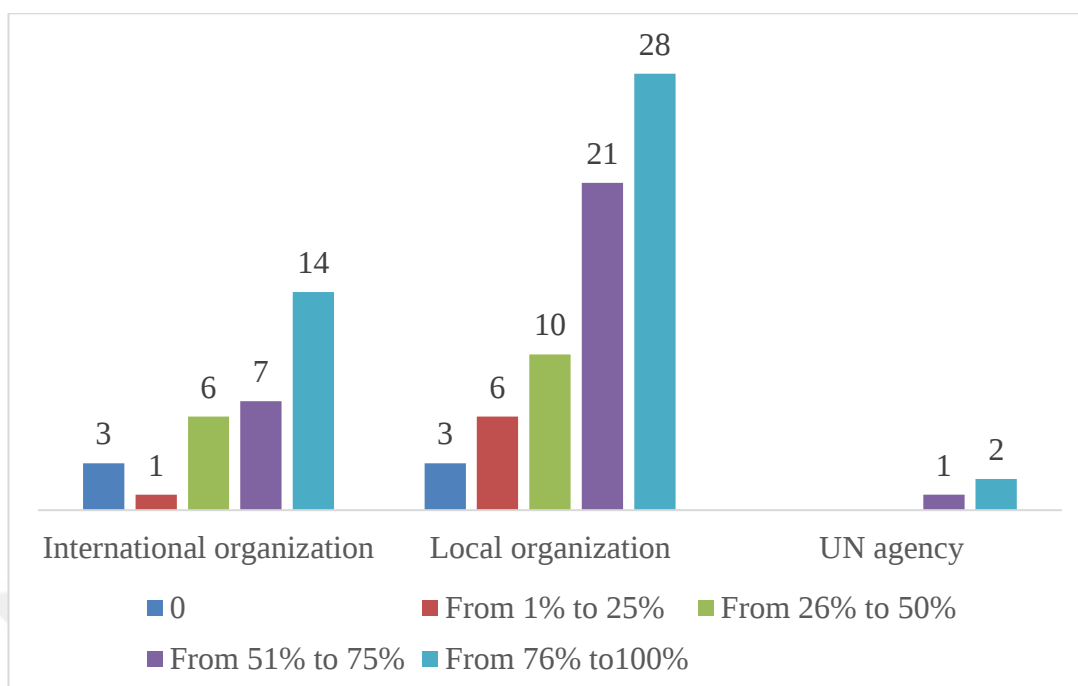


Figure 5.129: The percentage of NGOs' projects adopted the Gantt chart/ project schedule per NGO type.

The Critical Path Method

29 of the respondents indicated that from 51% to 75% of their projects adopted the critical path method, while 31 of the respondents indicated that from 26% to 50% of their projects adopted it as elaborated in Figure 5.130.

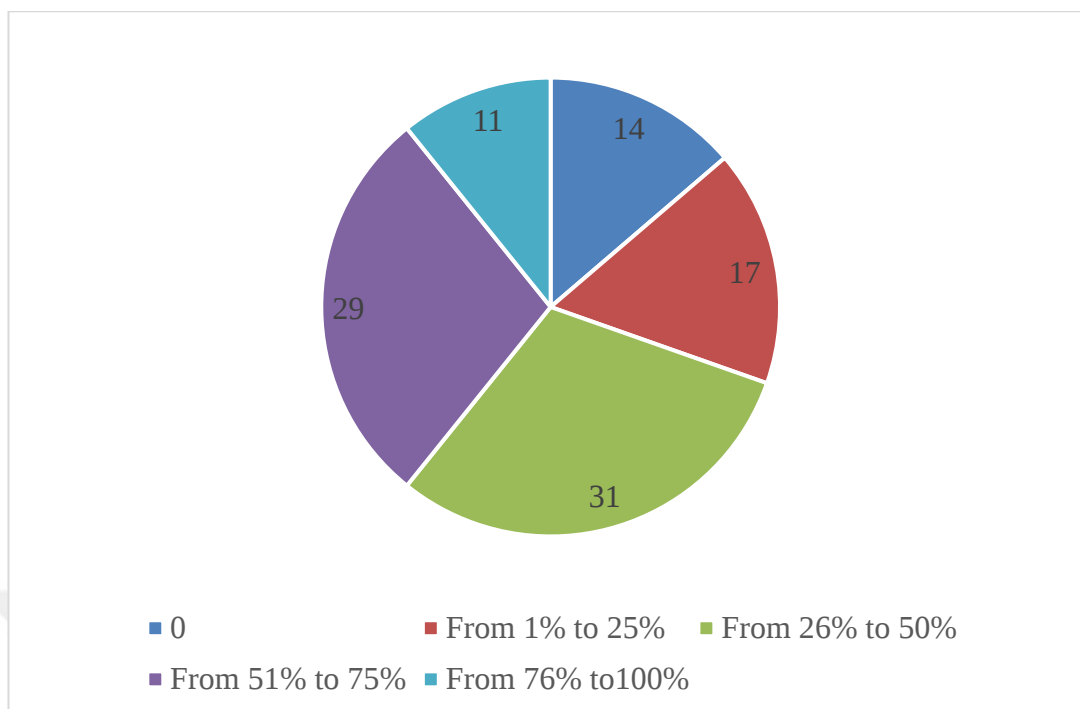


Figure 5.130: The percentage of NGOs' projects that adopted the critical path method.

21 of the 68 local NGOs' respondents indicated that from 51% to 75% of their projects adopted the critical path method tool, while 14 of the 31 international NGOs' respondents indicated that from 26% to 50% of their projects adopted the critical path method tool and 2 of the 3 UN agencies' respondents indicated that from 76% to 100% of their project adopted it as demonstrated in Figure 5.131.

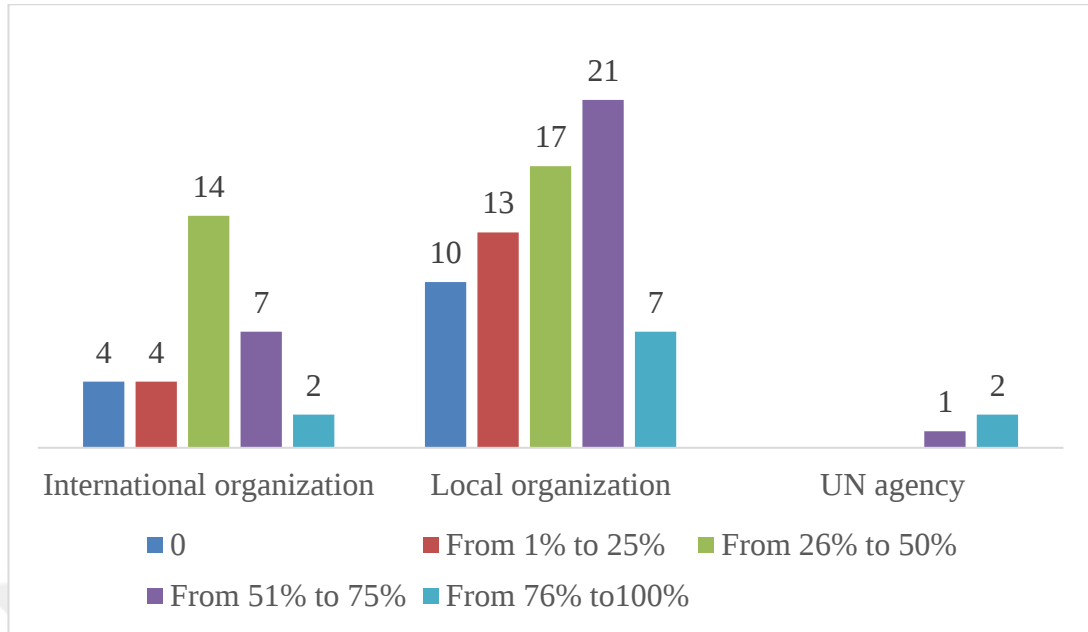


Figure 5.131: The percentage of NGOs' projects used the critical path method per NGO type.

The Earned Value Management System (EVMS)

23 of the respondents indicated they have never adopted EVMS in their project management, while 21 of them indicated that from 1% to 25% of their projects adopted it as illustrated in Figure 5.132.

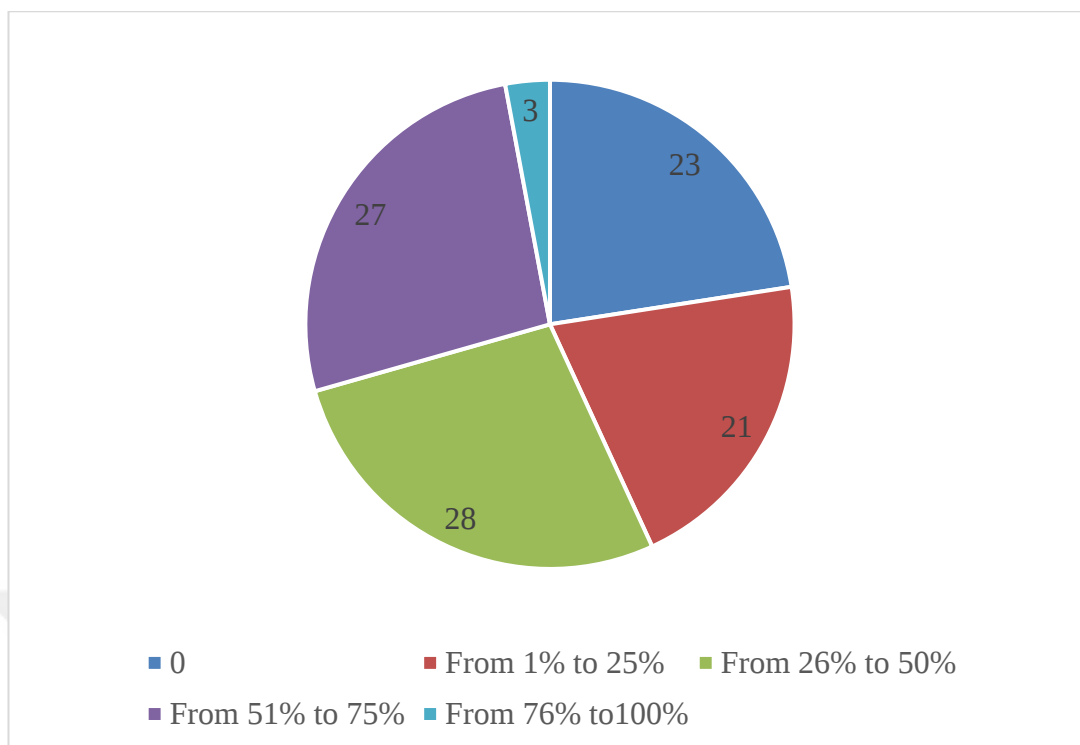


Figure 5.132: The percentage of NGOs' projects that used the EVMS.

21 of the 68 local NGOs' respondents and 1 of the 3 UN agencies' respondents indicated that from 51% to 75% of their project adopted the EVMS tool, while 12 of the 31 international NGOs' respondents indicated 26% to 50% of projects used EVMS tool as presented in Figure 5.133.

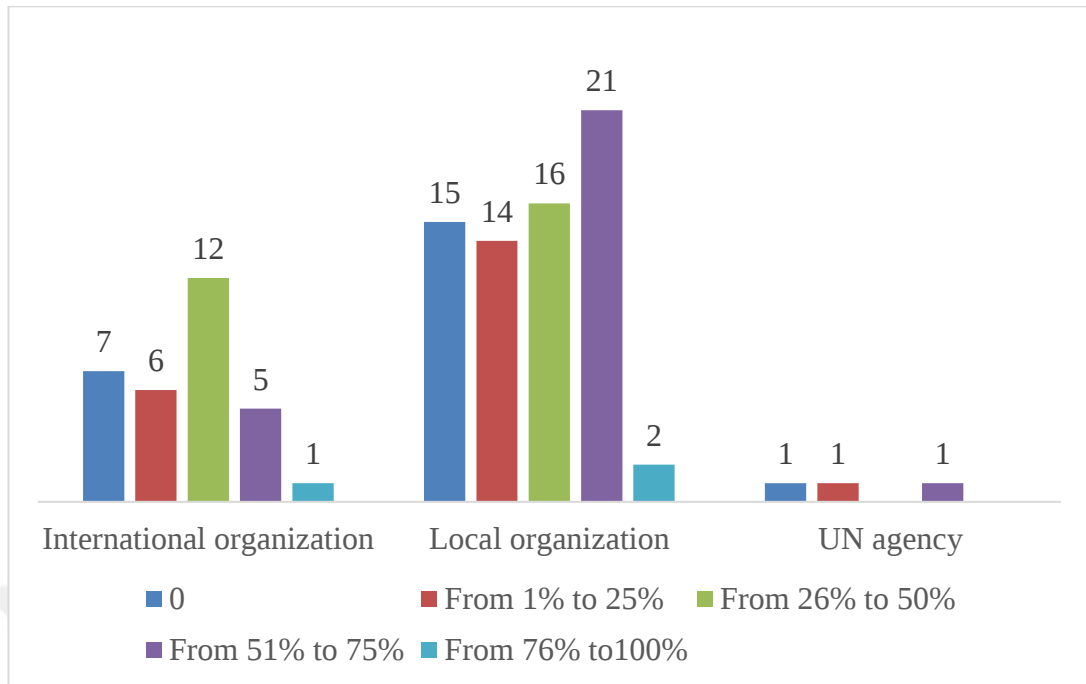


Figure 5.133: The percentage of NGOs' projects that used the EVMS per NGO type.

The Work Breakdown Structure (WBS)

40 of the respondents indicated that 51% to 75% of their projects adopted the WBS, while 21 of them indicated that from 26% to 50% of the projects used the WBS as elaborated in Figure 5.134.

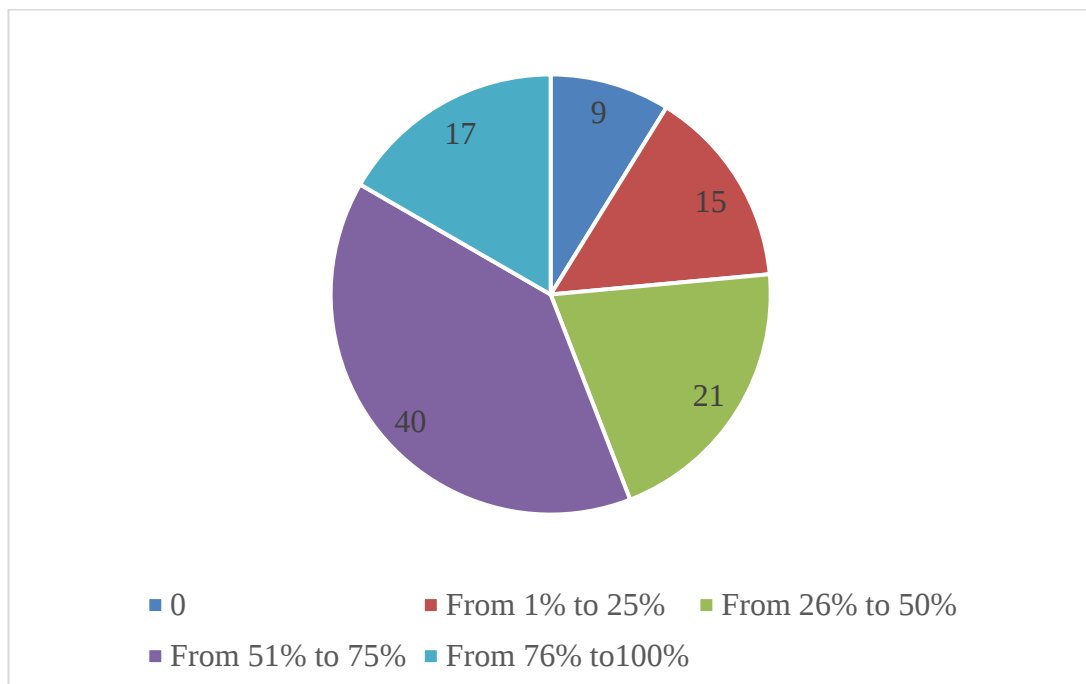


Figure 5.134: The percentage of NGOs' projects that used the WBS.

28 of the local NGOs' respondents and 11 of the international NGOs' respondents indicated that from 51% to 75% of their projects used the WBS tool as presented in Figure 5.135.

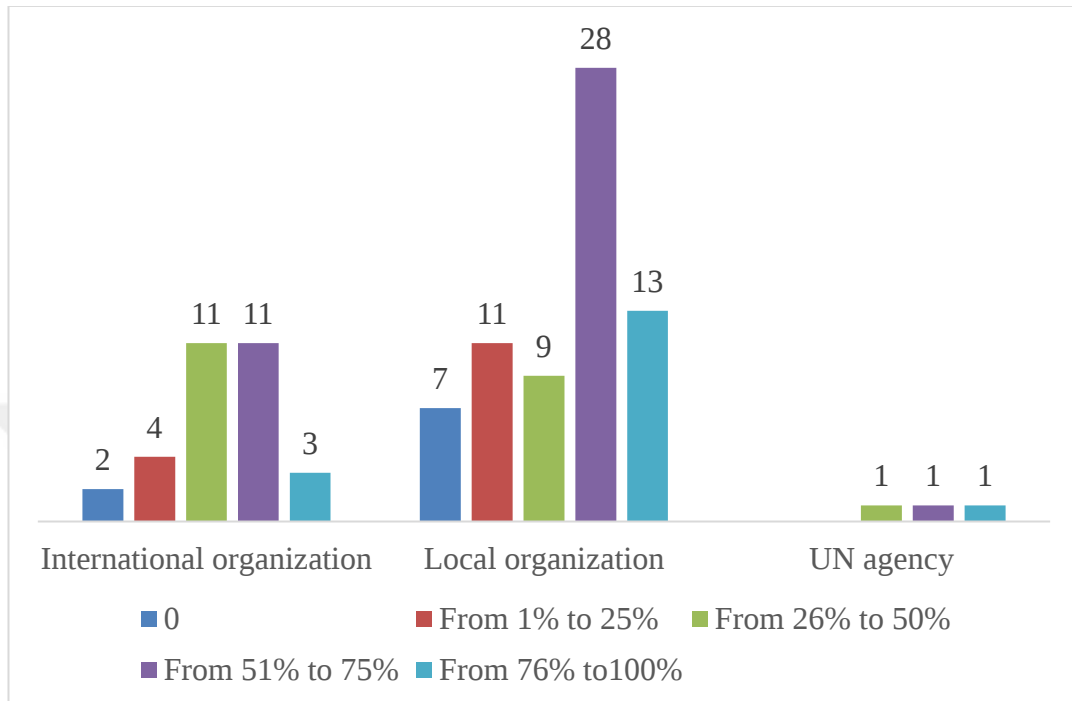


Figure 5.135: The percentage of NGOs' projects that used the WBS per NGO type.

The Responsibility Assignment Matrix (RAM)

39 of the respondents indicated that from 26% to 50% of their project used the RAM tool, while 27 of the respondents indicated that from 51% to 75% of their project used it as illustrated in Figure 5.136.

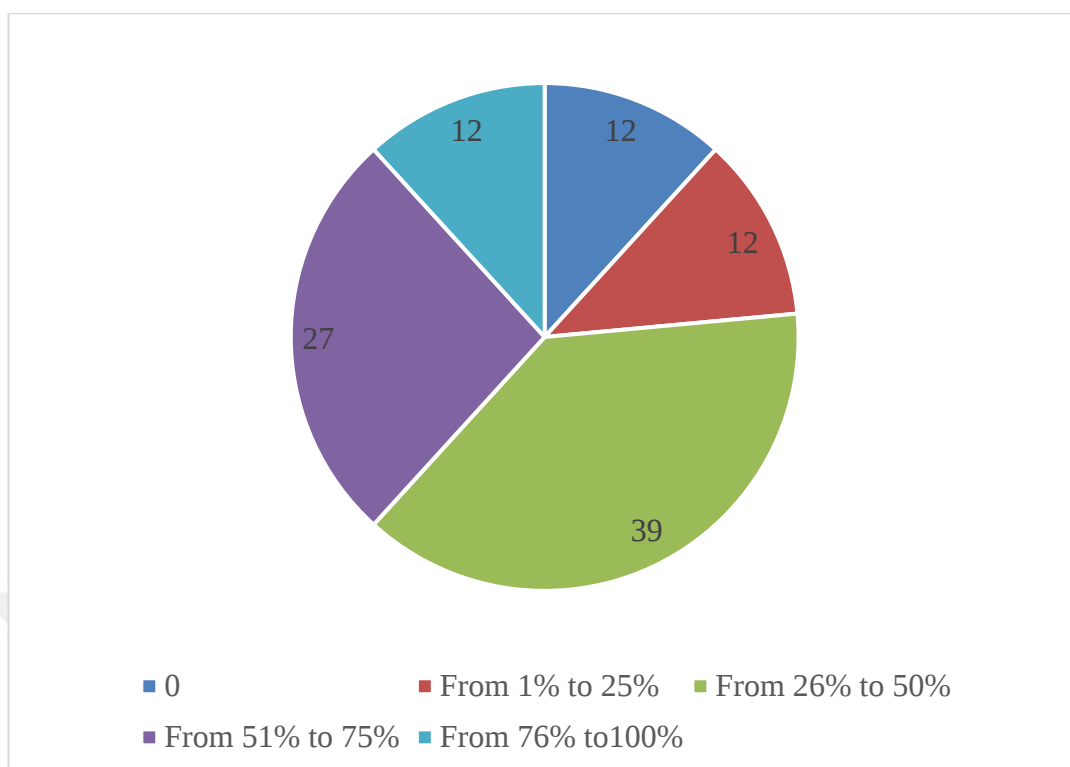


Figure 5.136: The percentage of NGOs' projects that used the RAM tool.

24 of the local NGOs' respondents and 14 of the international NGOs' respondents indicated that from 26% to 50% of their projects adopted RAM as demonstrated in Figure 5.137.

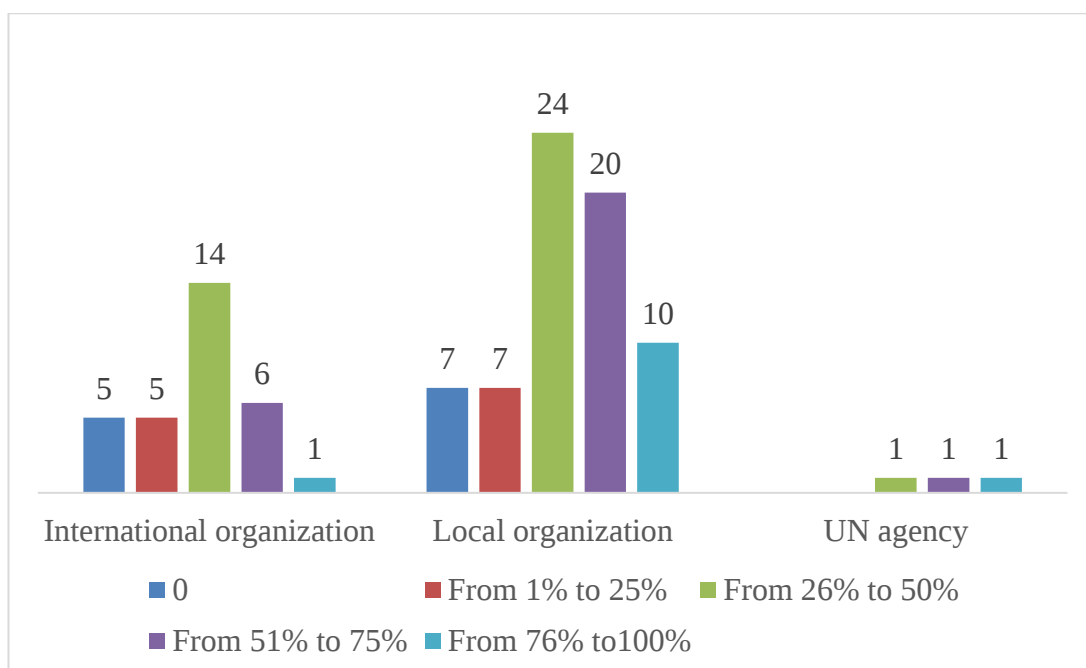


Figure 5.137: The percentage of NGOs' projects that used the RAM per NGO type.

The Stakeholder Matrix

30 of the respondents indicated that from 51% to 75% of their project adopted the stakeholder matrix tool, while 29 of the respondents indicated that the stakeholder matrix used in 26% to 50% of their projects as demonstrated in Figure 5.138.

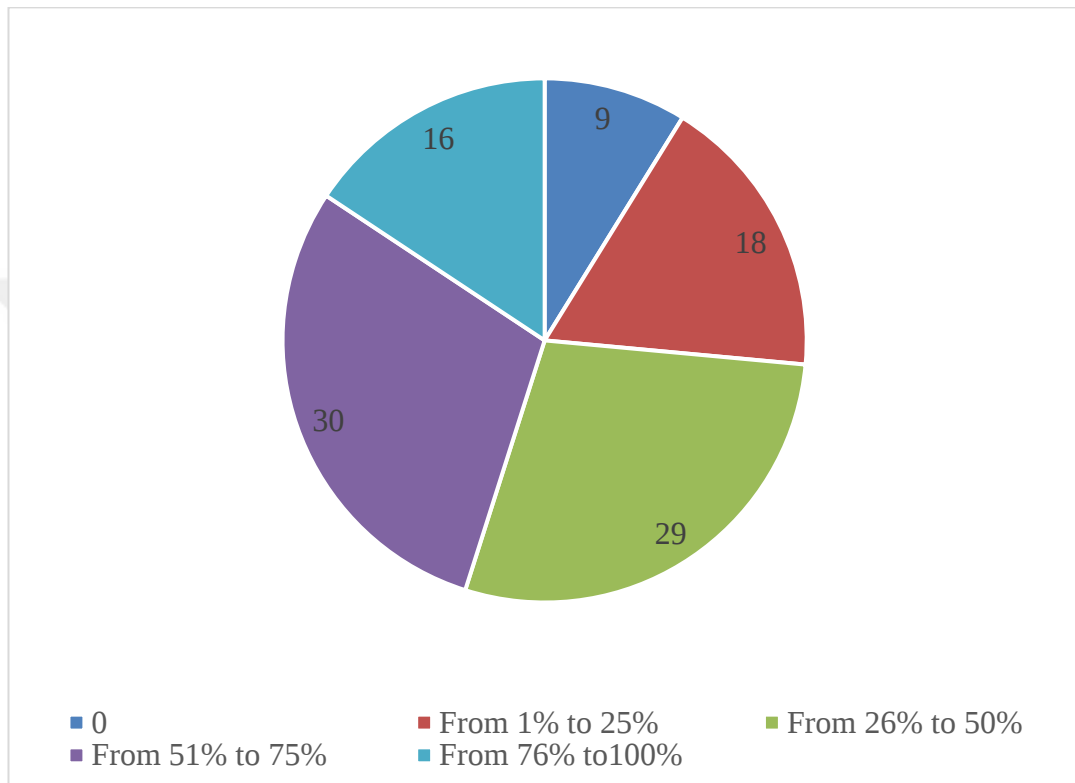


Figure 5.138: The percentage of NGOs' projects that used the Stakeholder matrix.

18 of the local NGOs' respondents and 10 of the international NGOs' respondents, indicated that from 51% to 75% of their projects used the stakeholder matrix and the same number of each NGO said it used in 26% to 50% of their project, while 2 of the 3 UN agencies' respondents indicated it used in 51% to 75% of their project as illustrated in Figure 5.139.

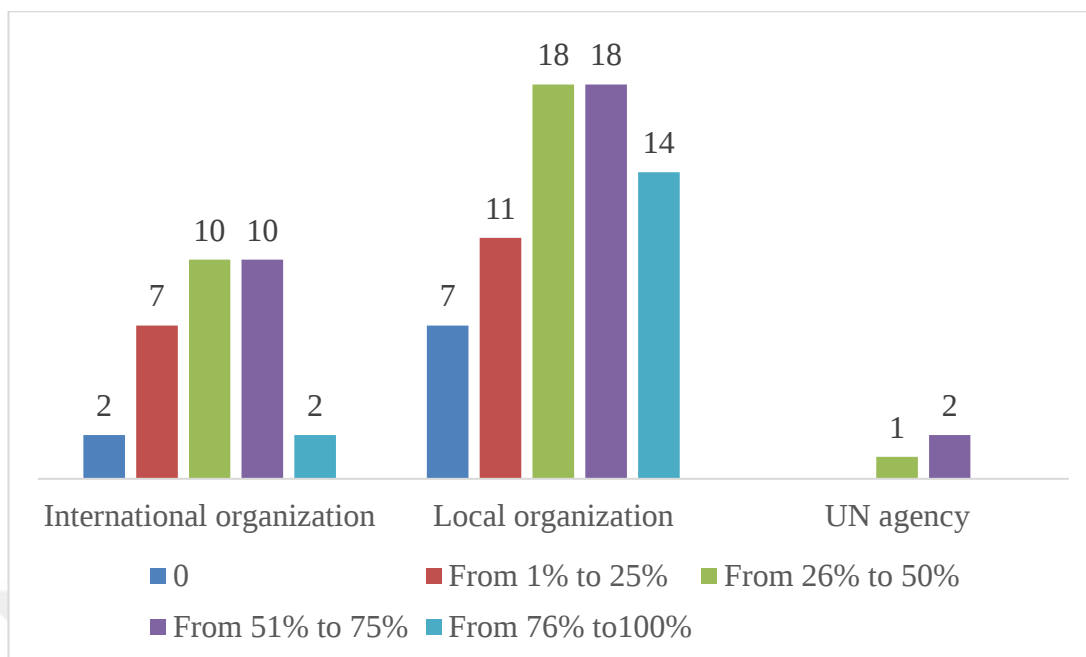


Figure 5.139: The percentage of NGOs' projects that used the Stakeholder matrix per NGO type.

The Organizational Breakdown Structure (OBS)

38 respondents indicated that 51% to 75% of their project used the OBS tool, while 22 of the respondents indicated 25% to 50% used it as presented in Figure 5.140.

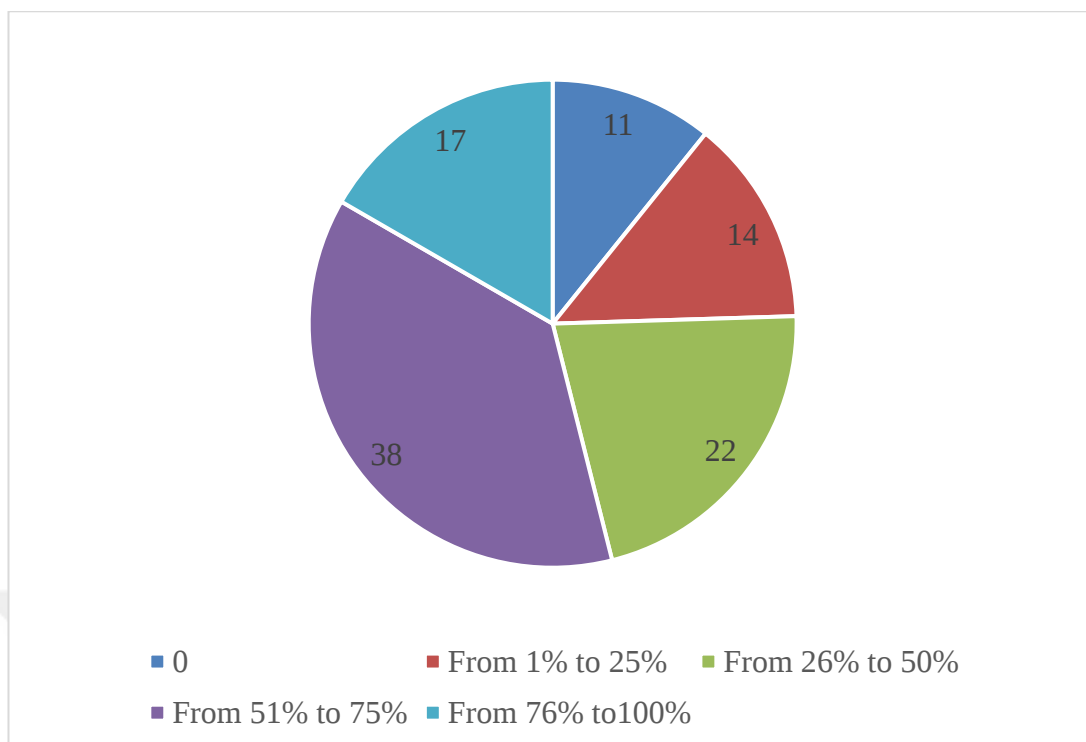


Figure 5.140: The percentage of NGOs' projects that used the OBS tool.

29 of the local NGOs' respondents and 8 of the international NGOs' respondent indicated that from 51% to 75% of their projects used the OBS tool, while 2 of the 3 UN agencies' respondents indicated it used it in 26% to 50% of the projects as illustrated in Figure 5.141.

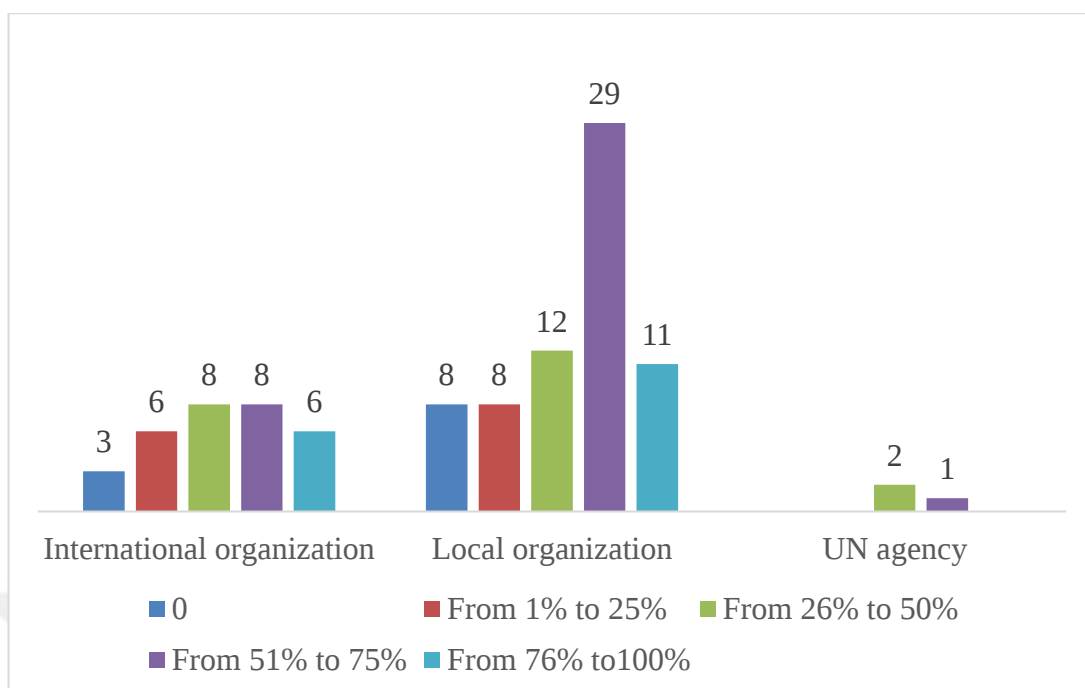


Figure 5.141: The percentage of NGOs' projects that used the OBS per NGO type.

The Project Milestone Planning

37 of the respondents indicated that 51% to 75% of their projects used the project milestone planning tool and 26 of the respondents said that from 76% to 100% of their projects adopted the project milestone planning tool as presented in Figure 5.142.

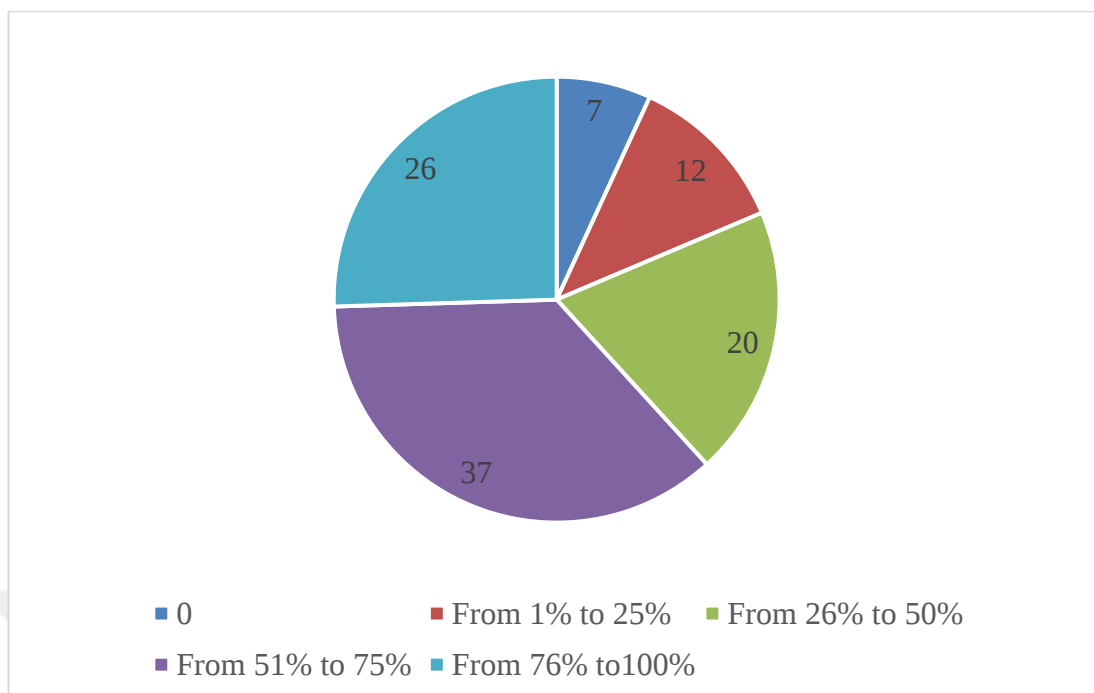


Figure 5.142: The percentage of NGOs' projects that used the Project milestone planning.

27 of the local NGOs' respondents and 9 of the international NGOs' respondents indicated that from 51% to 75% of their projects adopted the project milestone planning tool as presented in Figure 5.143.

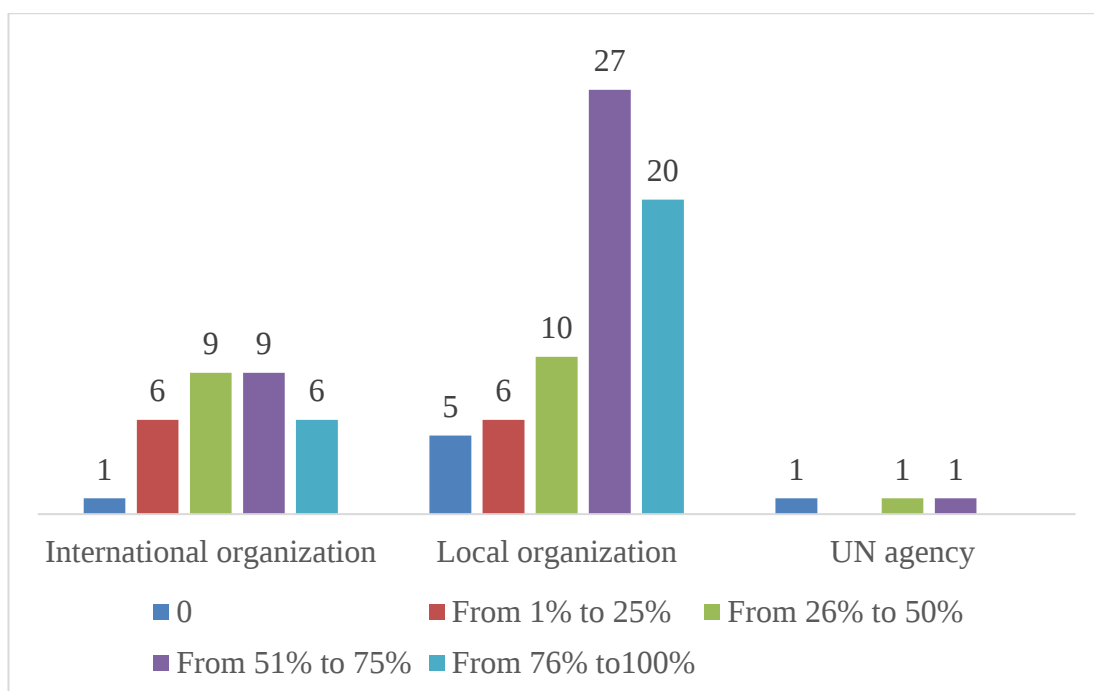


Figure 5.143: The percentage of NGOs' projects that used the Project milestone planning per NGO type.

The Progress Reports

50 of the respondents indicated that from 76% to 100% of their projects adopted the progress report tool and 38 of the respondents indicated it used in 51% to 75% as presented in Figure 5.144.

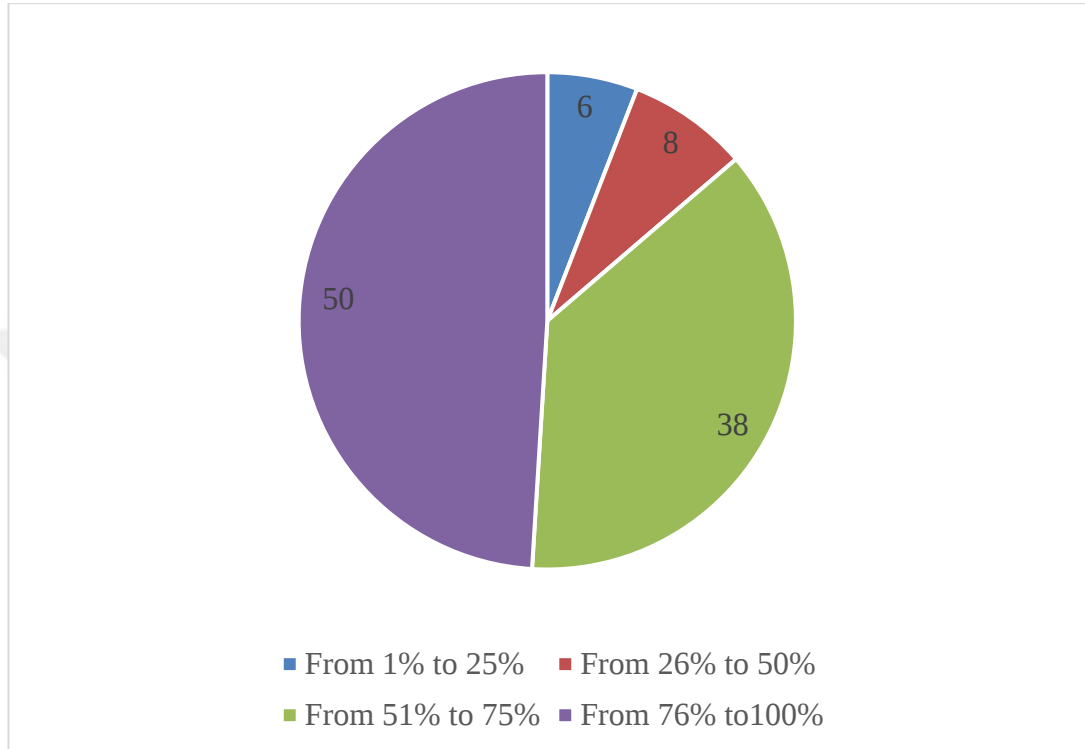


Figure 5.144: The percentage of NGOs' projects that used the Progress reports.

34 of the local NGOs' respondents and 15 of the international NGOs' respondents indicated that from 76% to 100% of their projects adopted the progress report tool as presented in Figure 5.145.

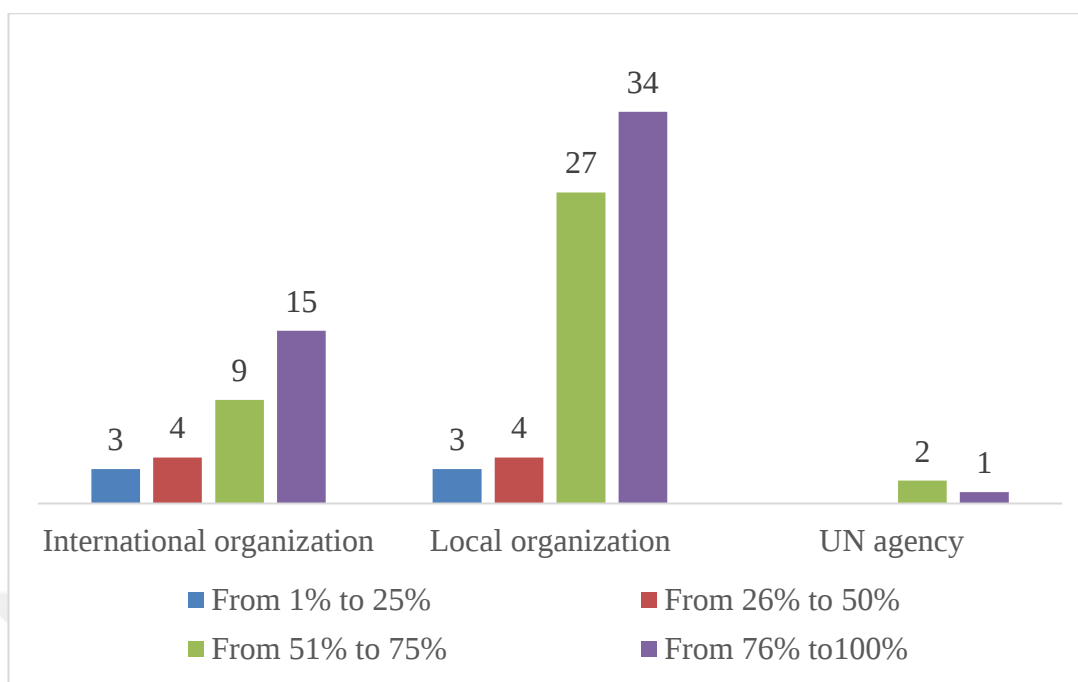


Figure 5.145: The percentage of NGOs' projects that used the progress reports per NGO type.

The Cost Accounting

45 of the respondents indicated that from 76% to 100% of their project adopted the cost accounting tool and 33 of the respondents indicated it was used in 51% to 75% of their projects as illustrated in Figure 5.146.

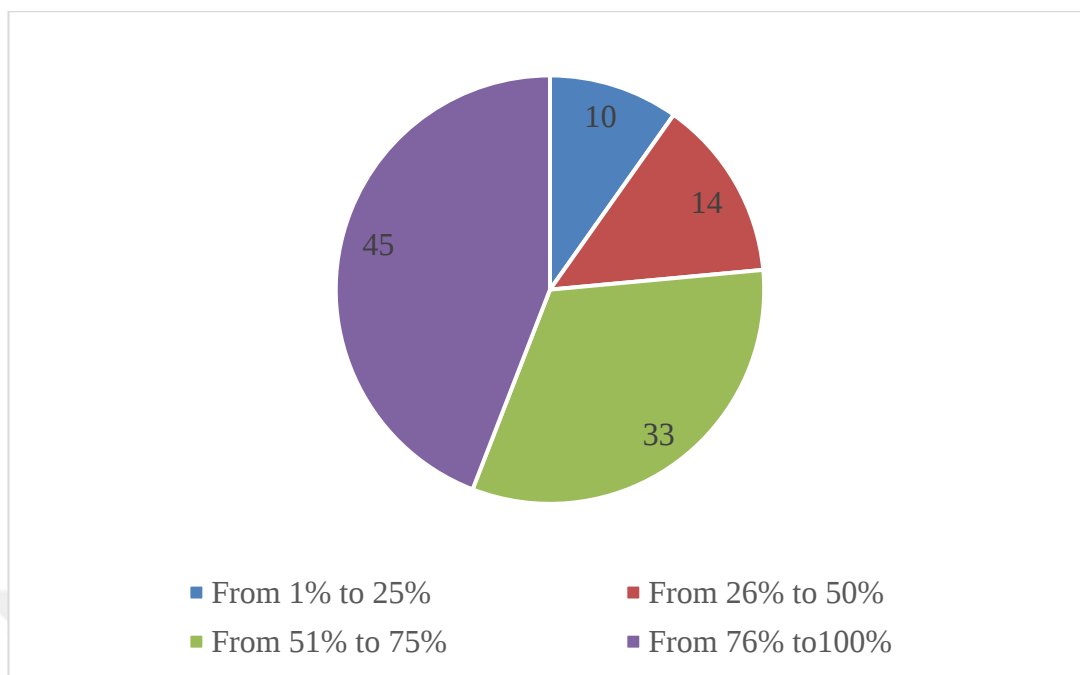


Figure 5.146: The percentage of NGOs' projects that used the cost accounting.

31 of the local NGOs' respondents and 13 of the international NGOs' respondents indicated that the cost accounting tool adopted in 76% to 100% of their projects as demonstrated in Figure 5.147.

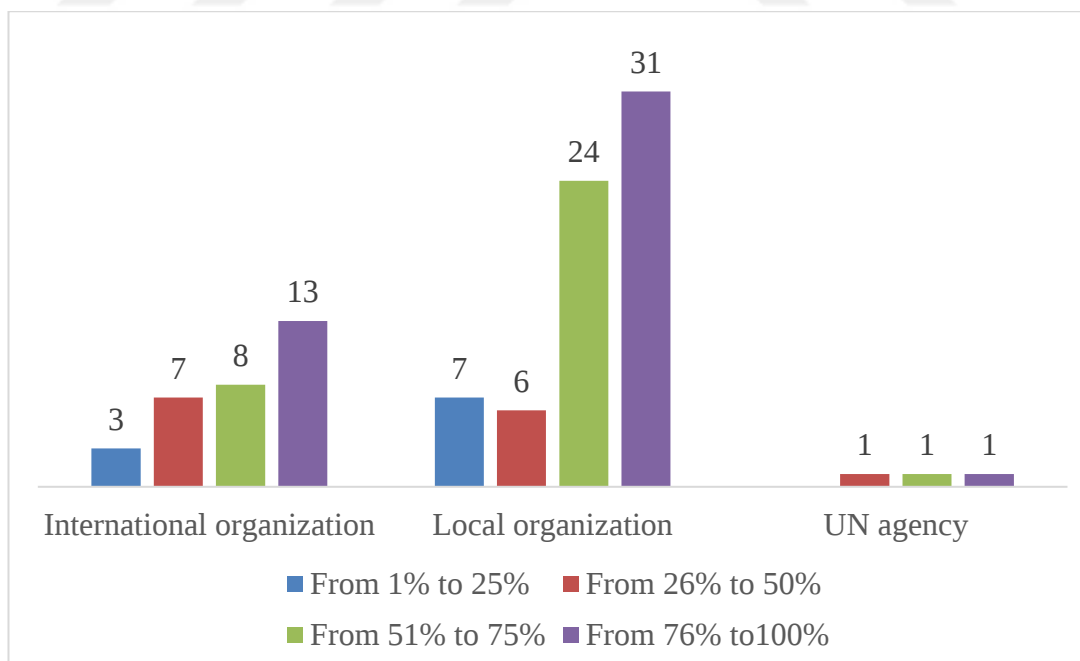


Figure 5.147: The percentage of NGOs' projects that used the cost accounting per NGO type.

The Risk Analysis/Management

39 of the respondents indicated that the risk management tool used in 51% to 75% of their projects and 32 of the respondents indicated it adopted from 76% to 100% of the projects as illustrated in Figure 5.148.

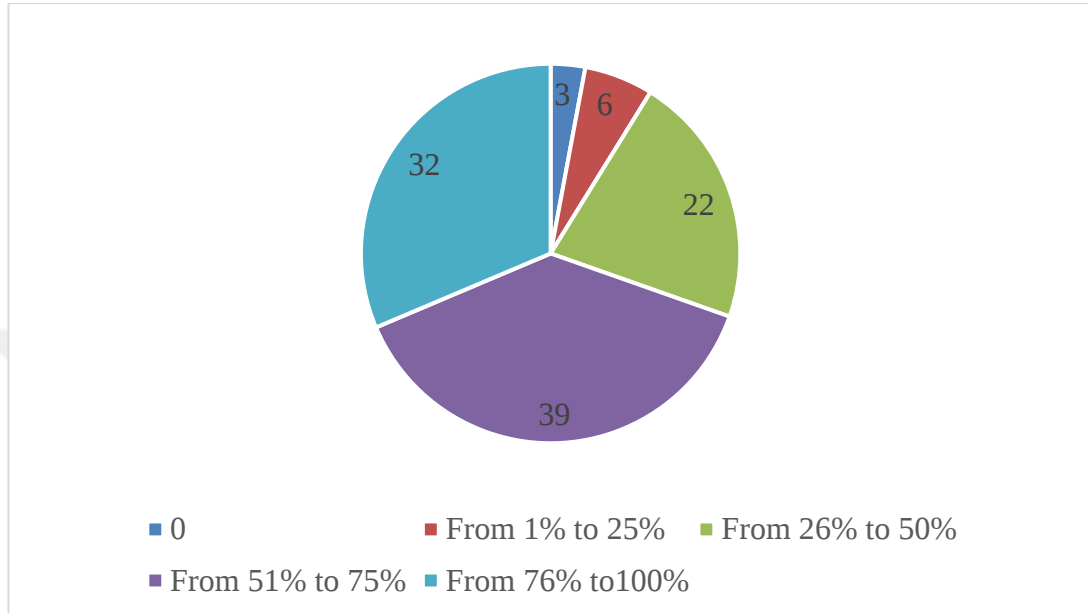


Figure 5.148: The percentage of NGOs' projects that used the risk analysis/management.

25 of the local NGOs' respondents and 13 of the international NGOs' respondents indicated that the risk management tool was adopted in 51% to 75% of the project as demonstrated in Figure 5.149.

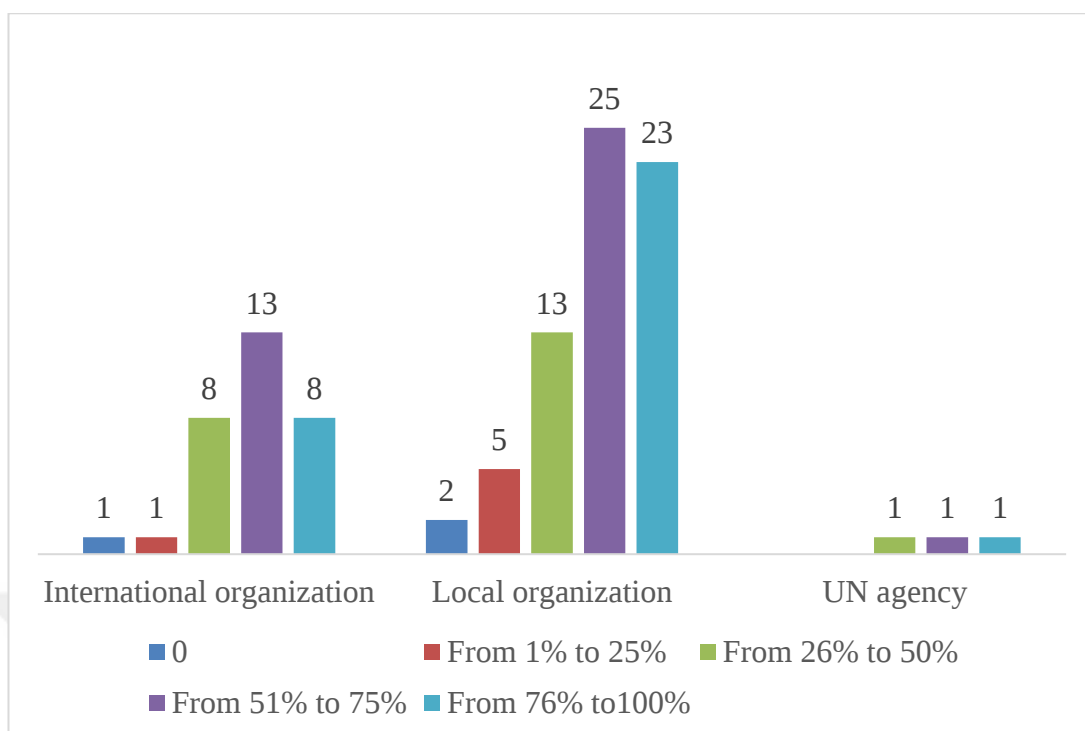


Figure 5.149: The percentage of NGOs' projects that used the risk analysis/management per NGO type.

The Contingency Allocation

31 of the respondents indicated that 51% to 75% of the projects adopted the contingency allocation tool and 30 of the respondents said it was used in 26% to 50% of the projects as demonstrated in Figure 5.150.

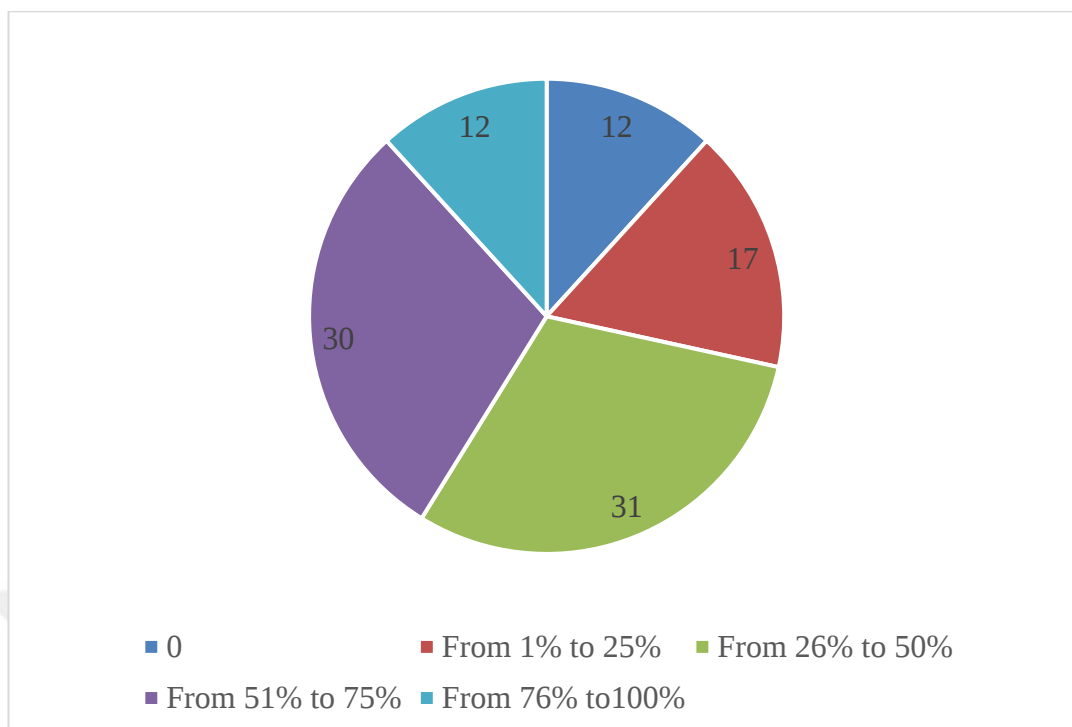


Figure 5.150: The percentage of NGOs' projects that used the contingency allocation.

20 of the local NGOs' respondents and 2 of the 3 UN agencies' respondents indicated that the contingency allocation was adopted in 51% to 75% of the project, while 13 of the international NGOs' respondents indicated it adopted in 26% to 50% of the project as illustrated in Figure 5.151.

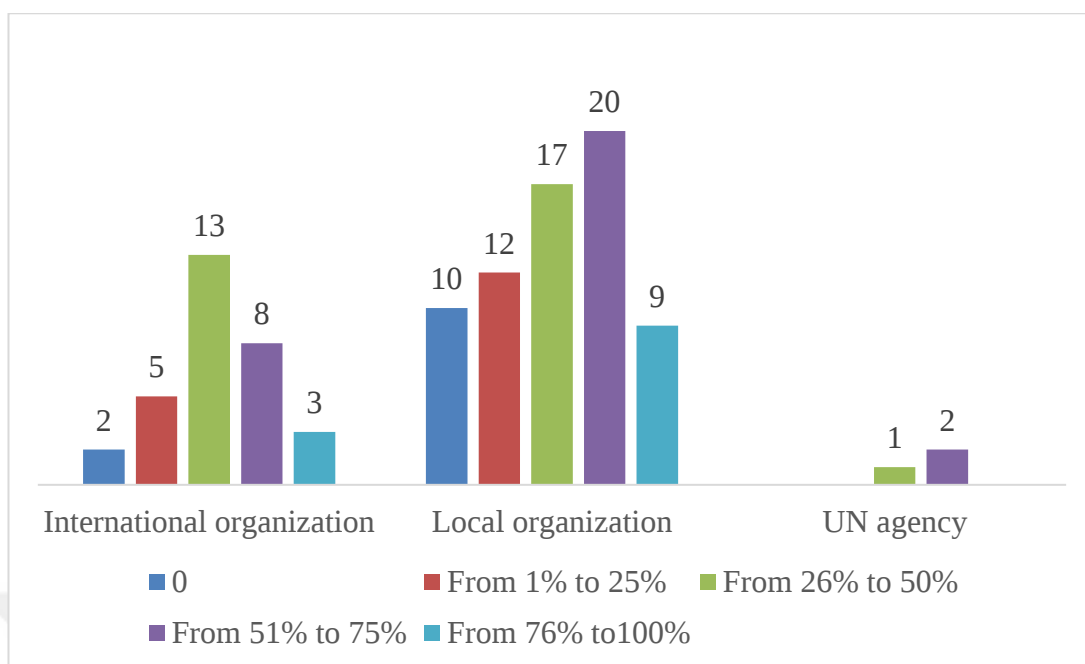


Figure 5.151: The percentage of NGOs' projects that used the contingency allocation per NGO type.

The Communication Plan

43 of the respondents indicated that 51% to 76% of the projects adopted the communication plan tool, while 27 of the respondents indicated that from 26% to 50% of the projects used the communication plan tool as demonstrated in Figure 5.152.

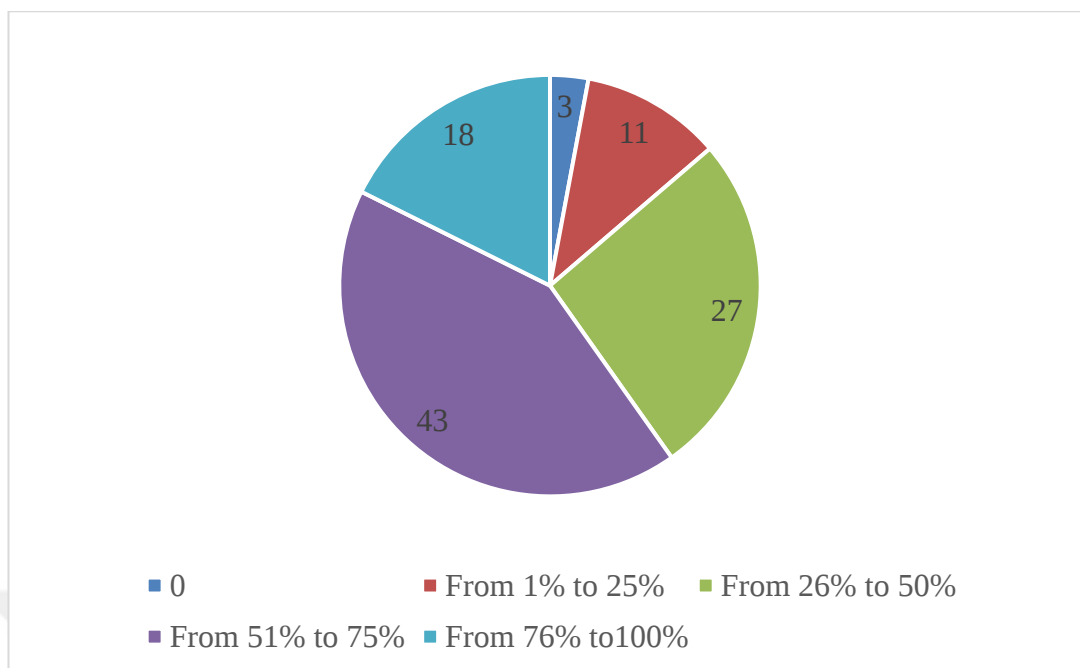


Figure 5.152: The percentage of NGOs' projects that used the communication plan.

27 of the local NGOs' respondents and 15 of the international NGOs indicated that from 51% to 75% of the projects adopted the communication plan tool as illustrated in Figure 5.153.

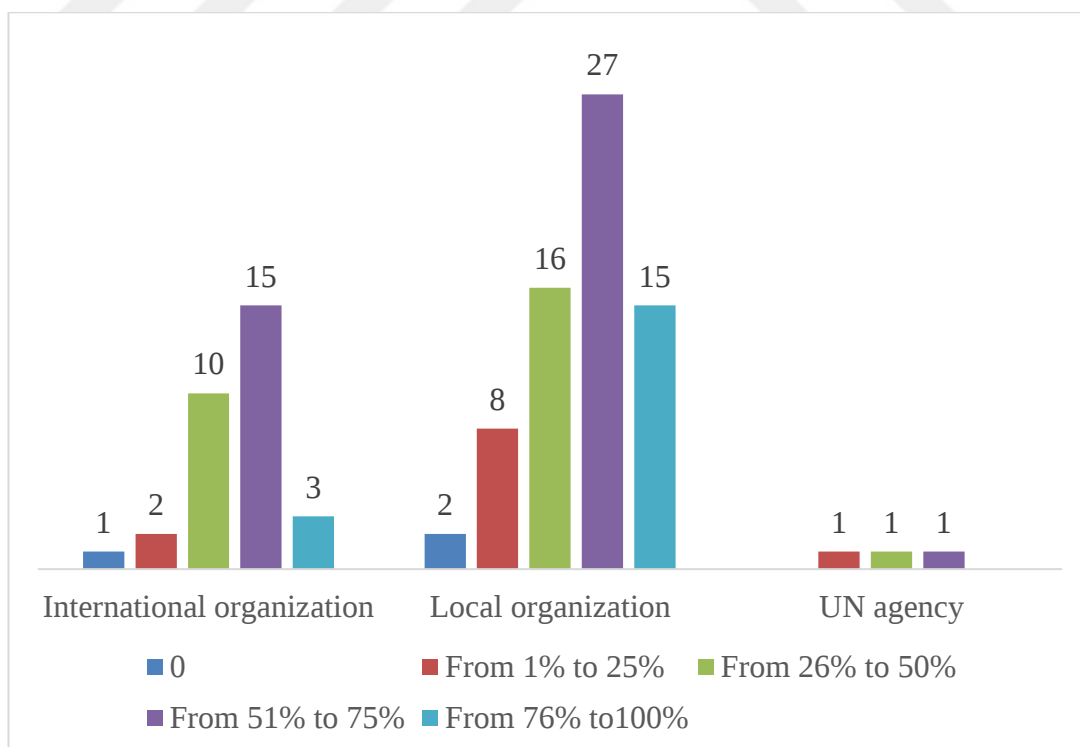


Figure 5.153: The percentage of projects that used the communication plan per NGO type.

The Issues Log

35 of the respondents indicated that 51% to 75% of the project adopted the issue log tool and 31 of the respondents indicated that it used in 26% to 50% of the projects as presented in Figure 5.154.

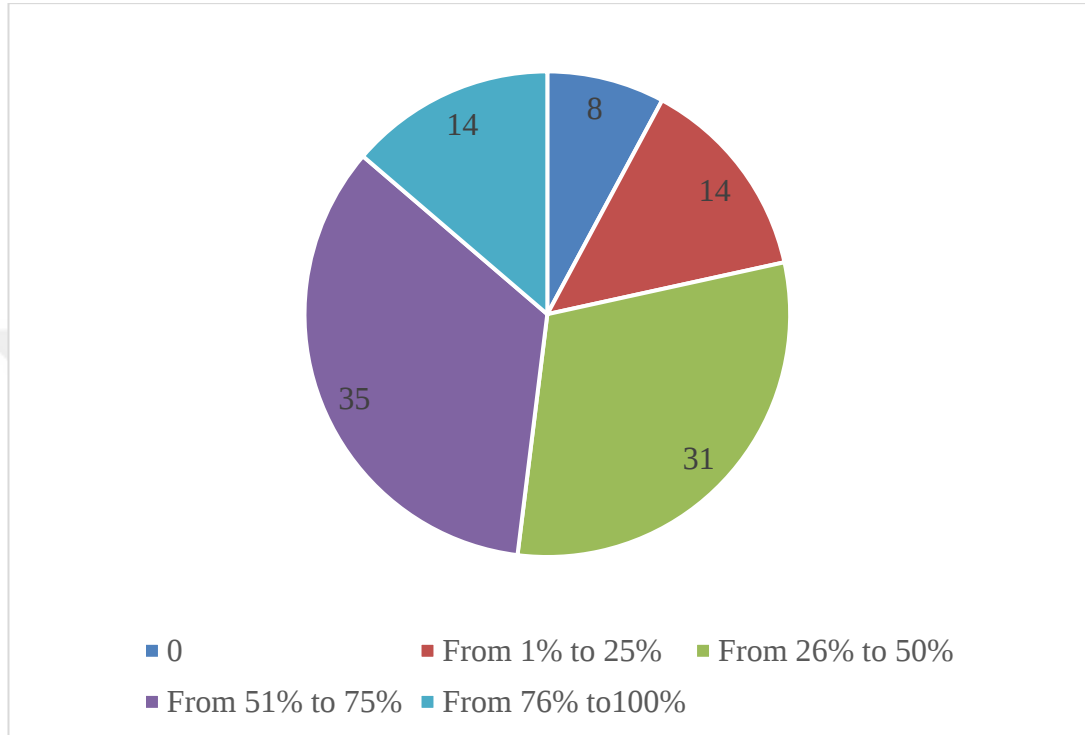


Figure 5.154: The percentage of NGOs' projects that used the issues log.

25 of the local NGOs' respondents and 2 of the 3 UN agencies' respondents indicated that 51% to 75% of the project used the issue log tool, while 13 of the international NGOs' respondents indicated that from 26% to 50% of the project used the issue log tool as illustrated in Figure 5.155.

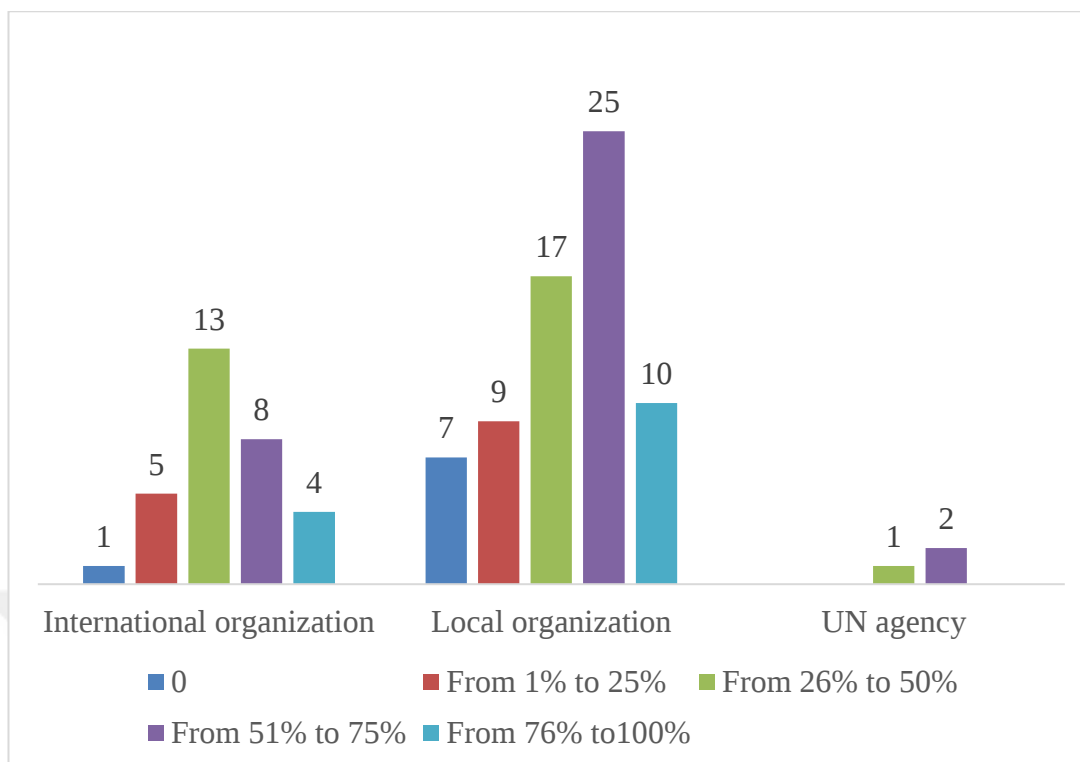


Figure 5.155: The percentage of NGOs' projects that used the issues log per NGO type.

The Project Scope Management

41 of the respondents indicated that from 51% to 75% of the project used the project scope management tool, while 30 of the respondents indicated that from 26% to 50% of the project used it as presented in Figure 5.156.

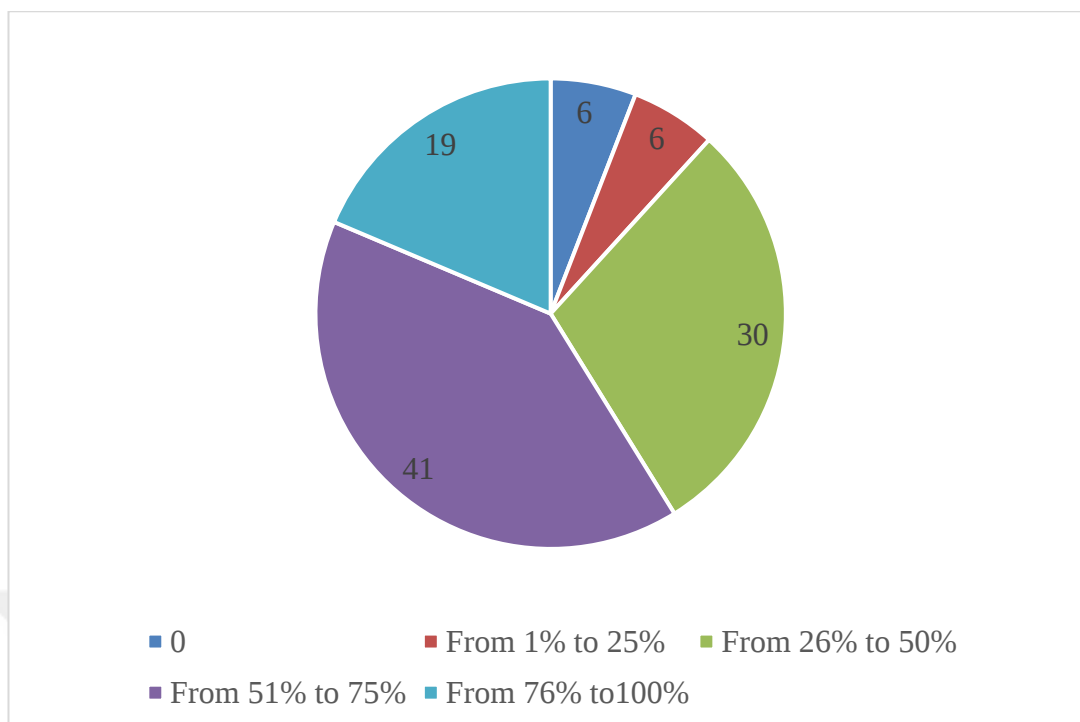


Figure 5.156: The percentage of NGOs' projects that used the project scope management.

27 of the local NGOs' respondents and 13 of the international NGOs' respondents indicated that the project scope management tool was adopted in 51% to 75% of the projects as presented in Figure 5.157.

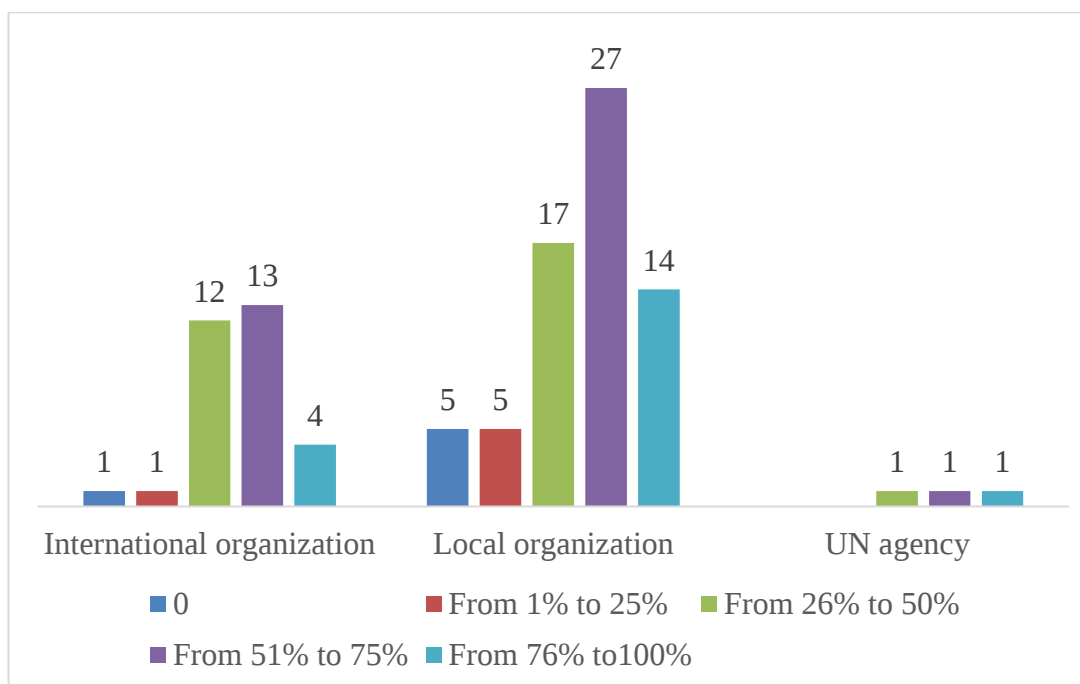


Figure 5.157: The percentage of NGOs' projects that used the project scope management per NGO type.

The highest adopted tools are the logical framework matrix, cost accounting, and the project schedule as 49, 45, 44 of the respondents respectively indicated it was adopted in 76% to 100% of the projects. While progress report, communication plan, and work breakdown structure (WBS) the second highest tool as 50, 43, and 40 of the respondents respectively indicated they were adopted in 51% to 75% of the projects as demonstrated in Figure 5.158.

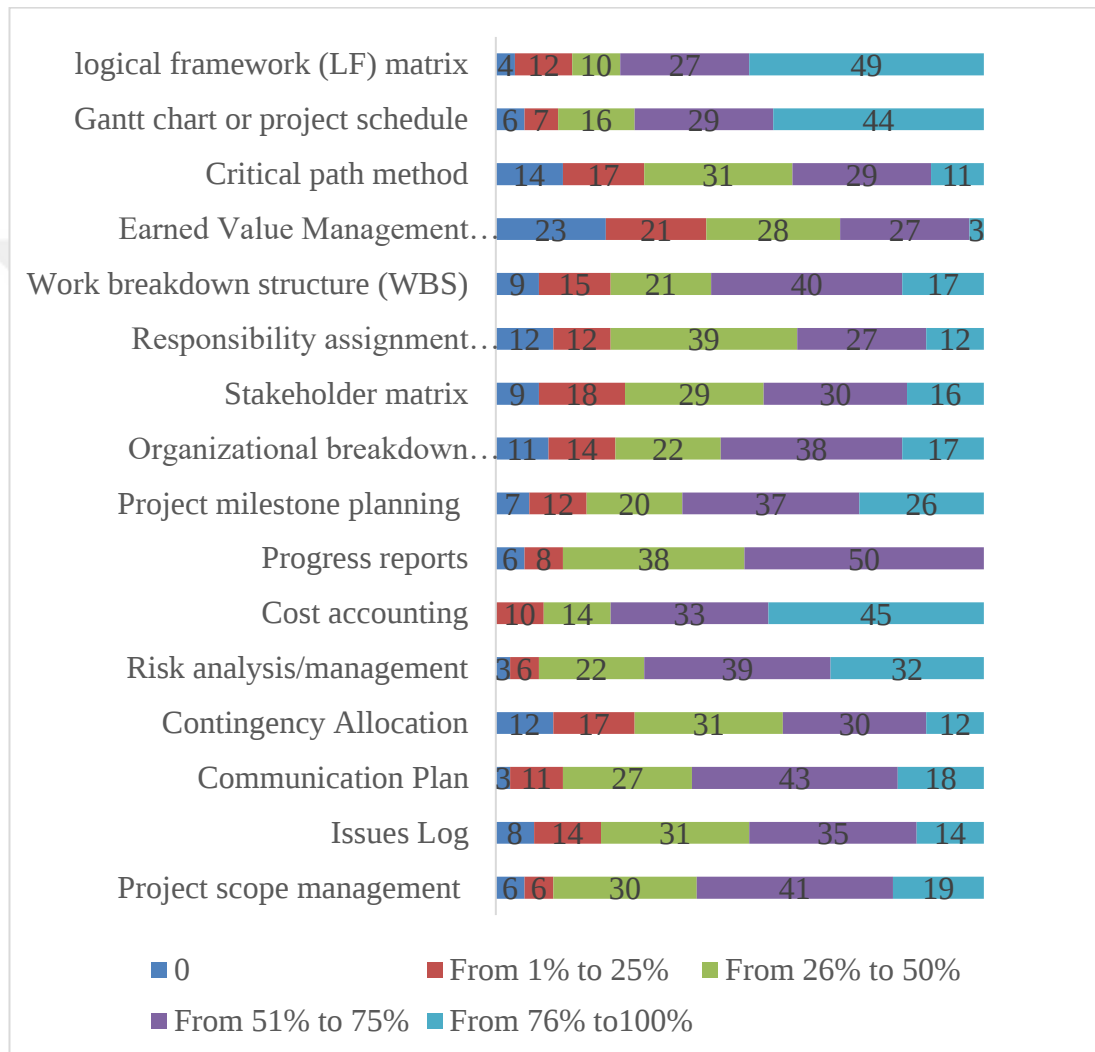


Figure 5.158: Comparison among the adoption of project management tools.

Who Choose The Methodology And Tools Used In Project Management

This question was from select one or more than one choice, the international organizations' respondents indicated that mostly the project managers and program/programs management choose the tools used in the project management as illustrated in Figure 5.159.

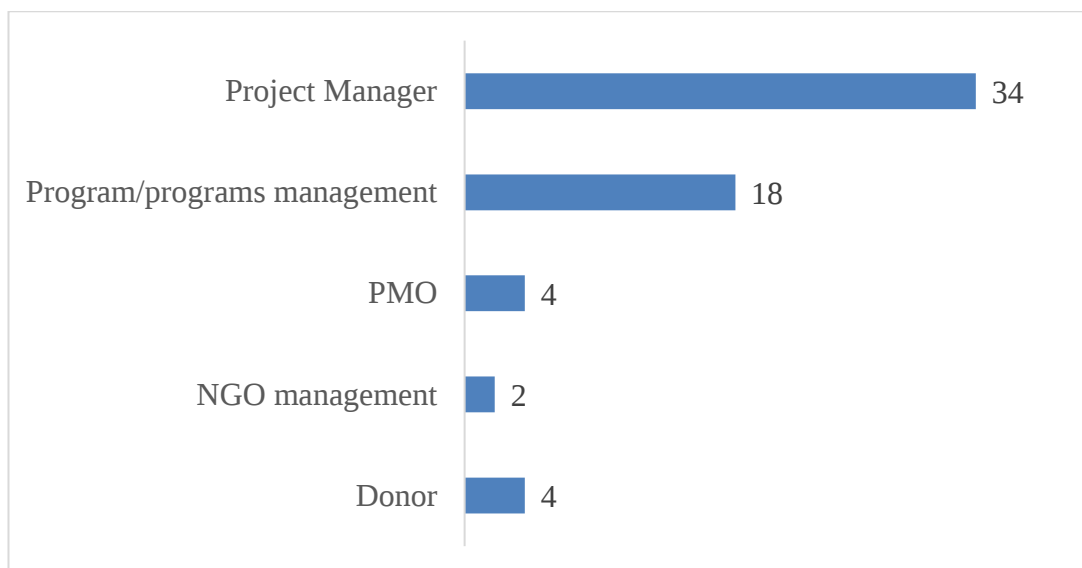


Figure 5.159: Who choose the used methodology and tools in the international organization.

The respondents of the local organization expressed the same answers that the project managers and the program programs management choose the used project management tool as illustrated in Figure 5.160.

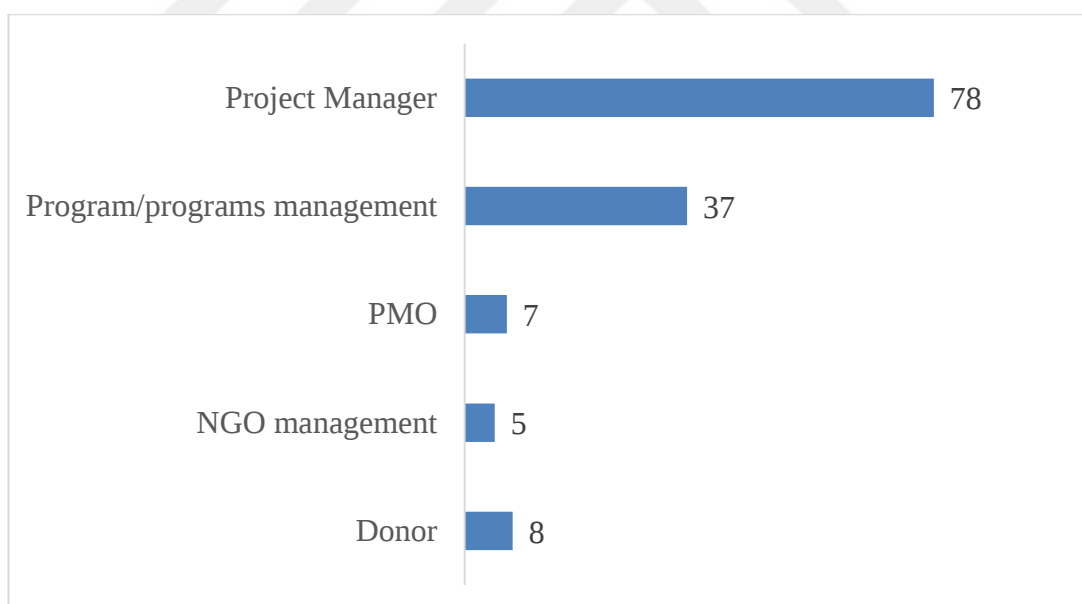


Figure 5.160: Who chooses the used methodology and tools in the local organization.

While al the UN agencies' respondents indicated that the project manager chooses the tool use in project management.

5.2.3 Analyze NGOs Adoption Of The Logical Framework Matrix (LF)

The NGOs' Projects Adoption Of The LF

65 of the 102 (64%) respondents indicated that they used the LF in their project as presented in Figure 5.161. This question was a logical question which means that only the respondents who did use the LF will see the next questions which all related to the LF.

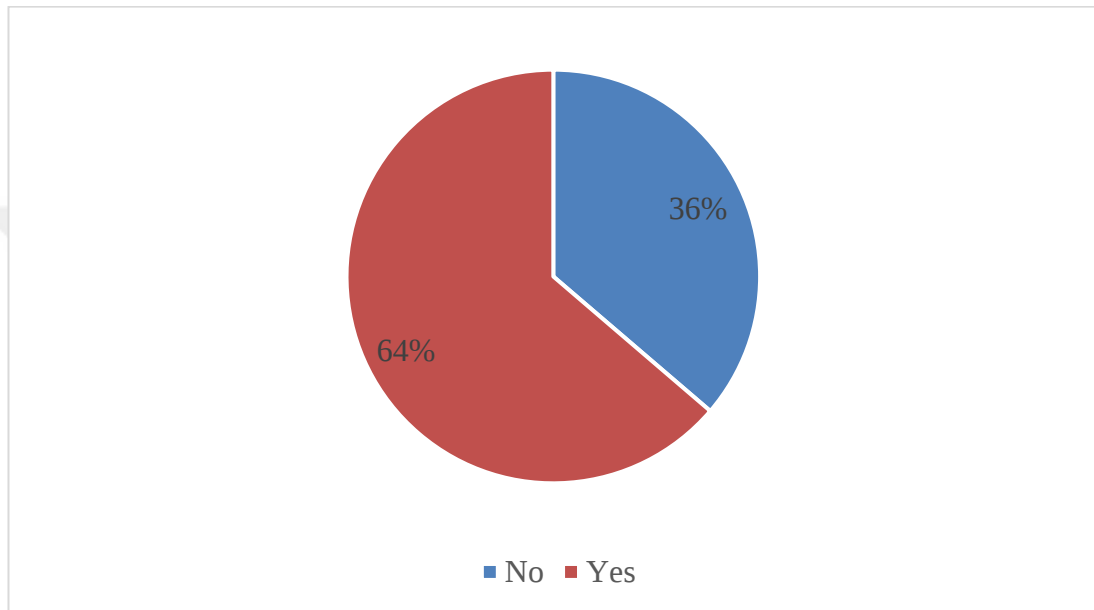


Figure 5.161: The percentage of the LF adoption

All UN agencies' respondents, 71% (48 of 68) of the local NGOs' respondents, and 45% (14 of 31) of the international NGOs' respondents indicated that they use the LF in their projects as presented in Figure 5.162.

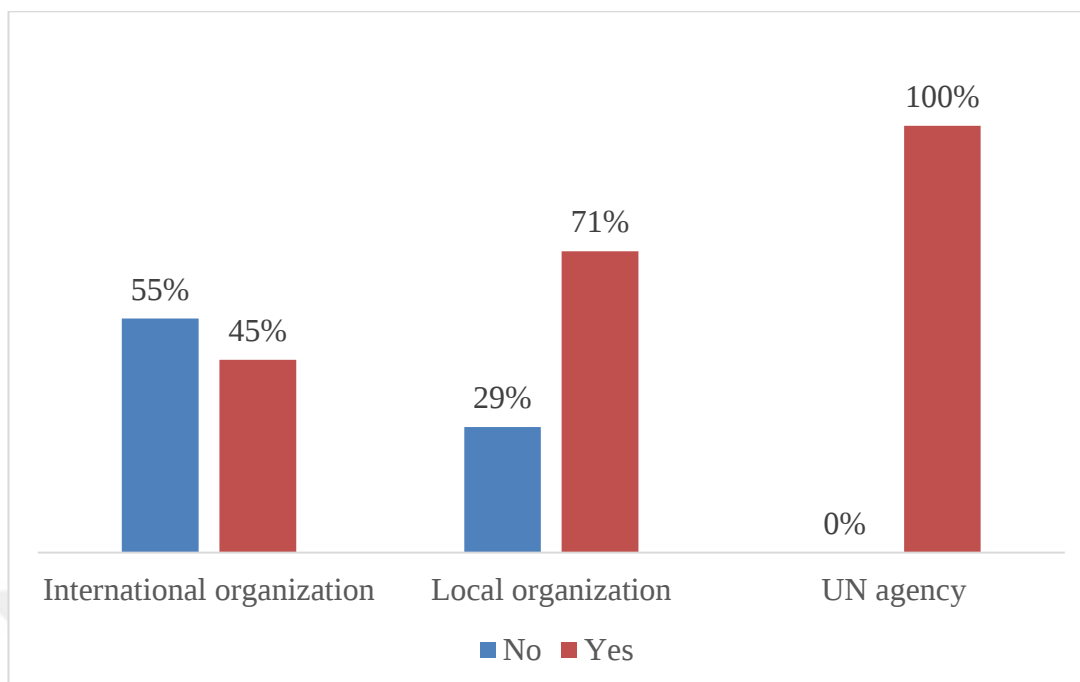


Figure 5.162: The percentage of the LF adoption per NGO type.

The Specific Guidelines Followed For The Logical Framework Matrix

There are many guidelines followed for the developing LF such as USAID, European Union (EU), FAO, World Bank, etc. as presented in Figure 5.163, 77% of the 65 respondents did not follow specific guidelines for LF.

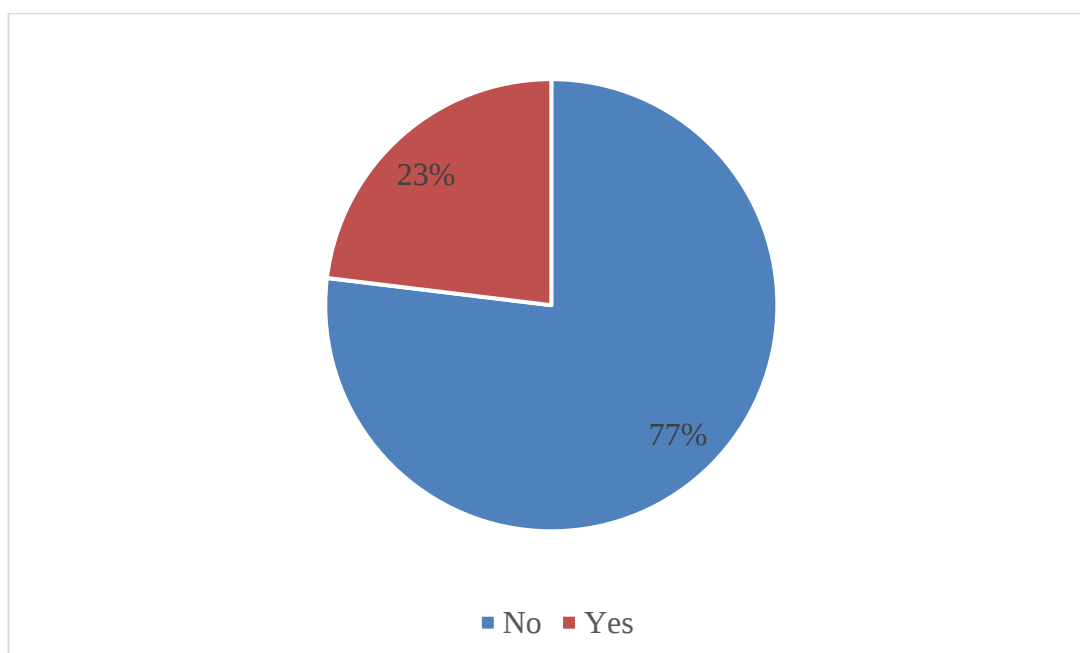


Figure 5.163: The percentage of the respondent that followed specific LF guidelines.

All UN agencies' respondents, 79% of the local NGOs' respondents, and 64% of the international NGOs' respondents do not use a specific guideline for the LF as illustrated in Figure 4.164.

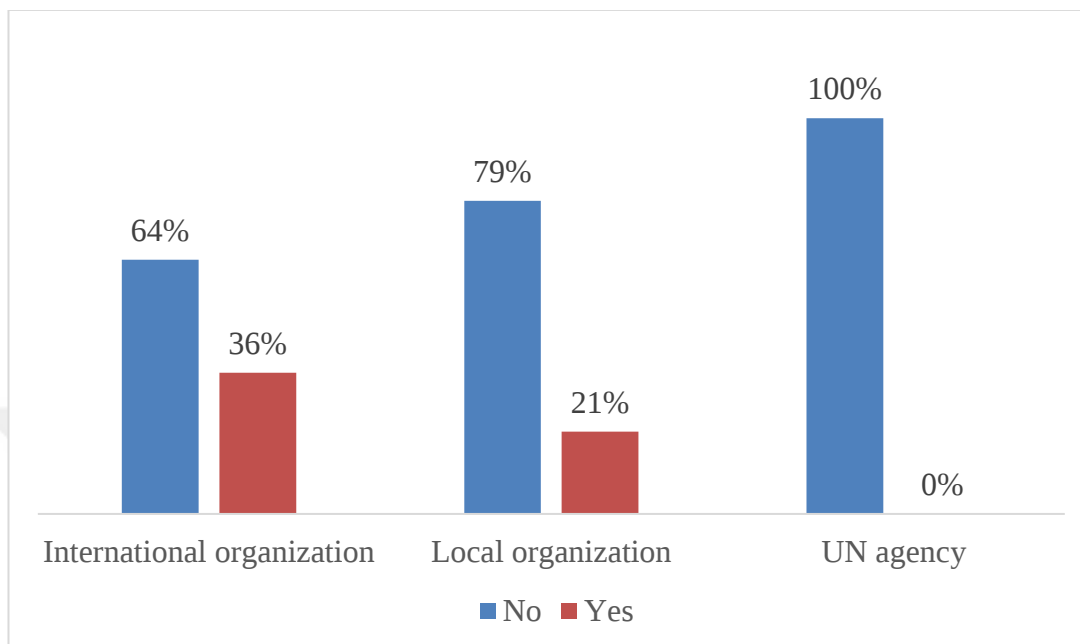


Figure 5.164: The percentage of the respondents that followed specific guidelines for LF per each NGO type.

Only 15 respondents of the 65 used specific guidelines for LF, 8 of the 15 respondents use the European Union (EU) guidelines as presented in Figure 5.165.

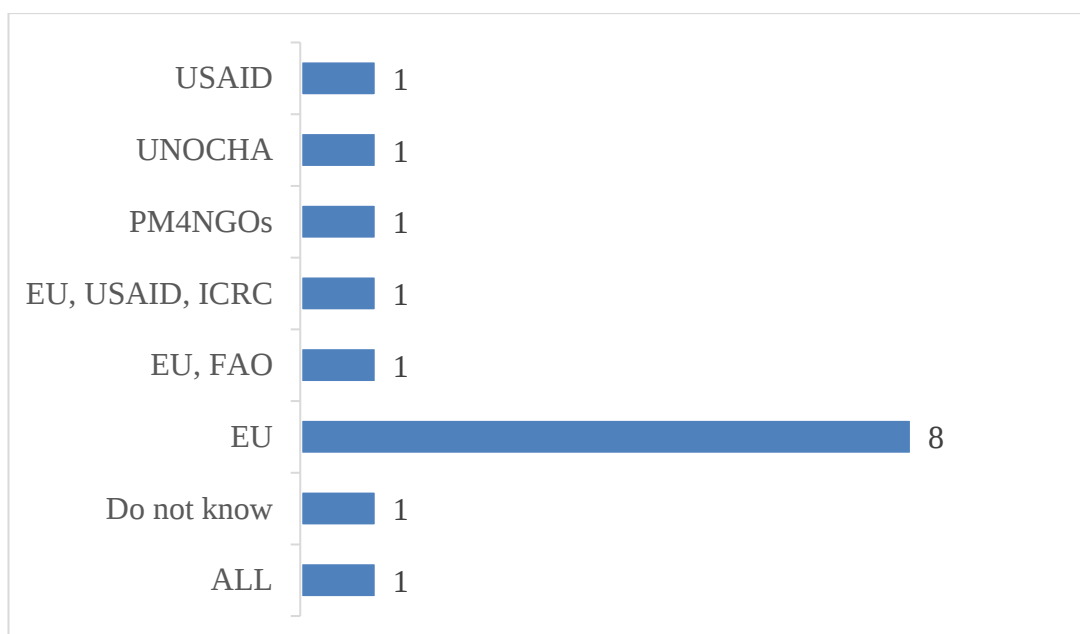


Figure 5.165: The specific guidelines followed by the respondents.

The Level Of Knowledge Of The Logical Framework Matrix

57% of the respondents that used LF rated their level of knowledge of the LF a high level, while 22% of them expressed a very high level of knowledge as illustrated in Figure 5.166.

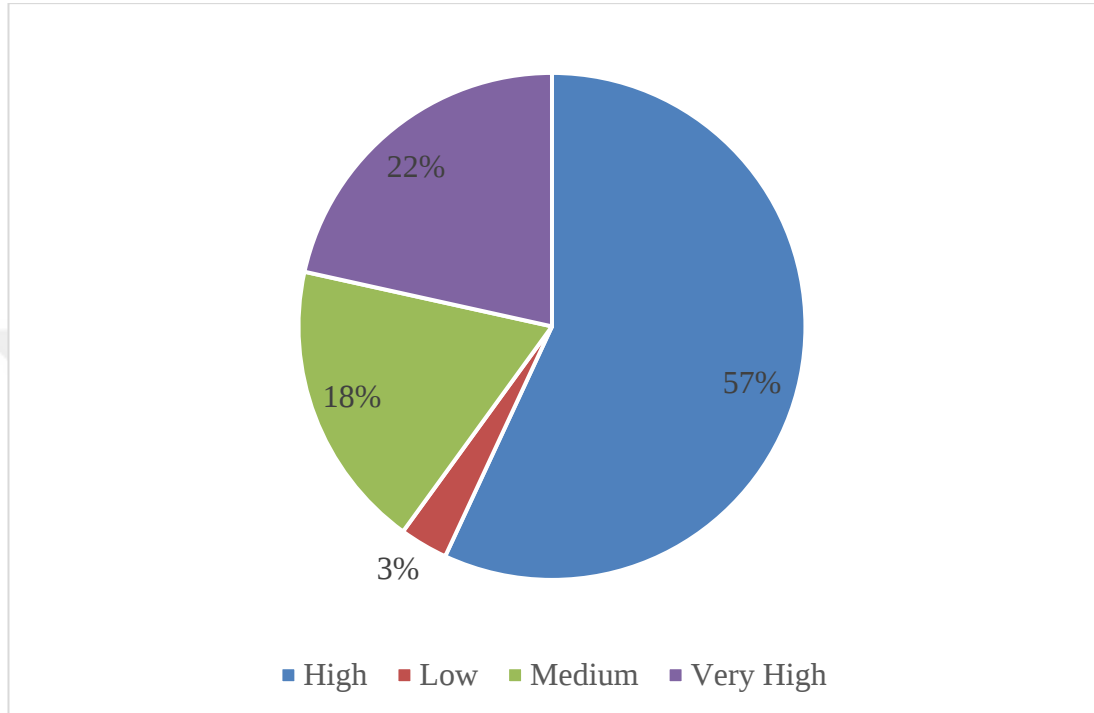


Figure 5.166: The LF level of knowledge

67% (2 of 3) of the UN agencies' respondents, 60% (29 of 48) of the local NGOs' respondents, and 43% (6 of 14) of the international NGOs' respondents indicated a high level of knowledge of LF as presented in Figure 5.167.

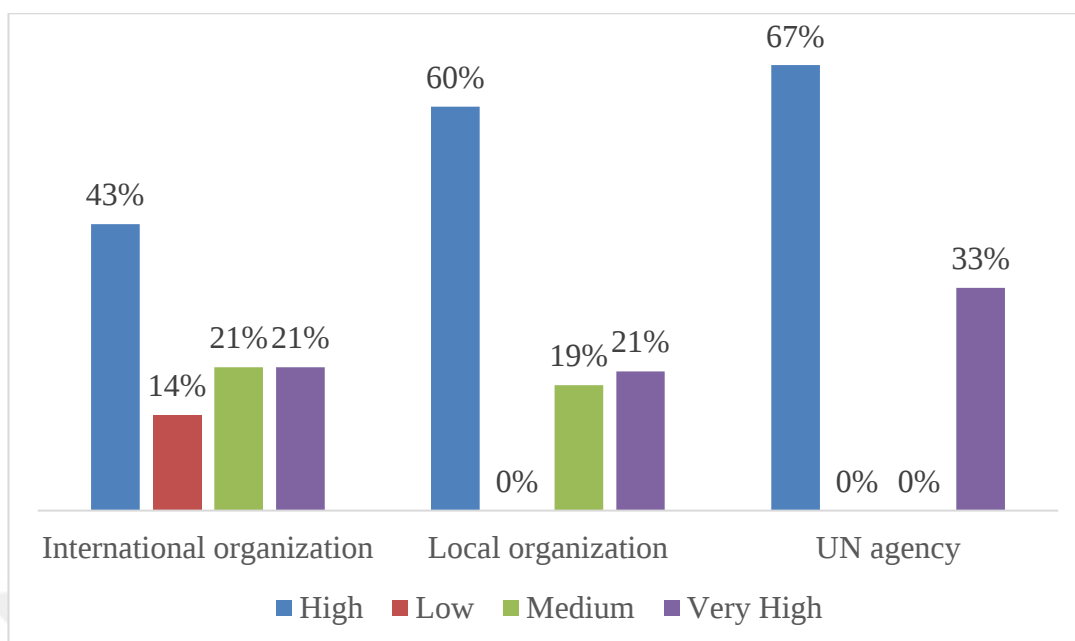


Figure 5.167: The LF level of knowledge per NGO type.

Who Is Actively Involved In Developing The LF In NGOs

This question was a choose one or more answer question which means that one respondent can choose more than one answer about who participates in developing the LF.

The respondents indicated that program/programs management, M&T team, proposal development team, and project team are the most actively involved in developing the LF as demonstrated in Figure 5.168.

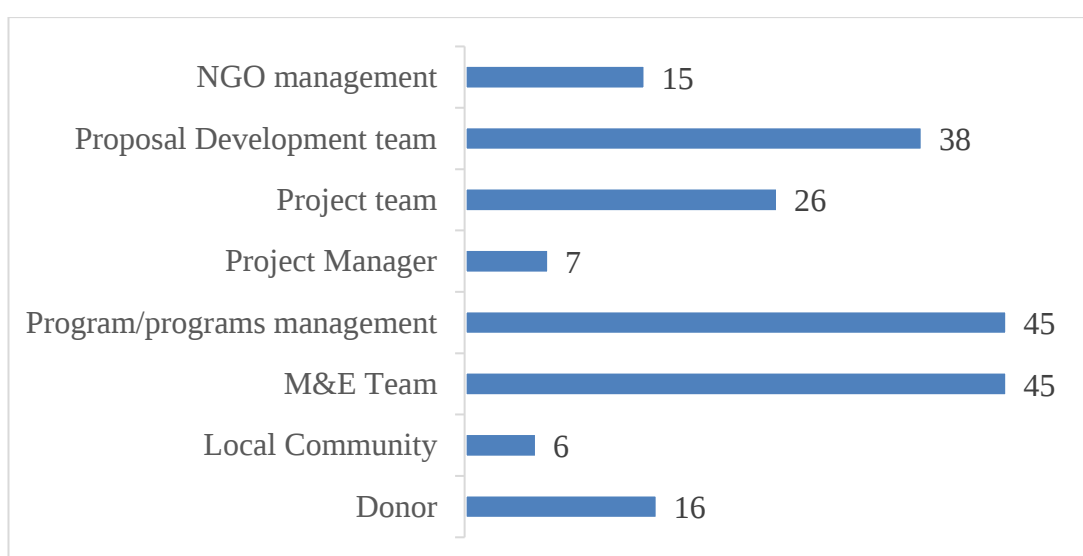


Figure 5.168: Who was involved in developing the LF.

Who Approves The LF In The NGOs

This question is a multi-selection question as well. The respondents' answers showed that the most approve LF are program/ programs management, project manager, NGO management, and donor as presented in Figure 5.169.

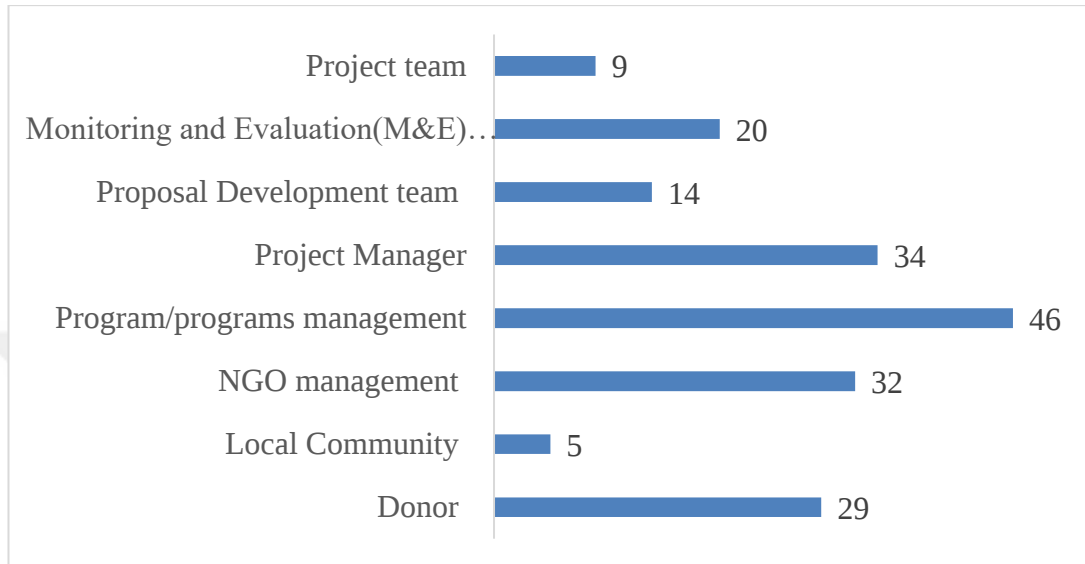


Figure 5.169: Who approves the LF.

Who Benefits The Most From The LF In The NGOs

Analyzing the respondents' answers showed that the project manager, M&E team, and project team are the most benefits from the LF as presented in Figure 5.170.

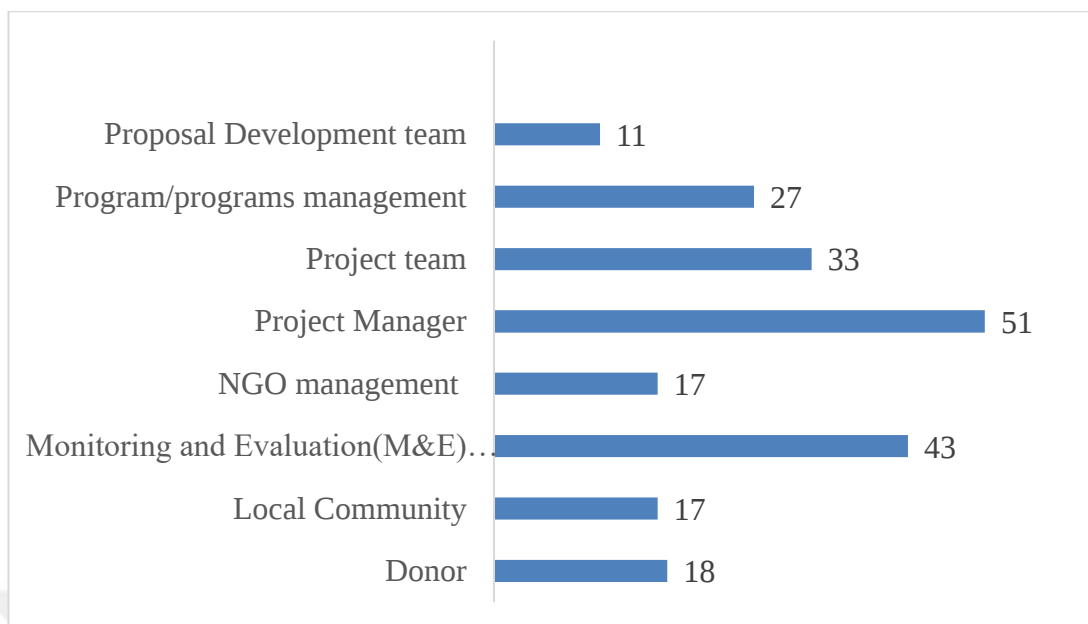


Figure 5.170: Who benefits most from the LF.

The Agreement With The Following Statements

The Agreement With “LF Helps In The Planning Phase”

46% of the 65 respondents indicated that they strongly agree with “LF helps in the planning phase (identification of objectives, activities, and indicators)”, while 42% of the respondents indicated that they agree with it as illustrated in Figure 5.171.

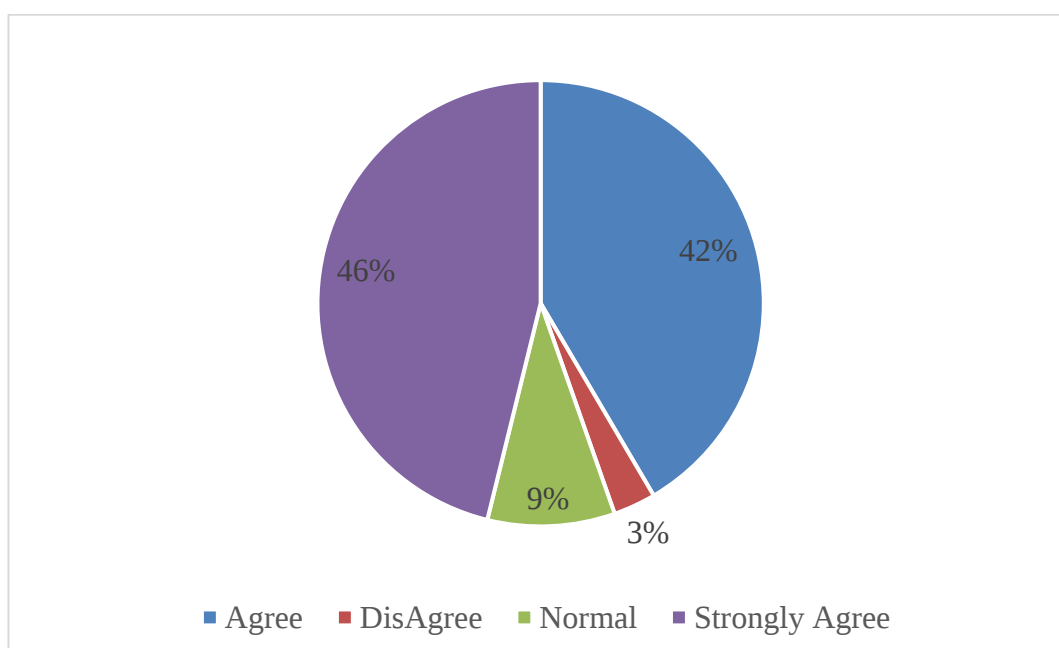


Figure 5.171: The agreement with “LF helps in the planning phase.”

67% of the UN agencies' respondents, 48% of the local NGOs' respondents, and 36% of the international NGOs' respondents indicated that they strongly agree with the statement "LF helps in the planning phase", while 43% of the international NGOs' respondents and 42% of the local NGOs' respondents expressed their agreement with it as presented in Figure 5.172.

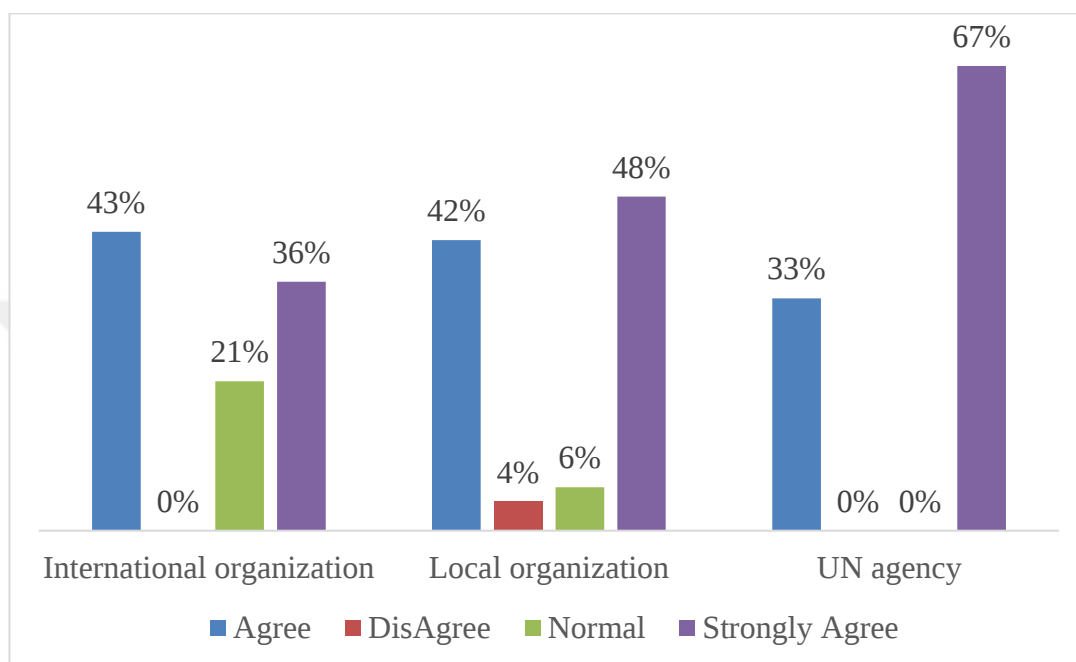


Figure 5.172: The agreement with "LF helps in the planning phase" per NGO type.

The Agreement With "LF Guides The Entire Project Implementation"

48% of the 65 respondents indicated that they agree with LF guides the entire project implementation and 29% of the respondents strongly agree with the statement presented in Figure 5.173.

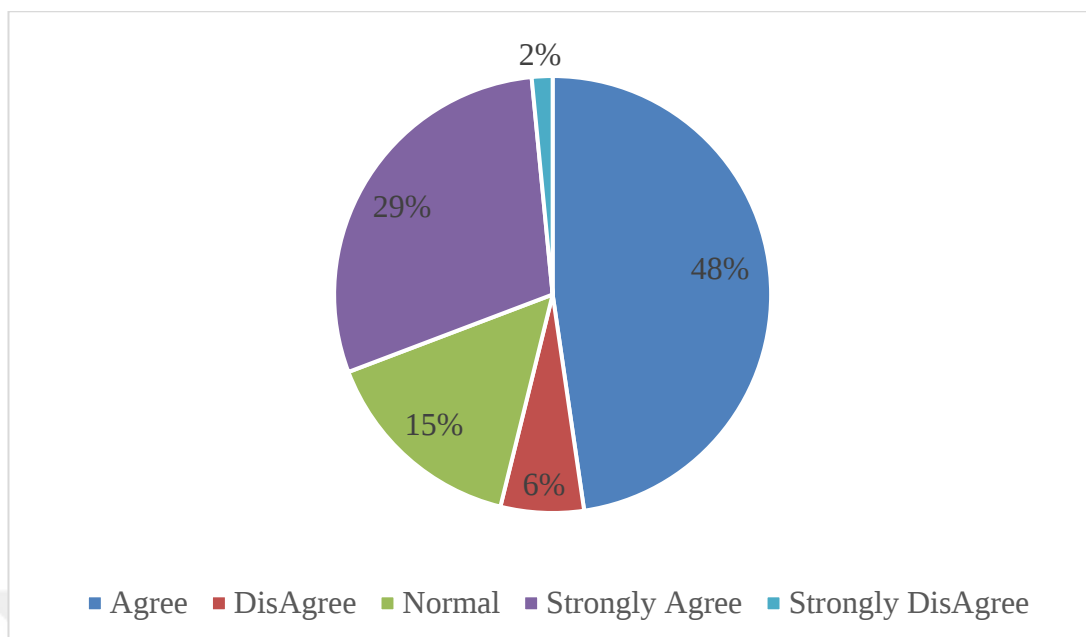


Figure 5.173: The agreement with “LF guides the entire project implementation.”

67% of the UN agencies’ respondents and 50% of the local NGOs’ respondents expressed they agree with “the LF guides the entire project implementation”, while 50% of the international NGOs’ respondents strongly agree with the statement as demonstrated in Figure 5.174.

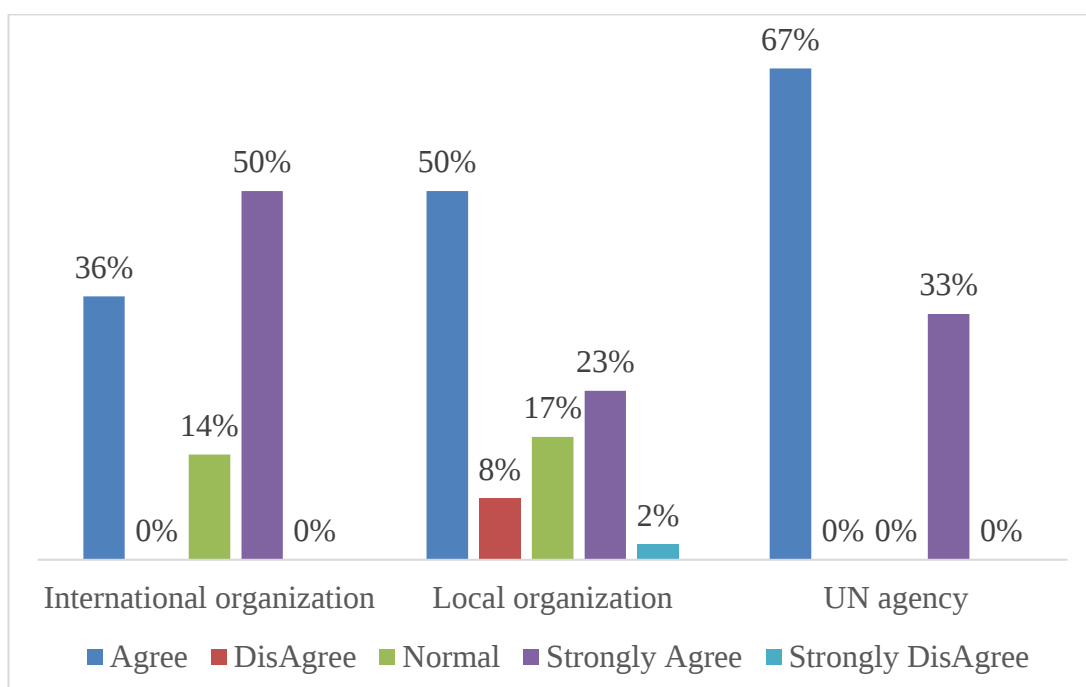


Figure 5.174: The agreement with “LF guides the entire project implementation” per NGO type.

The Agreement With “LF Updated Throughout The Project Life Cycle Frequently”

34% of the respondents indicated that they agree with “LF updated throughout the project life cycle frequently”, while only 14 % of them strongly agree with the statement as presented in Figure 5.175.

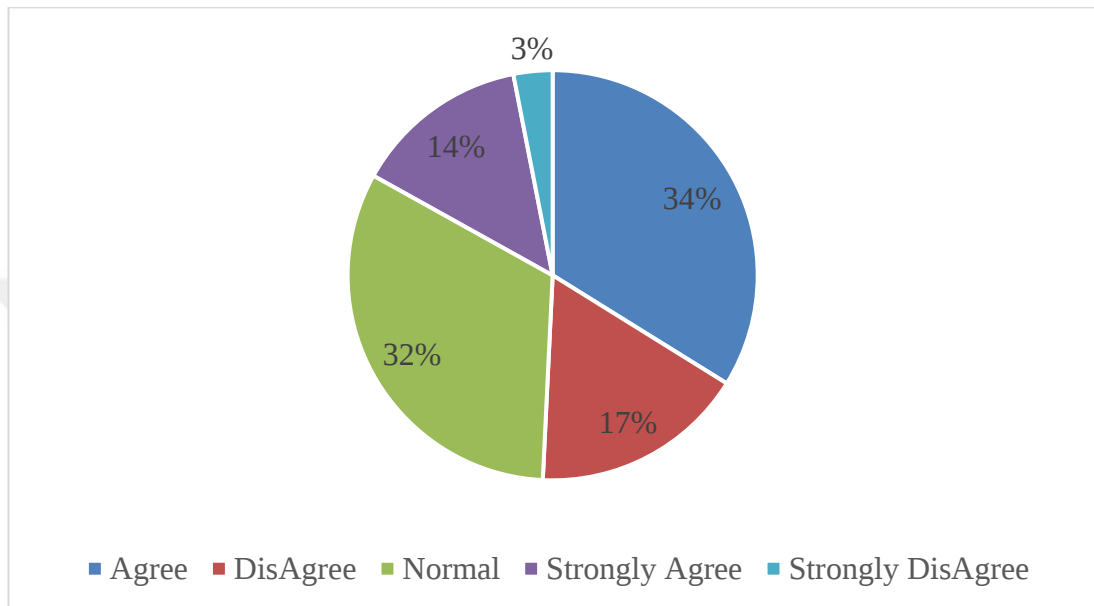


Figure 5.175: The agreement with “LF updated throughout the project life cycle frequently”.

67% of the UN agencies’ respondents and 35% of the local NGOs’ respondents agree with the statement as presented in Figure 5.176.

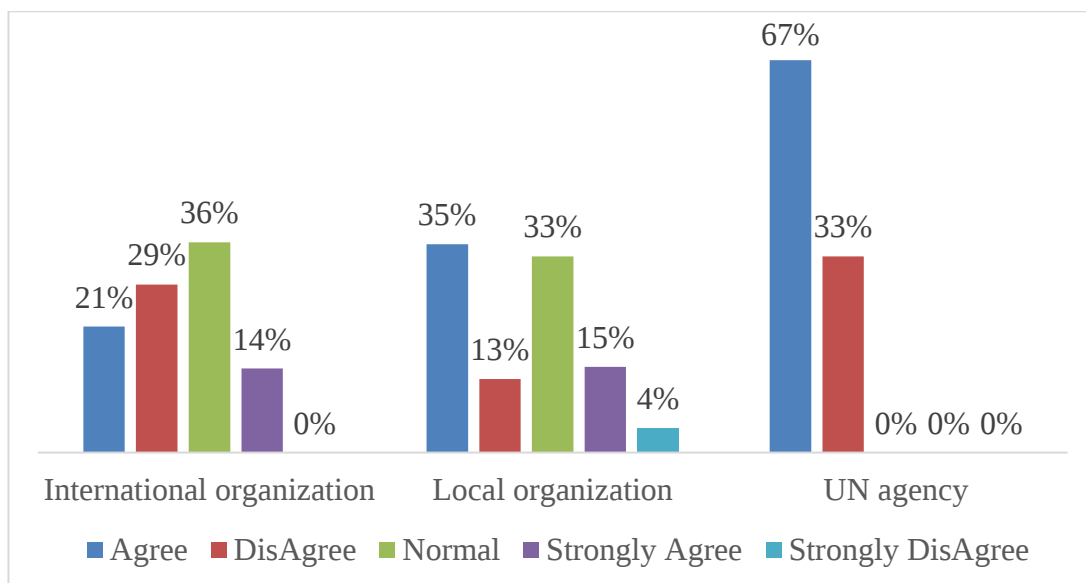


Figure 5.176: The agreement with “LF updated throughout the project life cycle frequently” per NGO type.

The Agreement With “LF Used In The Project Evaluation Stage After The Project Completion”

45% of the respondents agreed with the statement indicates “LF used in the project evaluation stage after the project completion”, while 38% of the respondents strongly agreed with the statement as presented in Figure 5.177.

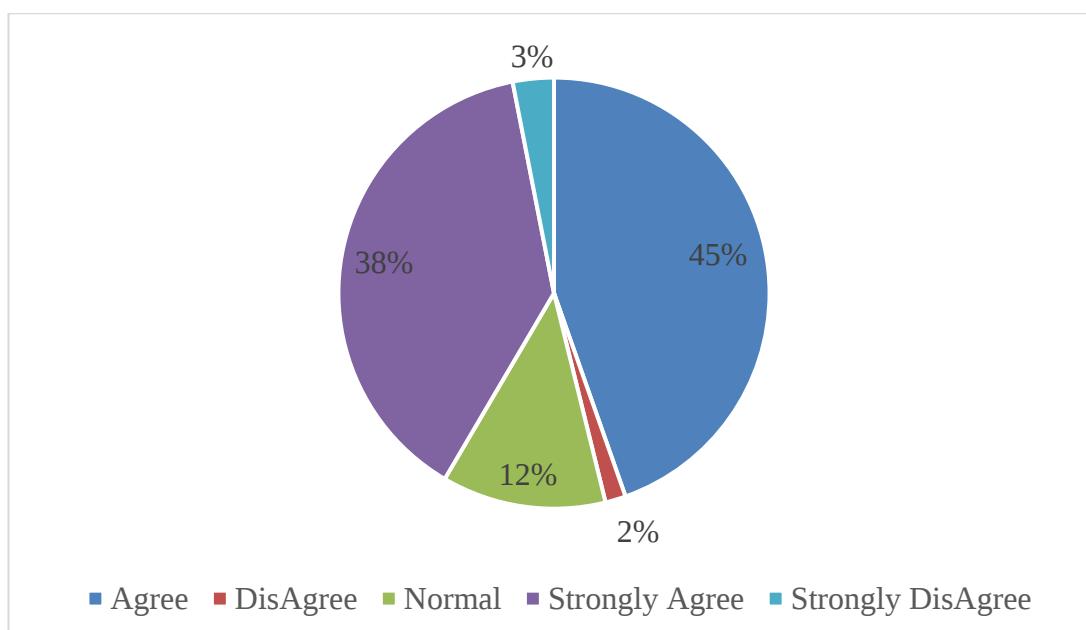


Figure 5.177: The agreement with “LF used in the project evaluation stage after the project completion.”

67% of the UN agencies' respondents, 44% of the local NGOs' respondents, and 43% of the international NGOs' respondents agreed with the statement, while 42% of the local NGOs' respondents, 33% of UN agencies' respondents, and 29% of the international strongly agreed with the statement as presented in Figure 5.178.

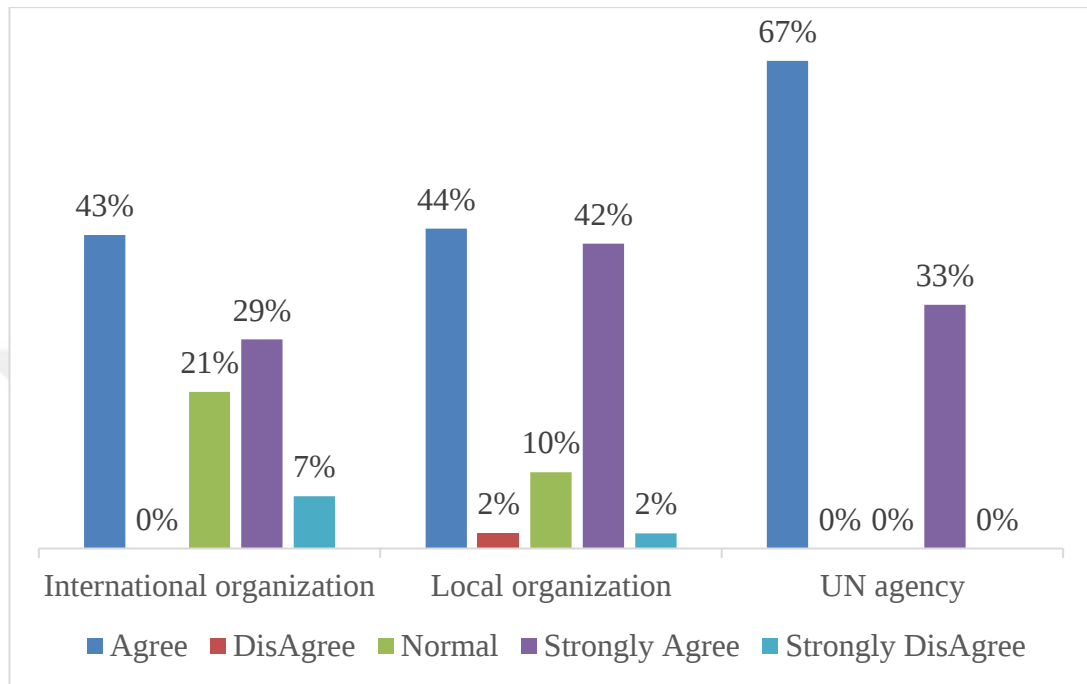


Figure 5.178: The agreement with “LF used in the project evaluation stage after the project completion” per NGO type.

The Agreement With “LF Is Difficult To Prepare With Clear And Objective Causal Relationships”

57% of the respondents agreed with the statement “LF is difficult to prepare with clear and objective causal relationships” as presented in Figure 5.179 and this strange answer because it is easy to develop LF with a clear and objective causal relationship.

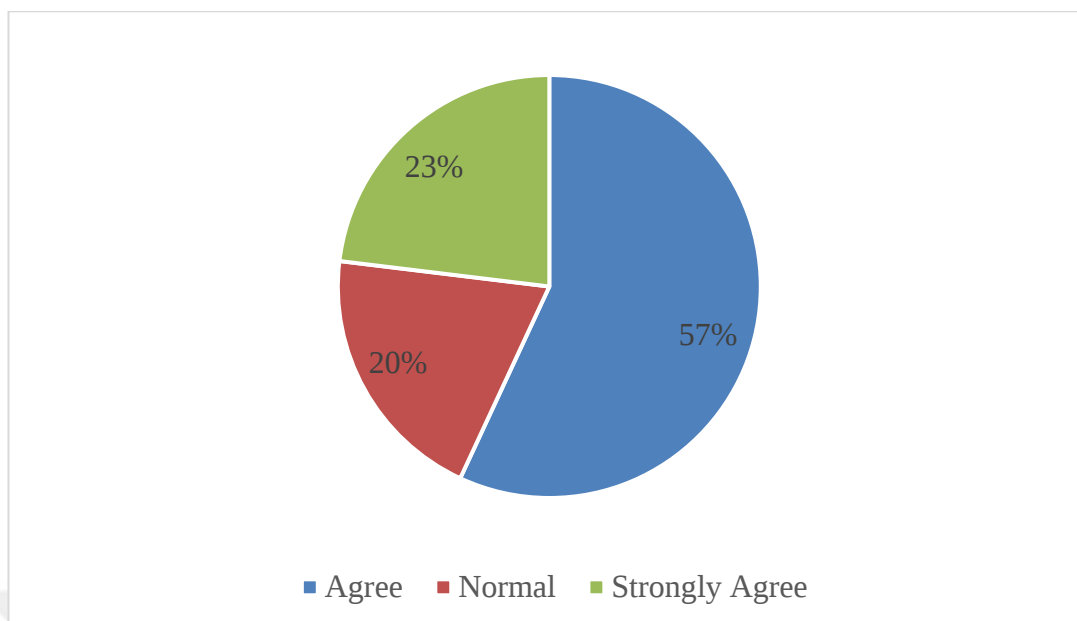


Figure 5.179: The agreement with “LF is difficult to prepare with clear and objective causal relationships.”

All UN agencies’ respondents, 60% of the local NGOs’ respondents, and 36% of the international NGOs’ respondents agreed with the statement “LF is difficult to prepare with clear and objective causal relationships” as illustrated in Figure 5.180.

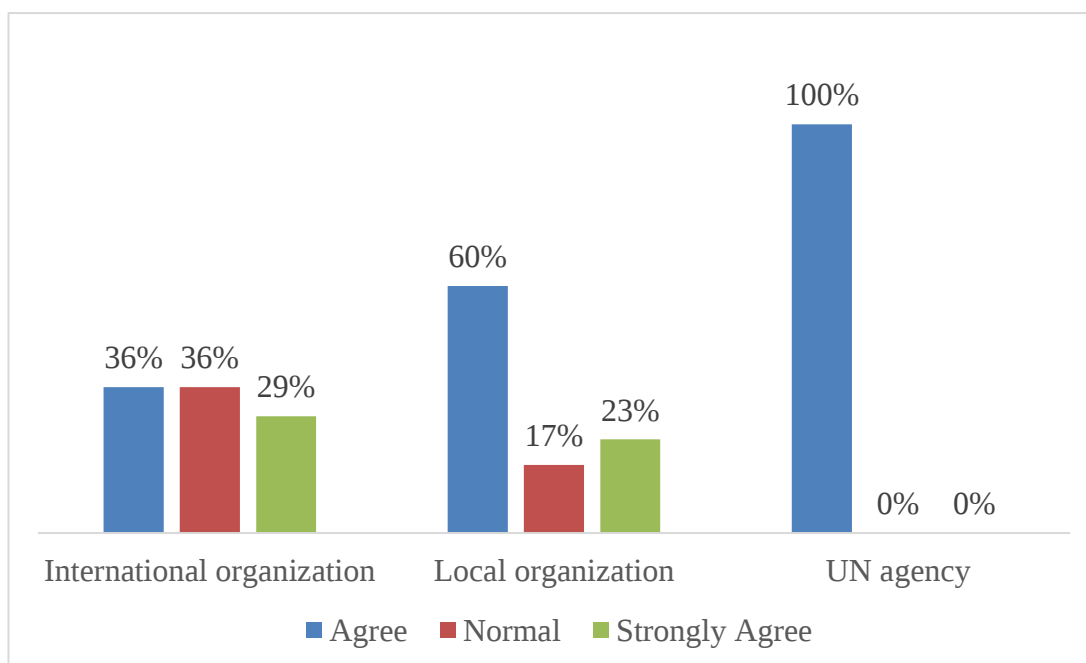


Figure 5.180: The agreement with “LF is difficult to prepare with clear and objective causal relationships” per NGO type.

The Agreement With “LF Offers Common Terminology That Facilitates Interaction Among The Various Stakeholders”

57% of the respondents agreed with the statement “LF offers common terminology that facilitates interaction among the various stakeholders”, while 17% of the respondents strongly agreed with the statement as demonstrated in Figure 5.181.

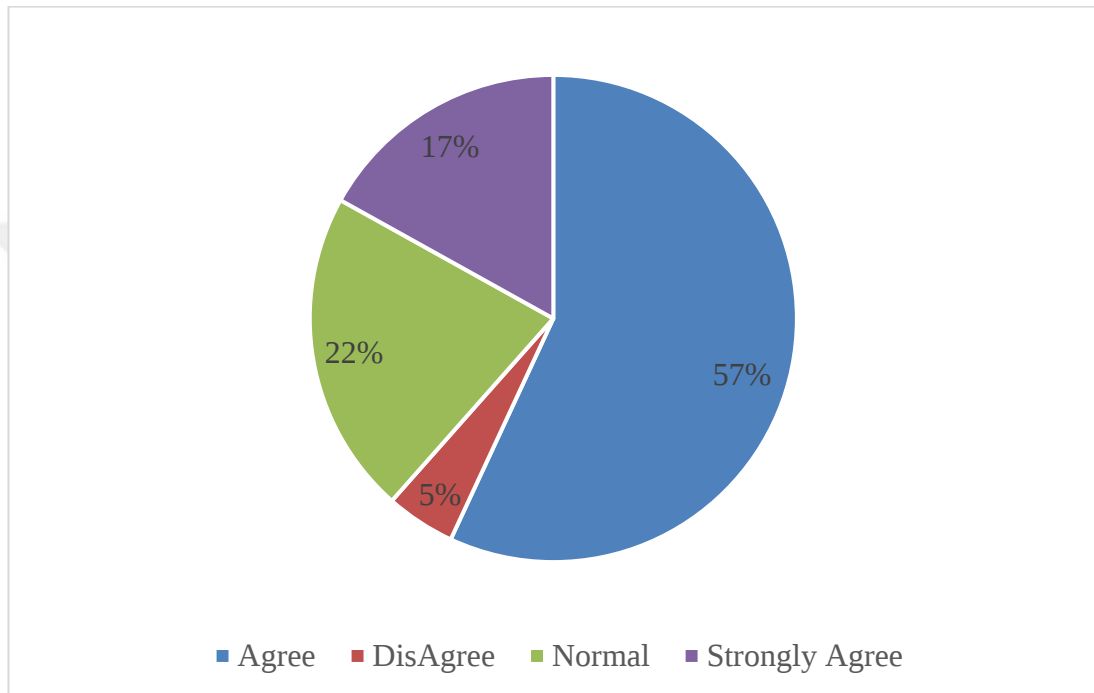


Figure 5.181: The agreement with “LF offers common terminology that facilitates interaction among the various stakeholders.”

All UN agency respondents, 57% of the international NGOs’ respondents, and 54% of the local NGOs’ respondents agreed with the statement as demonstrated in Figure 5.182.

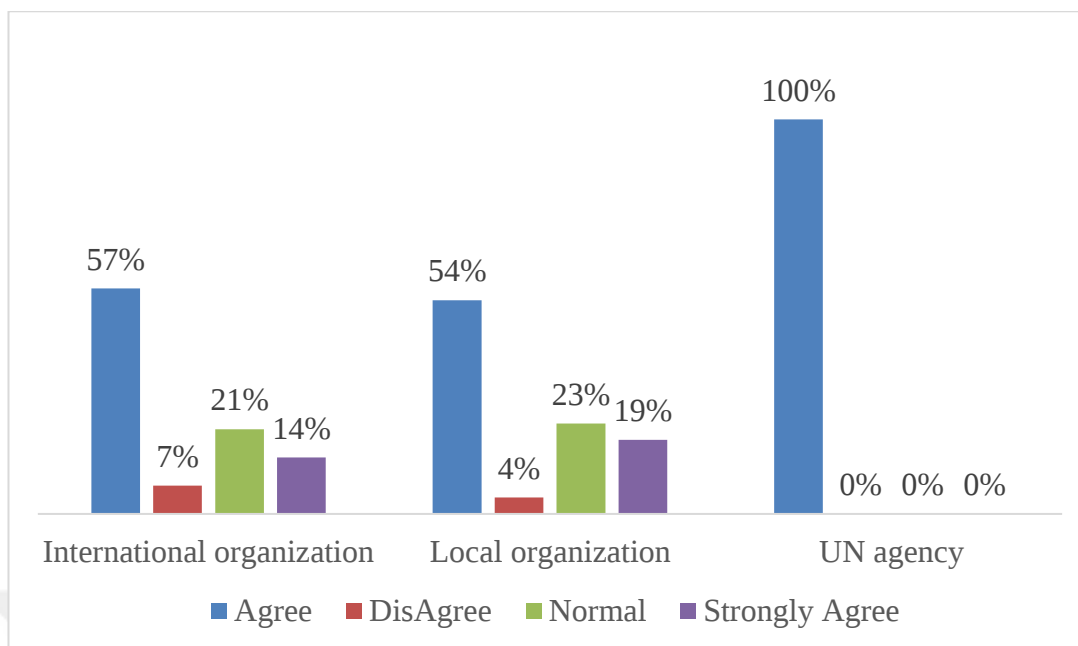


Figure 5.182: The agreement with “LF offers common terminology that facilitates interaction among the various stakeholders” per NGO type.

The Agreement With “LF Can Be Integrated With The Rest Of The Project Management Tools (Time Frame, Budget,...) Easily”

51% of the respondents agreed with the statement “LF can be integrated with the rest of the project management tools (time frame, budget) easily”, while 32% of the respondents strongly agreed as presented in Figure 5.183.

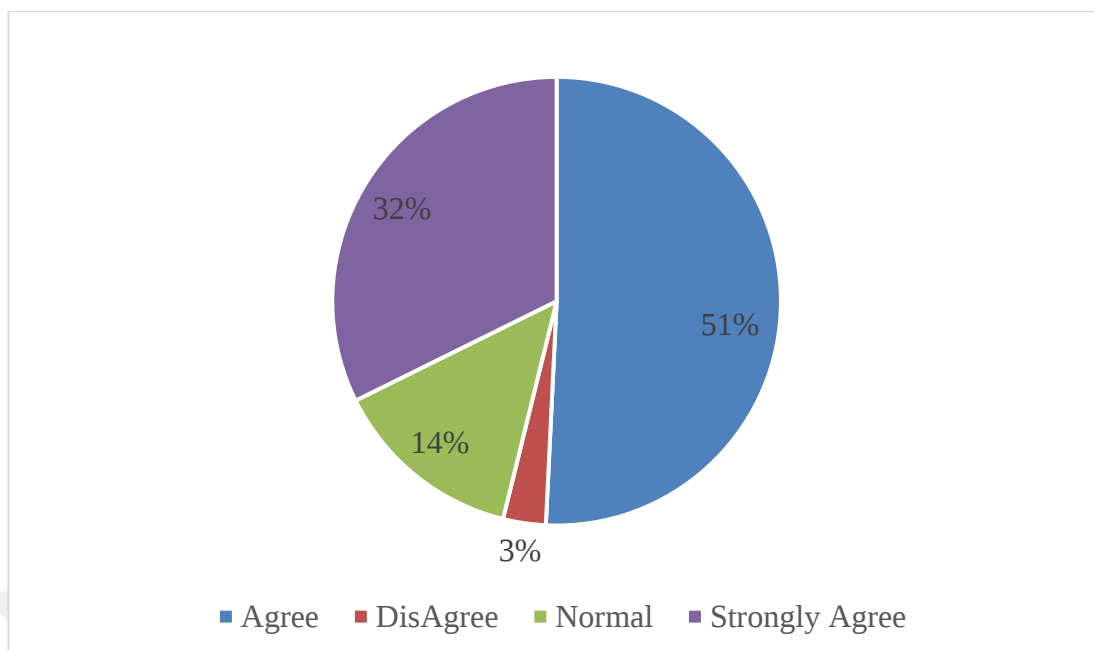


Figure 5.183: The agreement with “LF can be integrated with other project management tools (time frame, budget) easily.”

67% of the UN agencies’ respondents, 52% of the local NGOs’ respondents, and 43% of the international NGOs’ respondents agreed with the statement “LF can be integrated with the rest of project management tools (time frame, budget) easily” as presented in Figure 5.184.

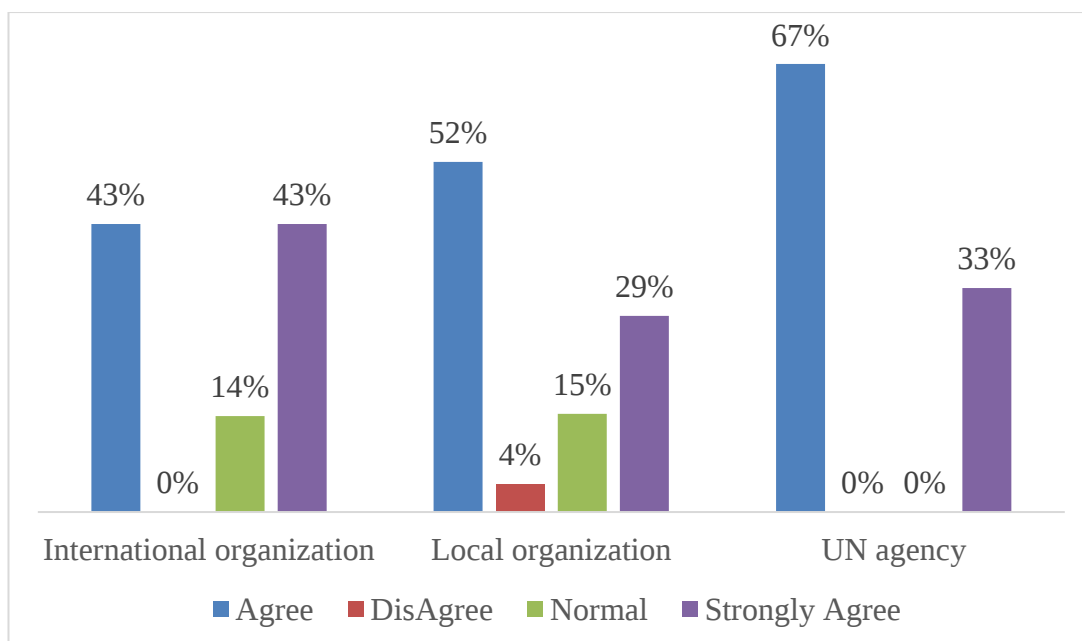


Figure 5.184: The agreement with “LF can be integrated with the rest of project management tools (time frame, budget) easily” per NGO type.

The Agreement With “The Objectives And Assumptions Of LF Are Easily Checked At The End Of The Project”

54% of the respondents agreed with the statement “The objectives and assumptions of LF are easily checked at the end of the project”, while 26% of the respondents strongly agreed with the statement as demonstrated in Figure 5.185.

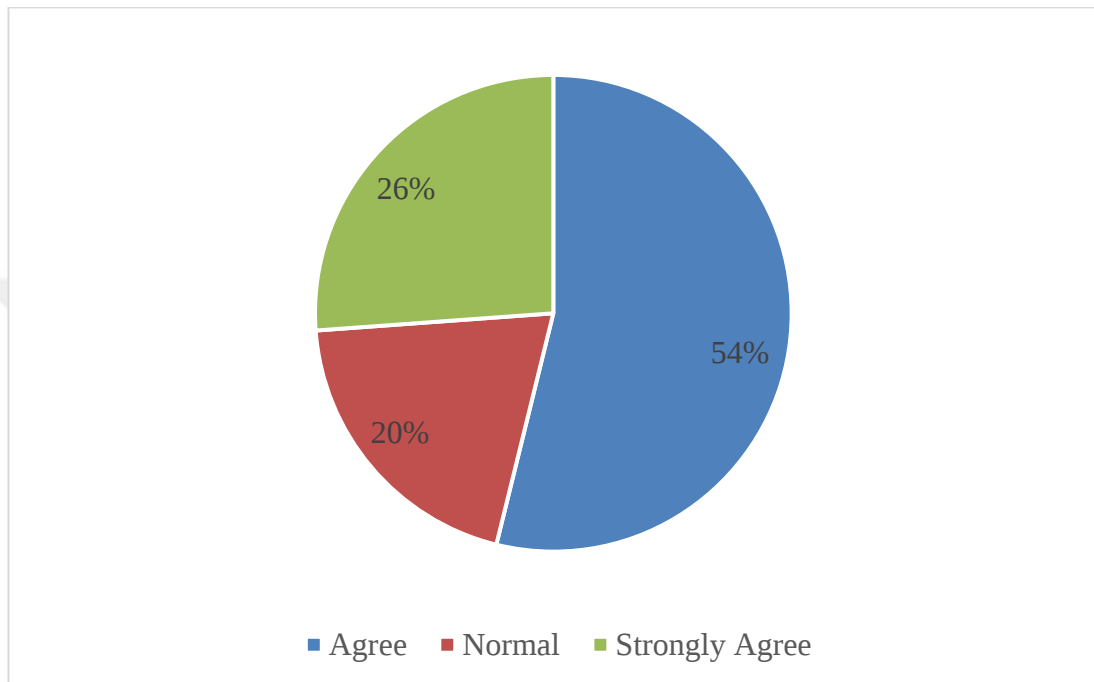


Figure 5.185: The agreement with “The objectives and assumptions of LF are easily checked at the end of the project”.

67% of the UN agencies’ respondents, and 54% of the local NGOs’ respondents, and 50% of the international NGOs’ respondents as presented in Figure 5.186.

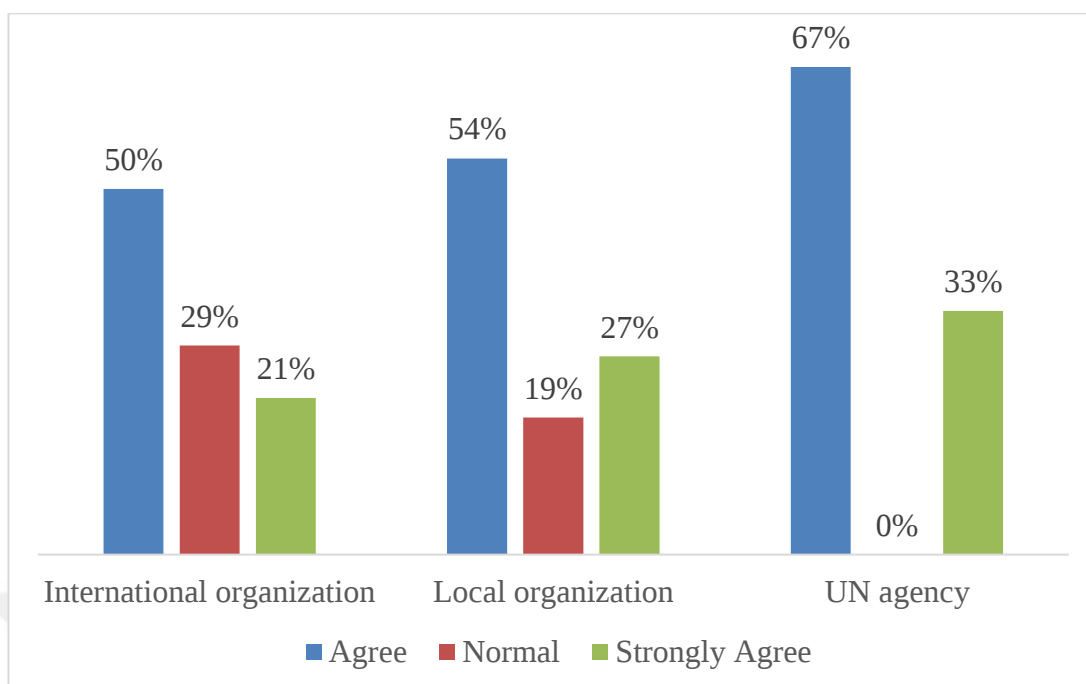


Figure 5.186: The agreement with “The objectives and assumptions of LF are easily checked at the end of the project” per NGO type.

The Agreement With “LF Can Be Used In The Reports And Meetings Of The Project”

48% of the respondents agreed with the statement “LF can be used in the reports and meetings of the project”, while 28% of the respondents strongly agreed with the statement as presented in Figure 5.187.

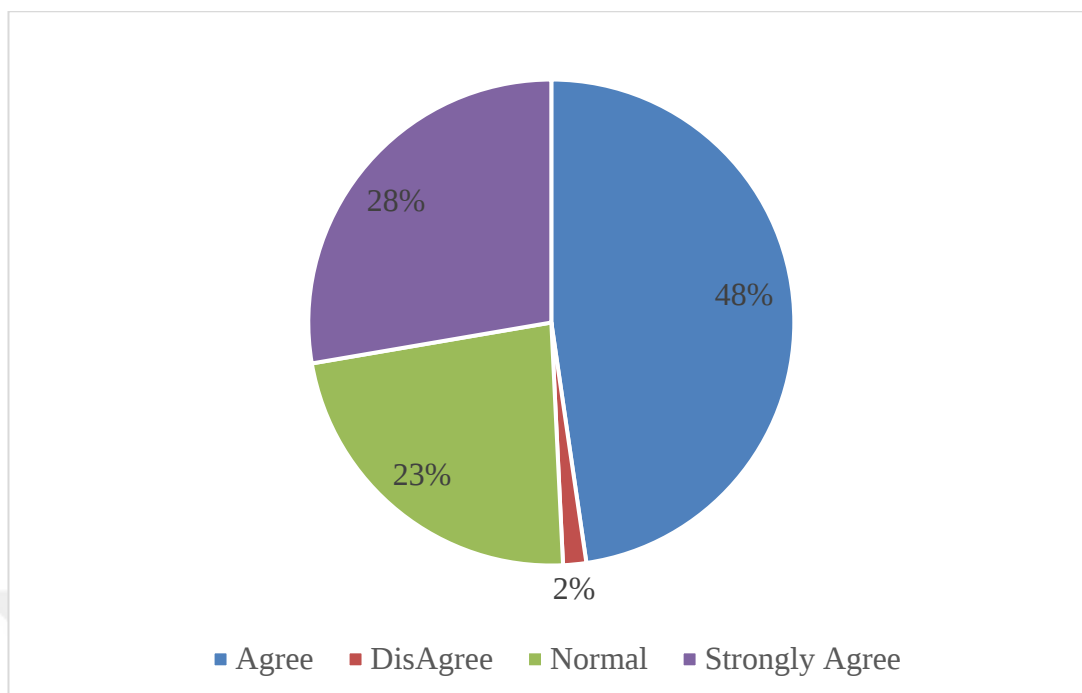


Figure 5.187: The agreement with “LF can be used in the reports and meetings of the project.”

67% of the UN agencies’ respondents strongly agreed with the statement “LF can be used in the reports and meetings of the project”, while 50% of the international NGOs’ respondents and 48% of the local NGOs’ respondents agreed with the statement as demonstrated in Figure 5.188.

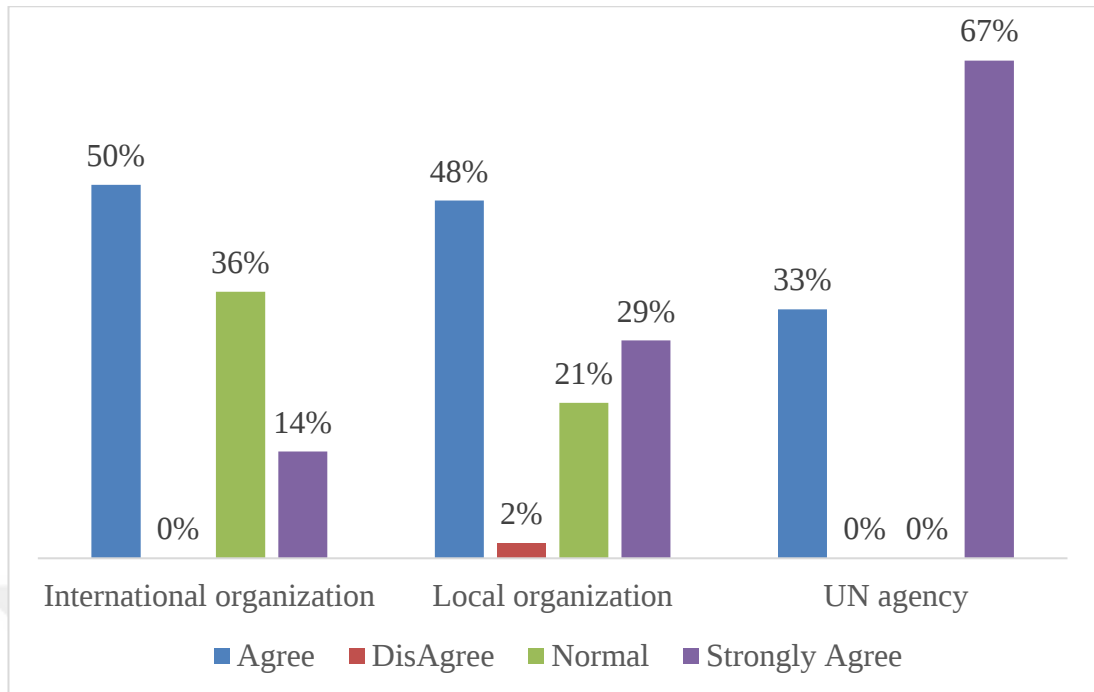


Figure 5.188: The agreement with “LF can be used in the reports and meetings of the project” per NGO type.

The Agreement With “The Most Crucial Project Management Tool I Use In My Projects Is LF”

40% of the respondents agreed with the statement “The most crucial project management tool I use in my projects is LF”, while 28% of the respondent strongly agreed with the statement as illustrated in Figure 5.189.

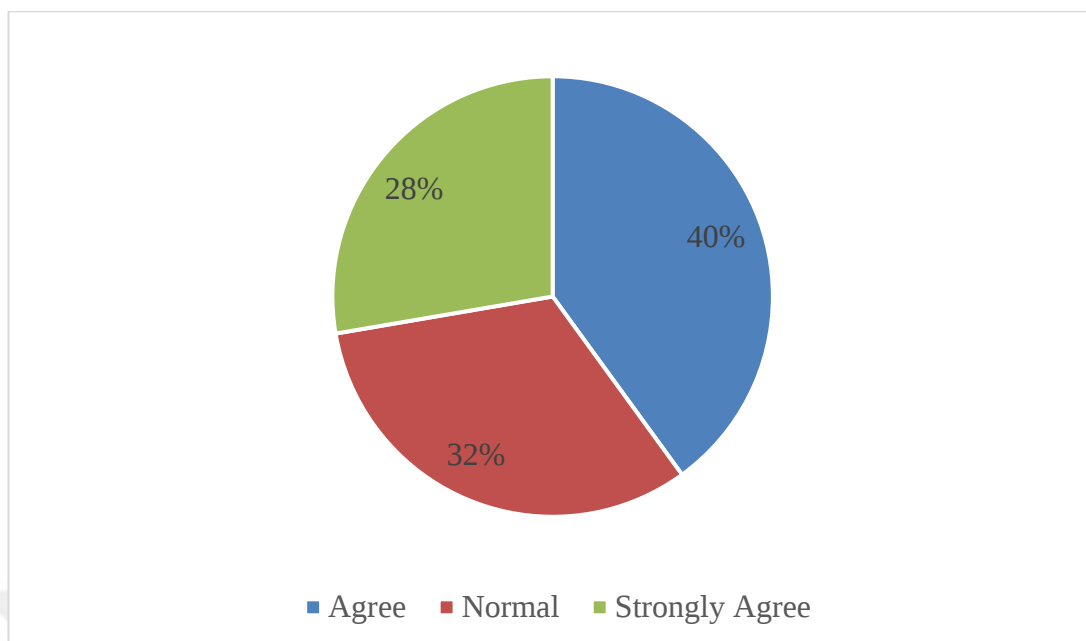


Figure 5.189: The agreement with “The most crucial project management tool I use in my projects is LF.”

67% of the UN agencies’ respondents, 40% of the local NGOs’ respondents, and 36% of the international NGOs’ respondents agreed with the statement “The most crucial project management tool I use in my projects is LF” as presented in Figure 5.190.

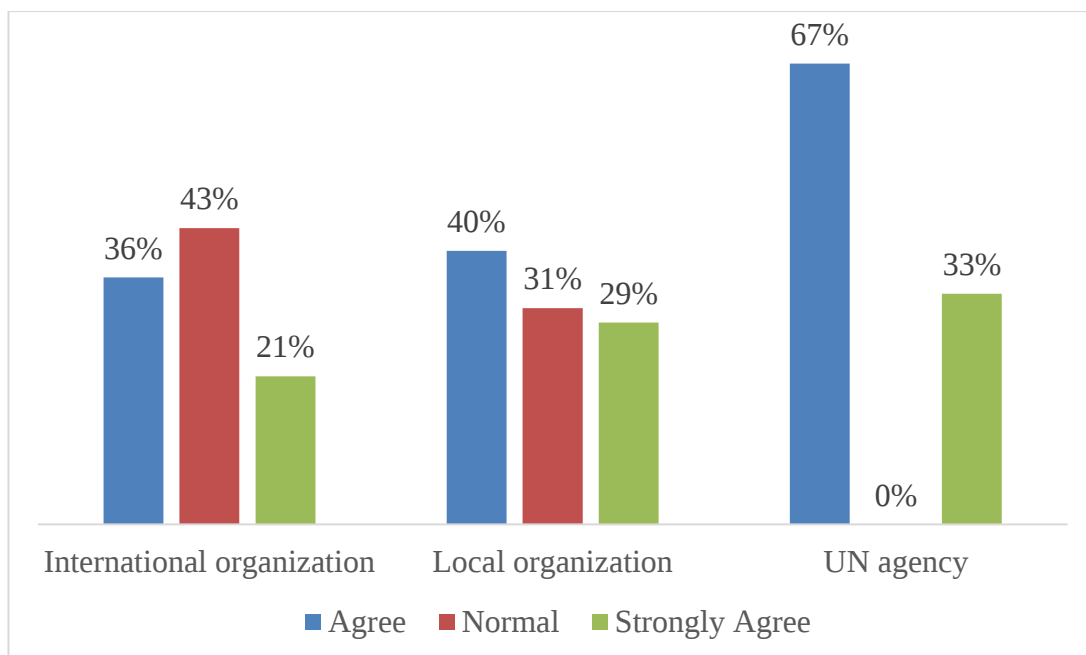


Figure 5.190: The agreement with “The most crucial project management tool I use in my projects is LF.” per NGO type.

The Agreement With “LF Contributes Significantly To Performance Regarding The Budget And Time”

Only 31% of the respondents agreed with the statement” LF contributes significantly to performance in terms of cost (e.g., compliance with the original budget) or time (e.g., respect the defined deadlines)” as presented in Figure 5.191.

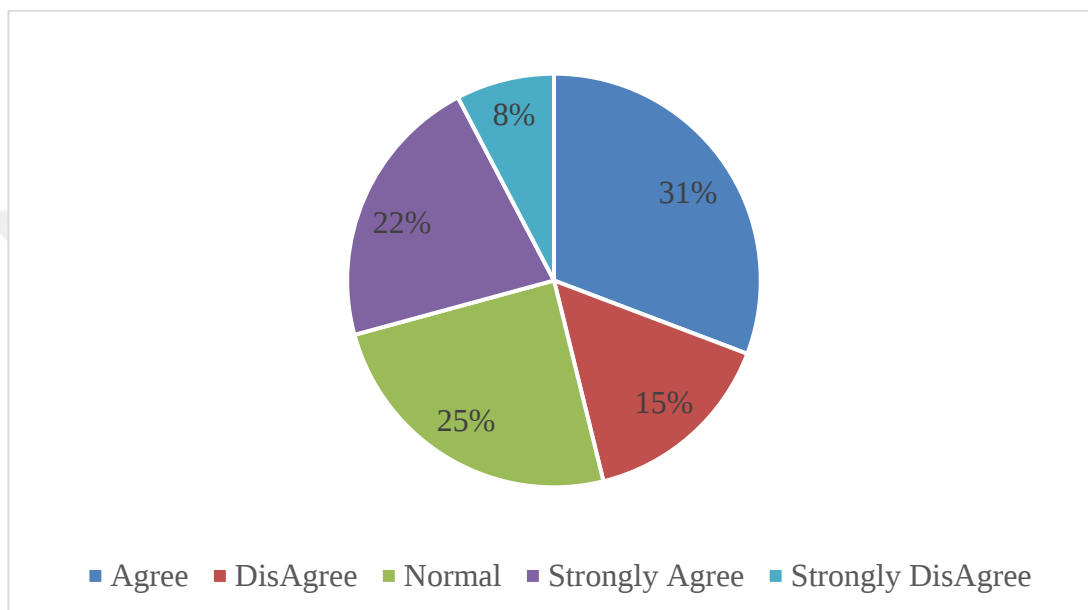


Figure 5.191: The agreement with “LF contributes significantly to performance regarding the budget and time.”

Only 29% of the international NGOs’ respondents and 29% of the local NGOs’ respondents agreed with the statement” LF contributes significantly to performance in terms of cost or time” as illustrated in Figure 5.192.

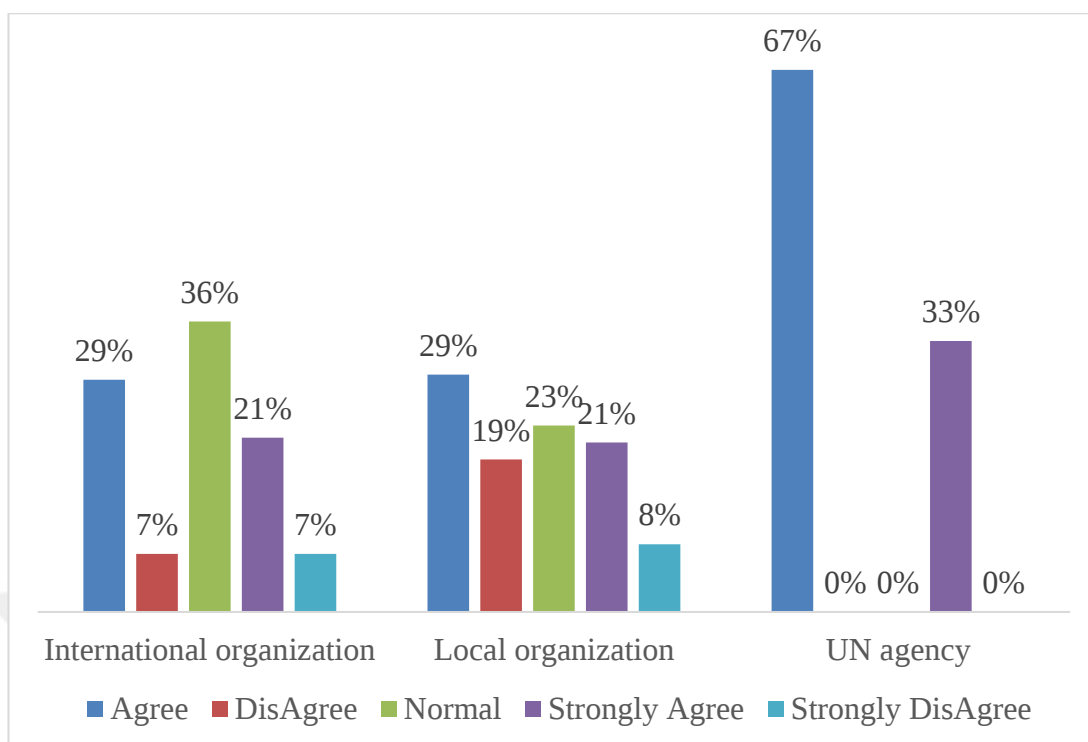


Figure 5.192: The agreement with “LF contributes significantly to performance regarding the budget and time” per NGO type.

The Agreement With “LF Contributes Significantly To Achieving What Was Initially Defined In Terms Of Project Outputs And Outcomes That Respond To A Local Need”

45% of the respondents agreed with the statement “LF contributes significantly to achieving what was initially defined in terms of project outputs and outcomes that respond to a local need”, while 31% of the respondents strongly agreed with the statement as demonstrated in Figure 5.193.

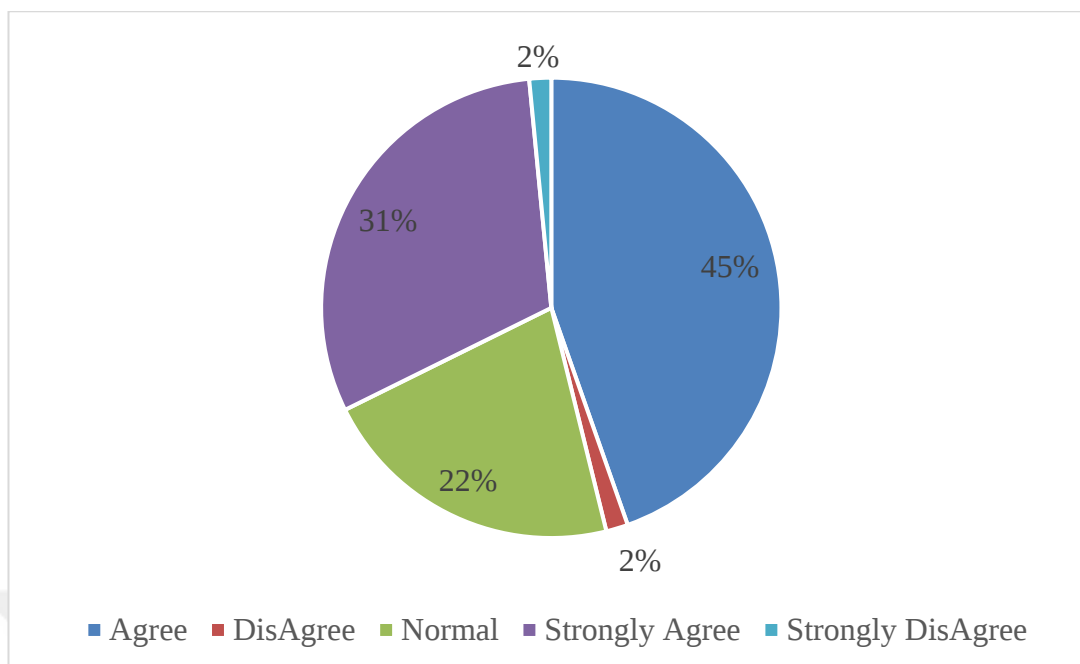


Figure 5.193: The agreement with “LF contributes significantly to achieving the project outputs and outcomes.”

67% of the UN agencies’ respondents and 48% of the local NGOs’ respondents agreed with the “LF contributes significantly to achieving what was initially defined in terms of project outputs and outcomes that respond to a local need”, while 43% of the international NGOs’ respondents strongly agreed with the statement as presented in Figure 5.194.

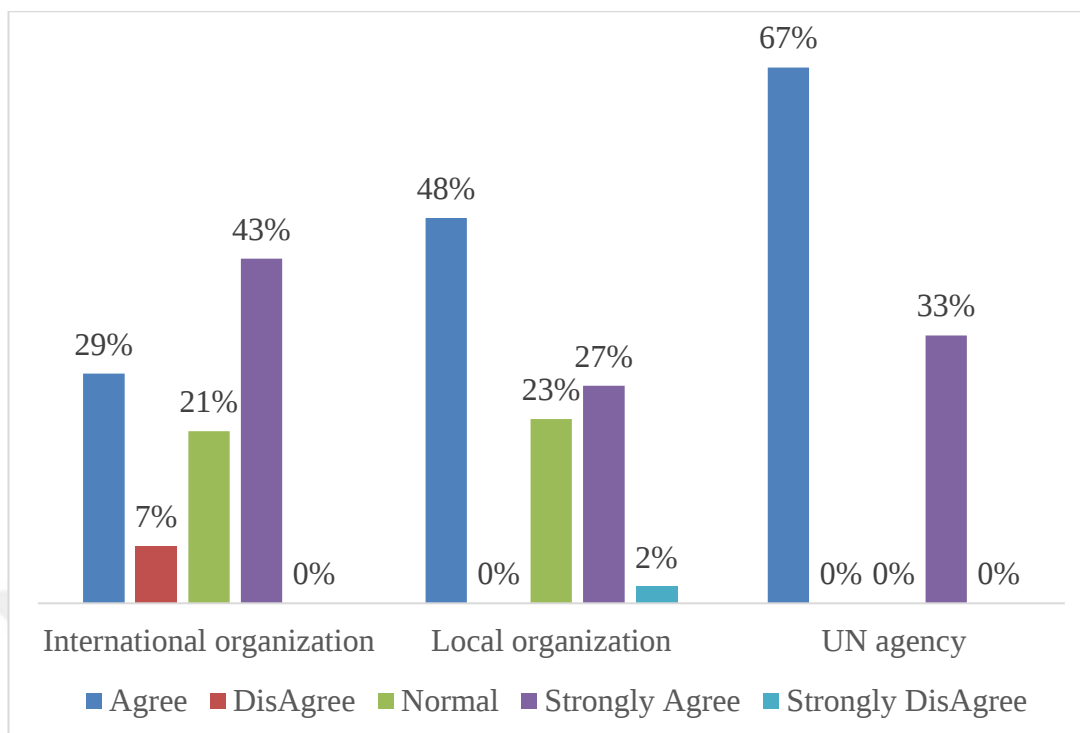


Figure 5.194: The agreement with “LF contributes significantly to achieving the project outputs and outcomes” per NGO type.

The Agreement With “LF Requires Too Much Information Given The Difficulties In Defining The Hierarchy Of Goals”

43% of the respondent indicated they are normal with the statement “LF requires too much information given the difficulties in defining the hierarchy of goals”, while 40% of the respondents agreed with the statement as illustrated in Figure 5.195.

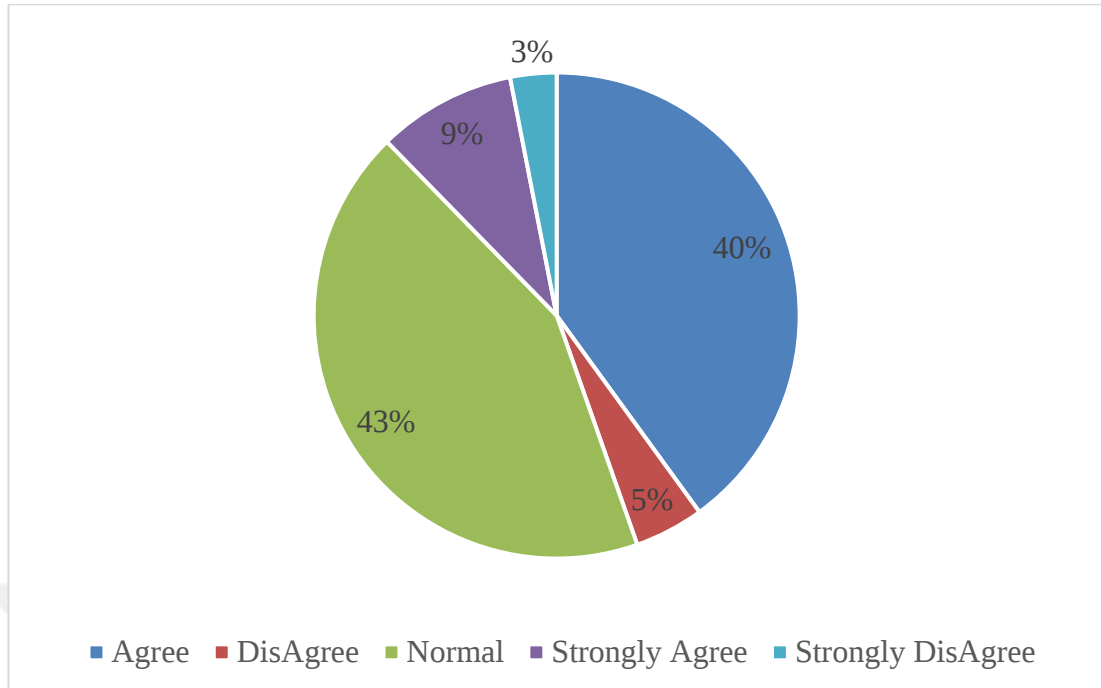


Figure 5.195: The agreement with “LF requires too much information given the difficulties in defining the hierarchy of goals.”

67% of the UN agencies’ respondents, 43% of the international NGOs’ respondents, and 38% of the local NGOs’ respondents agreed with the statement “LF requires too much information given the difficulties in defining the hierarchy of goals” as demonstrated in Figure 5.196.

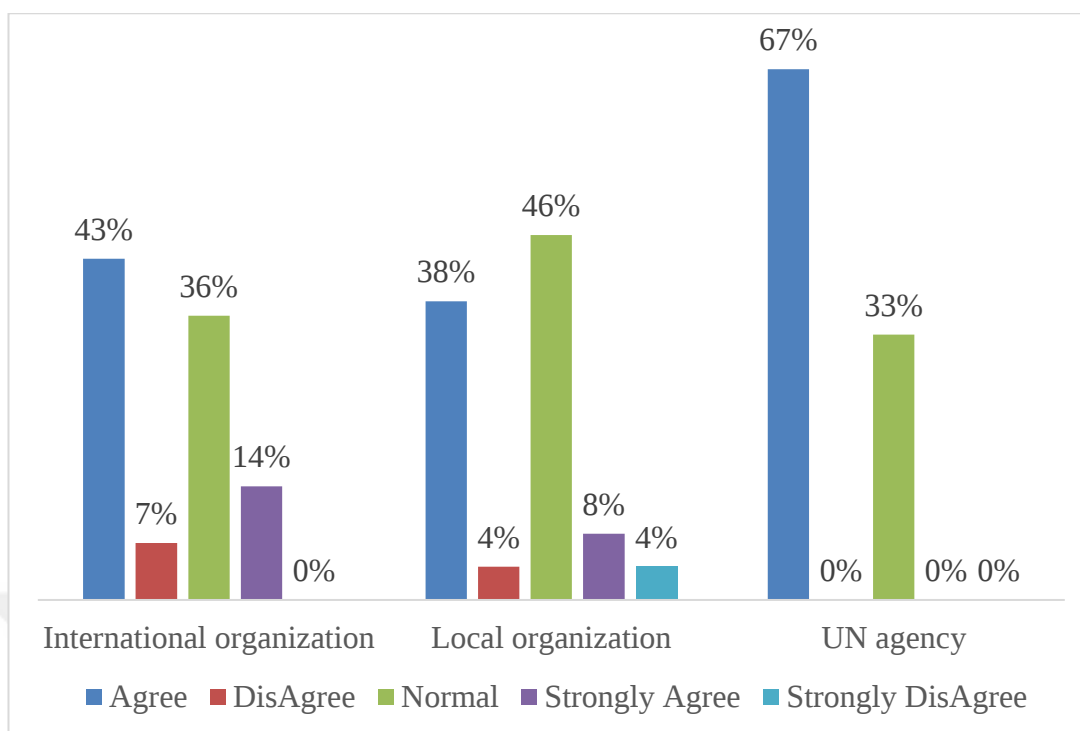


Figure 5.196: The agreement with “LF requires too much information given the difficulties in defining the hierarchy of goals” per NGO type.

6. CONCLUSION

6.1. Chapter Outline

This section summarizes and reflects the research's results of analyzing the adoption of the NGOs working in the Syria response of the project management methodology and tools. This study could help NGOs in improving their performance through adopting tools and methodologies that are used by matured NGOs.

This chapter constructed of 6 sections, starting from section 6.2 where an overview of the research expressed, followed by the research's conclusions and recommendations in subsection 6.3, then subsection 6.4 and subsection 6.5 discussed the Theoretical and managerial implications respectively, next to the research limitations were investigated in subsection 6.6, finally, the further researches were recommended in subsection 6.7.

6.2. Research Overview

The study aimed to analyzes the adoption of the different project management methodologies and tools in the different NGO types working in the Syria humanitarian response and the achieved performance.

A questionnaire was designed and circulated to the programs and project management workers in the NGOs working in the Syrian context. The circulation or the survey was done in coordination with Gaziantep UNOCHA clusters coordinators, the questionnaire constructed mainly of three parts, the first part is about the respondents and NGOs background information, the next part was about the scale of usage of the methodologies and tools of project management, and finally was the logical framework matrix adoption.

Gathered data was cleaned and organized before it was analyzed using MS Excel/ pivot table and the result was presented in different types of charts and tables.

6.3. Conclusion and Recommendations

This study found that:

- The compliance with budget, meeting the project deadline, compliance with the quality, satisfaction of the local community, and monitoring and reporting to stakeholders factors are the highest achieved in NGOs' performance as demonstrated in Figure 5.54.
- The PMD Pro methodology is the highest certified methodology by the respondents followed by PMP and PCM methodologies as demonstrated in Figure 5.79.
- The PCM and PMD Pro methodologies are the most adopted methodology among NGOs, while the PRINCE2 and IMPA methodologies are the most unused methodology as presented in Figure 5.92.
- The most adopted project management tools are Cost accounting, Log frame matrix, Gantt chart or project schedule, and risk analysis/ Management as demonstrated in Figure 5.158.
- Most of the respondents adopted the LF in their project as presented in Figure 160, although most of them do not follow specific guidelines for developing the LF, and the most used specific guideline is the European Union (EU) guideline as presented in Figure 5.165.

It is recommended that NGOs, programs, and project managers benefit from this research our NGOs' experience to build their plans to improve their NGOs project management performance to be more eligible to receive funds from donors.

6.4. Theoretical Implications

This research analyzed deeply the methodologies and tools adopted by all types of NGOs working in Syria's humanitarian response. The literature review showed that some studies tried to analyze the project management methodologies and tools and their effect on the NGOs' performances in developmental NGOs worldwide and some certain countries such as Portuguese but none of them targeted the NGOs working in the Syrian context NGOs.

This research was the first study that analyzed the project management tools and methodologies adopted by NGOs working in the Syrian context and their impact on the NGOs' performance which can be considered as a case study.

In the last ten years, the humanitarian NGOs working in the Syria context became a crucial factor to provide essential assistance to the crisis-affected people and with limitations of the funds and donor, these NGOs tried to mature their project management process to be more eligible to receive fund from donors and this research analyzed the NGOs adoption of the project management tools and methodologies and its impact on the NGOs performance.

This research could be a reference to the NGOs, programs, and project managers to build their plans to improve the project management performance and benefit from our NGOs' experience to improve the project management performance to be more eligible to receive funds from donors.

6.5. Managerial Implications

This research presents a reference to the NGOs' projects workers in general and the NGOs, programs, and projects' managers specifically to benefit from other NGOs' experience in adopting the project management methodologies and tools to improve their projects' performance and training their staffs on these methodologies and tools.

NGOs' donors and UNOCHA should consider the capacity building of their partners of the NGOs working in the Syrian context regarding the project management methodologies and tools and this study could be a baseline to their proposed interventions.

Also, the project management organizations and institutions could build on this study to target these NGOs and familiarize them with their methodologies and tools in project management and encourage them to adopt and remove the parallels.

6.6. Limitations

There were some limitations of this research such as the respondents most likely belong to the NGOs' who are members of the UNOCHA Gaziantep office

working in the Syria humanitarian response while there are other UNOCHA offices to coordinate the response of the NGOs working in the Syrian context like Damascus, Amman, Beirut, and Erbil offices.

This study used only the quantitative analysis while a mixed approach (quantitative and qualitative (such as interviews and focusing group with the respondents)) could be used for deeper analysis.

This research targeted NGOs from one country while the study population could be widened to regional study via include NGOs working in other countries.

6.7. Future Research

Future researches might focus on the other NGOs working in different UNOCHA offices such as NGOs working in different areas of the Syrian context such as are a member of the UNOCHA Damascus, Amman, Beirut offices. Also, The study can be expanded to include other countries to evaluate whether these results could be mainstreamed to other countries or not.

Further studies might be important for a better understanding such as mixed approach studies (quantitative and qualitative). Future researches might be needed to explore these NGOs' performance from the perspective of other stakeholders such as donors, and communities.

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ANNEX A_ QUESTIONNAIRE DESIGN

name	type	label::English (En)	required
title	begin group	QUESTIONNAIRE Analyzing the adoption of project management methodologies and tools in the Non-Governmental Organizations(NGOs) working in the Syria humanitarian response	
insutraction	note	INSTRUCTIONS FOR COMPLETING THE QUESTIONNAIRE 1.This survey will take 5 minutes of your time. 2.The research is used only for academic purposes (master thesis). 3.The questionnaire is intended and should be filled in by an NGO member familiar with management of NGO projects during the past 5 years. 4.The questionnaire consists of 3 sections: A- General Information; B – Methodologies and tools; C - Logical Framework Matrix. 5.Section C- Logical Framework Matrix, should only be filled in if the project coordinator or manager has used this tool in managing his/her projects. 6.Please use this telephone number (05385837538) or email (1800005527@stu.iku.edu.tr) for clarification or additional questions.	
	end group	Thanks for your participation and collaboration.	
sectionA	begin group	Section A - General Information	
pos_resp	text	Your current or last position	
edu	select_one edulevel	Highest education you achieved	
organization_ty	select_one orgtype	is your NGO a local organization or an international organization?	TRUE
average_projects	decimal	Average Number of Projects in your orgnization per year in all programs	TRUE
project_number	integer	Average number of projects you managed or you are managing or supervising their manage	TRUE
bnfs_number	integer	Average number of beneficiaries (BNF) of these projects you managed or you are ma	TRUE
average_duration	integer	Average project duration you managed or you are managing or supervising their managers	TRUE
project_team_size	integer	Average project teame size (number of employees) in projects you managed or you are ma	TRUE
project_objectives	select_multiple objectives	Based on project objectives and using UNOCHA-clusters, please specify the type of the proj	TRUE
if_other	text	IF Other , please Specifiy	TRUE
if_multiple	text	IF multiple , please Specifiy	TRUE
number_stakeholders	integer	The average number of stakeholders (ex. sponsors, local governments,local council, donor,	TRUE
score_agreement	note	Score your acceptance with the following statements:	
during_the_execution	select_one score	The Projects Are Significantly Changed During The Implementation In The Syrian Cor	TRUE
at_the_end_of_the_project	select_one score	I make sure that the stakeholders (such as the project sponsors, local authorities, loc	TRUE
indicate	note	Indicate the importance of the following results for the different actors and the performance achieved	
importance_for_your_ngo	select_one rate	Importance the below fatctors to your projects from your NGO view	
comply_with	select_one rate	Comply with the budget	TRUE
meet_the	select_one rate	Meet the expected deadline	TRUE
comply_with_quality	select_one rate	compliance with the quality	TRUE
achieve_long	select_one rate	achieving the outcomes and goal of the project	TRUE
stakeholders_partners	select_one rate	Stakeholders/partners Involvement	TRUE
ownership_extension	select_one rate	project ownership extension to the local community	TRUE
monitoring_and	select_one rate	surveillance and communicating with stakeholders	TRUE
economical_sustainability_a	select_one rate	financial sustainability of the project	TRUE
the_satisfaction	select_one rate	The satisfaction of the domestic Society	TRUE
average_performance	select_one rate	Average performance achieved on the projects(to what extent you meet factors below in your project	
comply_with1	select_one rate	Comply with the budget	TRUE
meet_the1	select_one rate	Meet the expected deadline	TRUE
comply_with_quality1	select_one rate	compliance with the quality	TRUE
achieve_long1	select_one rate	achieving the outcomes and goal of the project	TRUE
stakeholders_partners1	select_one rate	Stakeholders/partners Involvement	TRUE
ownership_extension1	select_one rate	project ownership extension to the local community	TRUE
monitoring_and1	select_one rate	surveillance and communicating with stakeholders	TRUE
economic_Sustainability1	select_one rate	financial sustainability of the project	TRUE
the_satisfaction1	select_one rate	The satisfaction of the Local Community	TRUE
	end group		

Figure A.1: Questionnaire design _Survey sheet

list name	name	label::English (En)
orgtype	local_org	Local organization
orgtype	International_org	International organization
orgtype	un_agency	UN agency
edulevel	hischool	High school
edulevel	diploma	Diploma
edulevel	degree	Degree
edulevel	master	Master
edulevel	doctorate	Doctorate
objectives	education	Education Projects
objectives	health	Health Projects
objectives	wash	Water, Sanitation, and Hygiene (WASH) projects
objectives	protection	Protection projects
objectives	fsl	Food security and livelihoods(FSL) projects
objectives	snfi	Shelter and non-food items (SNFI) projects
objectives	cccm	Camp coordination and camp management (CCCM)
objectives	early_recovery	Early recovery projects.
objectives	other	Other:.....
objectives	multi_sectorial	Multi sectorial project:
score	strongly_disagree	Strongly Disagree
score	disagree	Disagree
score	normal	Normal
score	agree	Agree
score	strongly_agree	Strongly Agree
rate	very_low	Very low
rate	low	Low
rate	medium	Medium
rate	high	High
rate	very_high	Very High
yes_no	yes	Yes
yes_no	no	No
percent	0%,	0%
percent	1%-25%	1%-25%
percent	26%-50%	26%-50%
percent	51%-75%	51%-75%
percent	76%-100%	76%-100%
who	project_manager	Project Manager
who	project_team	Project team
who	donor	Donor
who	local_community	Local Community
who	m&e_team	Monitoring and Evaluation(M&E)Team
who	proposal_team	Proposal Development team
who	prog_management	Program/programs management

Figure A.2: Questionnaire design _choices sheet

ANNEX B_ QUESTIONNAIRE QUESTIONS AND FORMAT

Section A - General Information

- 1. Your current or latest position:**
- 2. Highest education you achieved:**
 - ☐ High school
 - ☐ Diploma (2 years)
 - ☐ Degree
 - ☐ Master
 - ☐ Doctorate
- 3. Is your NGO a local organization, an international organization, or a UN agency?**
 - ☐ local organization
 - ☐ international organization
 - ☐ UN agency
- 4. The average number of Projects in your organization per year in all programs:**
- 5. The average number of projects you managed or you are managing or supervising their managers yearly:**
- 6. The average number of beneficiaries (BNF) of these projects you managed or you are managing or supervising their managers yearly:**
- 7. The average duration of projects you managed or you are managing or supervising their managers yearly months**
- 8. Average team size (number of employees) of the projects you managed or you are managing or supervising their managers:**
- 9. Based on project objectives and using UNOCHA-clusters, please specify the type of projects you managed per years:**
 - ☐ Education Projects
 - ☐ Health Projects
 - ☐ Water, Sanitation, and Hygiene (WASH) projects
 - ☐ Protection projects
 - ☐ Food Security and Livelihoods(FSL) projects

- Shelter and Non-Food Items (SNFI) projects
- Camp Coordination and Camp Management (CCCM)
- Early recovery projects.
- Other:.....
- Multi sectorial project:
.....and.....

10. The average number of stakeholders (ex. sponsors, local governments, local council, donor, etc.) involved in your project:

11. Score your agreement with the following statements (Strongly Disagree, Disagree, Normal, Agree, Strongly Agree)”The Projects Are Significantly Changed During The Implementation In The Syrian Context”

12. Score your agreement with the following statements: “I make sure that the stakeholders (such as the project sponsors, local authorities, local councils, donors, etc.) participate in my project from the design stage through the implementation stage and sharing the evaluation results”.

13. Indicate the importance of the following factors for the different actors and the performance achieved by your NGO:

The importance of the below factors to your projects from your NGO view	Very Low; Low, medium, High, Very High
Compliance with the budget	
Meet the deadline	
Compliance with quality	
achieving the outcomes and goal of the project	
Stakeholders/partners engagement	
project ownership extension to the local community	
surveillance and communicating with stakeholders	
financial sustainability of the project	
The satisfaction of the domestic Society	

14. Indicate the achieved performance by your NGO :

The average performance achieved on the projects(to what extent you meet factors below in your projects)	Very Low; Low, medium, High, Very High
Compliance with the budget	
Meet the deadline	
Compliance with quality	
achieving the outcomes and goal of the project	
Stakeholders/partners engagement	
project ownership extension to the local community	
surveillance and communicating with stakeholders	
financial sustainability of the project	
The satisfaction of the domestic Society	

Section B - Methodologies and tools

15. Please rate your level of knowledge for each of the following project management Methodologies:

My Knowledge level in the methodology below	Very Low; Low, medium, High, Very High
Project Cycle Management (PCM)	
Project Management Professional (PMP)	
International Project Management Association (IPMA)	
PRojects IN Controlled Environments (PRINCE2)	
Project Management for Development (PM4DEV)	
Project Management for Development Professionals (PMD Pro)	

16. Have you Certified the methodology below:

Have you Certified the methodology below?	Yes/No
--	---------------

Project Cycle Management(PCM)	
Project Management Professional (PMP)	
International Project Management Association (IPMA)	
PRojects IN Controlled Environments(PRINCE2)	
Project Management for Development(PM4DEV)	
Project Management for Development Professionals(PMD Pro)	

17. Please rate the % of your Projects that you managed adopted the methodology below:

% of your Projects that you managed adopted the methodology below	0%, 1-25%, 26-50%, 51%-75%, 76%-100%
Project Cycle Management(PCM)	
Project Management Professional (PMP)	
International Project Management Association (IPMA)	
PRojects IN Controlled Environments(PRINCE2)	
Project Management for Development(PM4DEV)	
Project Management for Development Professionals(PMD Pro)	

18. Please rate the level of importance of each of the following project management tools:

What is the percentage (%) of your projects that you used the tool below	Very Low; Low, medium, High, Very High
Logical framework (LF) matrix	
Gantt chart or bar chart or project schedule	
Critical Path Method	
Earned Value Management System (EVMS)	
Work breakdown structure (WBS)	
Responsibility assignment matrix (RAM)	
Stakeholder matrix	
Organizational breakdown structure (OBS)	

Project milestone planning	
Progress reports	
Cost accounting	
Risk analysis/management	
Contingency Allocation	
Communication Plan	
Issues Log	
Project scope management (Tracking of requests for change to the project, etc.)	

19. Please rate the percentage of adoption of each of the following project management tools:

What is the Importance scale of the project management tool below in your project management?	0%, 1-25%, 26-50%, 51%-75%, 76%-100%
Logical framework (LF) matrix	
Gantt chart or bar chart or project schedule	
Critical Path Method	
Earned Value Management System (EVMS)	
Work breakdown structure (WBS)	
Responsibility assignment matrix (RAM)	
Stakeholder matrix	
Organizational breakdown structure (OBS)	
Project milestone planning	
Progress reports	
Cost accounting	
Risk analysis/management	
Contingency Allocation	
Communication Plan	
Issues Log	
Project scope management (Tracking change requests for the project, etc.)	

20. Who chooses the project management methodology and tools to be used in managing your organization's projects?

- Project Manager
- Program/s manager
- Donor
- Project management office (PMO)
- NGO management

Section C - Logical Framework Matrix (LF)

21. Please complete this section only if you have used LF in your projects, did you?

- Yes
- No

22. Did you follow any specific guidelines for the Logical Framework Matrix? (e.g. USAID, European Union, FAO, World Bank, etc.)?

- Yes
- No

23. If so, which one?

24. How would you rate your knowledge of the Logical Framework Matrix? (Very Low; Low, medium, High, Very High)?

25. Who is actively involved in developing Logical Framework Matrix LF in your organization?

- Project Manager
- Project team
- Donor
- Local Community
- Monitoring and Evaluation(M&E) Team
- Proposal Development team
- Program/programs management
- NGO management

26. By Whom the Logical Framework Matrix LF in your organization approved?

- Project Manager
- Project team

- Donor
- Local Community
- Monitoring and Evaluation(M&E)Team
- Proposal Development team
- Program/programs management
- NGO management

27. Who benefits the most from the use of the Logical Framework Matrix

LF in your organization?

- Project Manager
- Project team
- Donor
- Local Community
- Monitoring and Evaluation(M&E)Team
- Proposal Development team
- Program/programs management
- NGO management

28. Please Score your agreement with the following statements

- LF helps in the planning phase (identification of objectives, activities, and indicators).
- Log Frame(LF) guides the whole project implementation.
- Log Frame(LF) is updated periodically throughout the project.
- Log Frame(LF) is an evaluation tool at the end of the project
- Log Frame(LF) is difficult to prepare with clear and objective causal relationships
- Log Frame(LF) offers common terminology that facilitates interaction among the various stakeholders.
- Log Frame(LF) can be readily incorporated with other Project management tools (time frame, budget,...).
- The objectives and assumptions of LF are easily checked at the project completion.
- Log Frame(LF) is presented in project communications.
- Log Frame(LF) is the most important tool I use in managing my projects

- Log Frame(LF) contributes significantly to performance in terms of cost (e.g. compliance with the originally expected costs) or duration (e.g. respect the defined deadlines)
- Log Frame(LF) contributes significantly to achieving what was initially defined in terms of project outputs and outcomes that respond to a local need.
- Log Frame(LF) requires too much information given the difficulties in defining the hierarchy of goals

