

Adoption of Project Management Practices in NGO Projects – A Systematic Review of the Literature

Jayaram BG*

NMK Bhatta**

Abstract:

Non-Governmental Organisations (NGOs) take up several projects to support the community. In this paper, the author conducted a systematic survey of existing literature (SLR) on NGO Projects. This paper study was on NGO Projects' use of Project Management (PM) practices, tools, and their influence to achieve Project Success. Select publications analysis outcome was grouped as Use of Project Management concepts, Use of Project Management tools & techniques, Impact of Project Governance and PMO and Local Challenges. Analysis revealed a significant impact of Project Management practices on the NGO Project Success. The study highlighted that the PM tools that were used were standard and only a few projects made use. Analysis showed that the lack of adequate PM skills amongst the NGO staff in many projects impacted Project Management success and project outcomes. The role of PMO in influencing NGOs Project Success was also evident from the analysis.

Keywords: NGO Projects, NGO Project Challenges, Project Management, Project Success, Project Governance, Project Management Office, Project Management Tools

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* Research Scholar, Xavier Institute of Management & Entrepreneurship, Bangalore (A recognised Research Centre of the University of Mysore), Email: jayarambg@xime.org

** Dean Research, Xavier Institute of Management & Entrepreneurship, Bangalore, (A recognised Research Centre of the University of Mysore) Email: nmbhatta@xime.org

Introduction:

Not-for-profit organisations (NPOs) or Non-Governmental Organisations (NGOs) play a crucial role in most countries to augment the needs of the community or society. NGOs reach out to support the community that needs help, support and care during typical situations and disasters/calamities.

Smaller and newer NGOs operate mainly with volunteers who contribute with their time-effort for the cause or objective of the NGO, along with minimal staff employed. NGOs provide community support through the service that spreads across vast areas, including Health Care, Education, Advocacy, Hygiene, Human Development, Poverty Alleviation, Non-formal Education, Relief Operations, Skill, or Capacity building, etc. Hence, NGOs represent citizens' initiatives in effect, focusing on solving community problems and providing help. NGOs involvement in society requires time and resources as contributions and grants.

In an NGO, human resources and financial support that come through donor contributions or from the Govt., are limited and not continuous flow. Most of the work done by NGOs will have the usual time, budget and resource constraints and need to be considered as projects. Besides this aligning the service provided to impact the needs of the community to which getting benefitted is a critical factor.

PMOs are prevalent in commercially oriented organisations (Industry sector, Private organisations or even the Govt sector) and are driven to realise customer/institutional goals and objectives. These are mainly centred on Project timelines, Project cost limitations, Project outcome quality prescribed and adherence to prescribed regulations and mandatory process-linked procedures. Hence, Project Management does get implemented in these sectors to considerably high degrees. However, Project Management concepts/methodologies/tools have been adopted very sparsely in NGOs / Volunteering Organisations and other informal institutions. Project Management methods are universal. However, methodologies would need to be modified considering the project's contexts and different approaches adopted (Hanisch & Wald, 2012). Generally, NGO activities are project-based

(Strichman et al., 2008) and most of the activities undertaken by NGOs are temporary or focused on fulfilling community needs.

Many individuals associated with NGOs come as volunteers for service to the community and are not likely to have adequate knowledge or exposure to Project Management concepts and techniques. Also, many NGOs need to be aware of the benefits of adopting Project Management practices and the associated organisation management benefits.

In this literature review, the focus was to find out aspects of Project Management concepts and practices adopted by NGOs, their influence on project success and the benefits NGOs have derived from adopting Project Management practices.

This study focused on the review of select 25 published literatures relating to NGO Projects, where mention of Project Management Processes was there, the extent to which PM practices were adopted and the influence of Project Governance or the Project Management Office (PMO).

The following are the criteria adopted for this study to filter articles published in the journals:

1. Published in peer-reviewed journals between 2000 and 2022
2. Only articles which have content relating to some project management practices or techniques adopted, or tools used, in the NGO projects
3. Including published articles based on NGOs services in all the domain
4. Only articles in the English language

Methodology:

The methodology adopted for this study aims to identify articles published on Project Management practices in NGO Projects and analyse them. The search strategy for this study was to identify, verify, and summarise papers published in English that contain information about the use or adoption of Project Management practices in NGO Projects. Also, articles with Project Management related areas, such as the use of PM tools, availability of PM Skills in NGOs, PM challenges in NGOs, influencing factors Project Success in NGO Projects and PMO impact

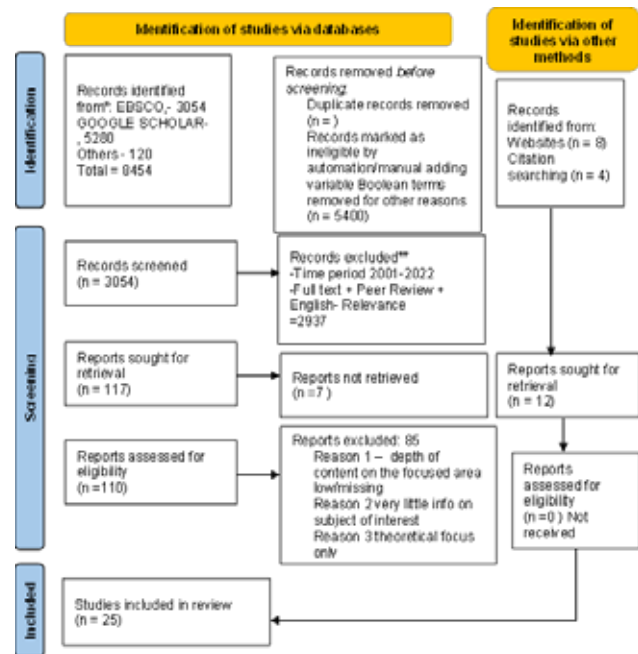
on NGO projects, from the select databases. The databases used were EBSCO Host, Google Scholar, and other journal websites/ online sources like Research Gate, Sage and a few other websites.

The chosen period for the articles searched was between years 2001 and 2022. The search for articles was made using databases such as EBSCO Host, Google Scholar, Google, and many other websites of journals. The search used vital terms with permutations of Project Management, NGO, Not for Profit Organisation, Non-Government Organisation, challenges and Project Success. Also, general internet searches were made using the above terms. Once an article was identified, the other references were also searched for the relevant topic area of interest. Inclusion and Exclusion Criteria: Articles published in the English language across the globe with a focus on NGO activities, projects and relevant keywords in permutation between 2001- 2022 were included in the search. Exclusion criteria: Newspaper articles, brochures, book reviews, journal editorials, books, reports and pure mathematical models.

The methodology adopted for selecting the articles was based on PRISMA framework.

There were 8454 records in the initial search in data bases with “NGO” and “Not for Profit Organisation” and adding search filter “Project Management” phrase, this reduced to 3054 records. Filtering was done within a period yrs. 2001-2022, with full-text peer-reviewed articles in English only and eliminating different versions of the duplicate publications records, 117 papers were found from all sources searched. The review paper was short-listed for content in this study’s areas of interest and relevance, resulting in 25 publications being selected. y. Fig. 1 shows the methodology adopted for selecting articles for the study.

Fig. 1- PRISMA Framework adopted for literature identification for the study



Information extracted from this Literature Review is focused on NGO Project Management. It has been broadly grouped into four themes: Project Management Concepts Practice, Use of Project Management Tools & Techniques, Project Governance & Project Management Office (PMO) influence, and Local Challenges faced in NGO Projects.

1. Project Management Concepts Practice:

It is well known that each NGO is different in various aspects, such as its focus, culture, organisation characteristics, people composition, and sustainability strength. NGOs’ activities are determined by the specific area of service to the community provided, the support of volunteers available, the donors’ and beneficiaries’ expectations and local culture. In addition, the environment where the service is to be provided and the NGO’s work culture influence project execution. The project orientation for the NGO activities or service provided is of considerable importance to be effective and achieve optimal impact, as observed in work done by Montes-Guerra, M.I. et al. (2015) based on projects executed in African continents and Latin America.

Project Management adoption can be measured by performance metrics that are determined at the earlier stage and their linkage to the project outcome. The research of Montes-Guerra, M.I., et al., also established that Project Management practices and tools are key factors that impact Project Performance and success. This research also showed, with empirical evidence, the relation between the use of Project Management practices and positive impact project outcomes.

The success of a project undertaken by an NGO could be measured not only by the completion of the Project but also by validating how the outcome of the Project correlates with the very purpose of initiating the Project and the objective of the NGO itself. According to Bannerman, P L (2008), project success refers to “on time, within budget, to specification” completion and success of the product or service. According to Kerzner (1992:2) a project is defined as a specific objective that a series of activities and tasks to accomplish. The specific objective needs to be completed as per requirements. The work needs to be done with specific start and end dates and resources needed. Hence, an NGO needs to execute the service/work taken up to treat it like a project to provide maximum benefit to the intended stakeholder and beneficiaries in the area, focusing on the NGO’s objectives.

The study of Bannerman, P. L. (2008) concluded that in addition to traditional factors “within time and budget”, other factors that contributed towards the project success are the ability to evaluate project outcome and contribution to a business goal or organisation goal.

A study on the evolution of criteria and levels of project success by Yogarajha et al., (2018) emphasised assessing the overall project success in NGOs in three levels: a) Project Management (PM) Success, b) Project Success and c) NGO’s Success. There exists an interaction between these three aspects/perspectives of an NGO’s Project Success. This study was conducted in Sri Lanka with the data of rehabilitation projects taken post-civil war. The project adopted a quantitative method for analysis and a suitable survey was done for data collection.

In this study, a model for the assessment of project success was formulated. A typical development

project success is to be considered in three levels, namely “Project Success”, “Project Management (PM) Success” and “NGO’s Success”. For a “Project Success”, the three critical elements identified are the stakeholders’ satisfaction, project outcome impact and project sustainability. The key elements that impact “PM Success” are Project scope, Outcome quality, On time completion and Project execution within budget. For an “NGO’s success”, the key elements identified are Project contribution alignment to NGO’s vision, mission & objectives, NGO reputation with Stakeholders, and NGO’s sustainability.

The study concluded with an indication of the positive correlation between PM Success and Project Success. This established that PM Success is indispensable for achieving Project Success. The study suggested using simple quantitative metrics by Project Managers to manage and evaluate Project Success. The study showed that Project Success also strongly correlates with NGO Success. The study also indicated a relationship between PM Success and NGO Success. A Not-for-Profit Organisation (NFO, also called NGO) highly depends on the projects it executes to meet its objectives. NPOs will have pressure from funders/Govt bodies /donors to demonstrate that they can provide the required service on time and with the desired quality (Wing 2004). Demonstrating previously undertaken and completed projects to prospective stakeholders / donors is an excellent strategy to demonstrate the capability and performance of an NGO. K Anderson et al. (2018) proposed a new model for NGO project assessment “Non-Profit Project Management Performance Assessment (NPPMPA) model”. This model was developed based on other available models at that time. The study’s objective was to validate the model and guide NGOs for its adoption with suitable tailoring vis-à-vis the existing theoretical models.

The research study’s key findings indicated a growing need for effective project management performance in NGO projects. The study also concluded that existing performance and quality management systems could be more suitable for NGO projects. In order to measure the performance of NGO projects, there is a need for improvement or modification of

existing models and practices adopted by the private sector.

The study by Shyni Anilkumar (2020) on “Reconstruction of Housing Projects” in the areas of Kerala, in India, post the tsunami disaster aimed to validate the Critical Success Factors (CSF) for Post Disaster Recovery (PDR) projects. The study explored and consolidated various CSFs for PDR projects. Housing project success was considered a key factor in the restoration work post-disaster. The study also focused on the success and failure of the reconstruction housing projects using data based on available project documents and project literature review. Data collection for this study posed some challenges due to the absence of project-related documents. The population size was unknown, and the survey used snowball sampling. The initial respondents helped to identify other potential respondents. The confirmatory Factor Analysis method was used for the new model validation.

This research determined that “Project Success” is attributed to vital components of “Project Management” in PDR projects. This is linked to critical factors like Institutional Mechanism, Project implementation rigour and stakeholder management besides the reconstruction strategies adopted. A conceptual model linking “project success, success traits and their CSFs” was identified for actions and monitoring during the reconstruction work. It was also concluded in the study that various housing reconstruction projects post-tsunami had varied degrees of project success and failure. The method adopted used the impact of individual success factors.

Havyari’s (2016) study on project success in different organisational conditions pointed to CSF (critical success factors) in project management. Some elements that strongly influence the project’s success are the size of the NGO and the project size undertaken. The survey responses also indicated that Project Managers work experience in managing projects also becomes a CSF besides other organisational-related factors.

Joslin’s (2016) study focused on how Project Governance and the success of the Project are related using empirical evidence. Two theoretical

lenses used for research were the Agency theory and Stewardship theory. Research results supported that project governance has a slight correlation with project success, yet it is significant. The research findings confronted the maturity models negating the credence that more substantial process control would lead to better outcome/organisation results or, in effect, successful project completion.

The study’s findings gave evidence for generalising the use of the stewardship theory approach in the project setting and governance. The study used one particular governance model, which is considered a limitation. Also, the study showed that “Control Orientation (behaviour outcome) does not correlate considerably to Project Success” globally and likely happens only in particular instances. The study also indicated the limitations of the shareholders’ theory (Agency theory) in approaches to project governance.

Kariega (2017) studied NGO Projects in Kenya to ascertain the influence of project team capacity on project performance. It was found that community participation influences project performance. This study also empirically showed “a significant positive relationship between project team capacity and project performance”. A study on the use of Project Management Practices in Saudi Arabia (Alotaibi, 2019) concluded that a project’s cost overrun occurs for multiple reasons. Also, project failure to is heard reasonably frequently. It was found that using Project Management Practices improves expected project success and would reduce project failures and generally improve success. The study also discovered that there was no direct effect on Project success due to ethnicity and local language.

2. Use of Project Management Tools and Techniques:

In an NGO, volunteers are the central workforce besides the small core staff and depending on the nature of the project services of vendors/consultants are used. Hence, the organisation structure has a lower hierarchy and it is likely, that only a few staff with adequate Project Management experience are available to meet the Project needs. However, large NGOs could engage professionals for significant projects that need strong resource capabilities and national or international project experience.

Studies conducted on NGO projects in Germany and Lithuania showed that the post-adoption of PM practices increased the number of projects executed per year (Keleckaite, 2015). The study also showed that unstable staff retention, insufficient knowledge of PM and the bureaucracy in the administration were the leading causes of not adopting PM practices by NGOs.

However, in the case of larger international projects, the study showed that good project performance could be achieved by adopting a basic set of tools and project management practices. 2.1 Usage of PM Tools:

A study by Golini (2015), revealed that Gantt chart and Milestone tools usage had good influence, but Scope Management had lower influence in international projects. The study establishes that adoption of PM practices can achieve good project performance with a basic set of tools and concepts of project management.

The development projects undertaken by NGOs are dynamic, depending on the region or country of its operation or location and the service being provided. In many NGO projects, the duration of the project, as well as the project's complexity, vary considerably. The need to manage a large variety of stakeholders (including those from multiple sections of society/countries) brings additional thrust to the dynamic nature. Many International NGOs (INGOs) use some known Project Management methodologies.

In a study conducted by Sharew (2018), it was observed that a significant correlation exists between the success criteria and all project management tools and techniques adopted, except the logical framework and the performance indicator. The study also concluded that there is a need to build the capacity of Project Managers, who should use advanced Project Management training and educate the key personnel of the project. According to Montes -Guerra et al., (2015), many projects used GANTT chart, however, the Critical Chain and critical Path methods were never used in the projects. Also, in the early stage of the project planning, the logical framework methodology was considered beneficial but got a lower rating in the implementation, monitoring, and control stages. A high percentage of

projects should have used processes and procedures for preparing progress reports of projects.

2.2 Levels in PM tools Usage within Org:

Samara's study on NGO projects in Jordan (2020) revealed that PM tools adopted in different projects are at different scales. In 72 per cent of the projects studied, it was found that only three tools were highly adopted by Project Managers, namely "Progress Report, Logical Framework and Cost Accounting". It was also seen that adoption was high (in 85 per cent of projects) in "Setting strategic and tactical sustainability goals". In International Projects, PM tools like Risk Analysis & Work Breakdown Structure (WBS) significantly positively impacted sustainability strategies. The research of Montes-Guerra, M.I., et al., (2015) shows in development projects the high impact of tools used in those projects and helps clarify sensitive variables for better performance.

A study by Bosibori (2021) on Environmental NGO Projects revealed that project team competencies significantly influence the implementation of environmental NGO projects. A significant correlation was found between Stakeholder engagement, Project design, Project team competence and Monitoring and evaluation tools.

Several Project Management tools that have been used in Business Organizations have been modified or suggested to be adopted as is in NGO Project environments. However, if tools in the commercial sector are used without examining their effectiveness and suitability, it can lead to detrimental effects (Anderson,2018).

The new model suggested increasing staff and volunteer capacity and adopting methods to improve the work environment.

"Logical Framework Approach as a tool for NGOs" was suggested (Martinez, 2018), but the challenge has been that there is no standard format used across NGOs or funding agencies due to multiple formats used by different funding agencies. A research study by Samara (2020) focused on the role of Project Management tools in promoting the adoption of sustainable strategies in NGO Projects in Jordan. The empirical data obtained from the survey indicated that PM tools were adopted more in INGO projects

in Jordan. Further, Cluster Analysis by researchers showed that only three Project Management tools were frequently used: Progress Reports, Logical Framework and Cost Accounting. Also, tools like Issue Log, Earned Value Management and Critical Path Method was least used. The research study concluded by suggesting that more tremendous efforts were needed to increase the adoption of PM tools in International Development Projects in Jordan.

2.3 Lifecycle Model for the Development of Projects:

In a study, Khang and Moe (2008) proposed a lifecycle model for development projects with four stages concept of a framework. The model was for evaluating the success of the Project in each stage. These stages are conceptualising, planning, implementing, and closing/completing. The study developed a new model suited to adopt the characteristics of International Development (ID) Projects. The proposed approach recognises different conditions of the Project at different stages of the lifecycle and proposes different success factors. This model helps clarify the skills and abilities required, the role wise in different phases and the conditions of the project lifecycle that would lead to project success.

3. Project Governance & Project Management Office (PMO) influence:

Based on studies carried out by various researchers, it has been observed that the Project Governance aspect in an NGO project could be better, particularly in local and small or medium-sized NGOs.

A study by Lacruz et al. (2018) focused on identifying the influence and moderation capacity of the Project Management Office (PMO) on fundraising for projects. The study adopted the Resource Based View (RBV) as a theoretical lens.

There are many studies on the impact of PMOs on internal project management. However, there needs to be more empirical evidence to validate PMO moderation capacity in projects of NGOs (Joslin, 2016). It is observed that most NGOs need to practice the PMO concept and understand the influence of PMO.

The study by Lacruz (2018) chose a quantitative approach and used longitudinal analysis, which typifies ex post facto research. The study adopted two moments in the chosen organisation – six years before PMO was implemented and six years after PMO was implemented. This reference was used to compare “Projects performance before and after PMO implementation”. Analysis indicated that PMO, an essential strategic resource of NGOs, can provide a continuous competitive advantage for Project Management. An analytical framework based on the study suggests PMO as an inductor of Project Management maturity in the NGO.

In the study by Lacruz (2018), a higher mean and a lower data dispersion were observed after PMO implementation concerning the approved number of projects. Data dispersion before implementation corresponded to 36 per cent of the mean, whereas it was only 8 per cent after PMO implementation. Thus, the study concluded that PMO contributed to higher stability of the fundraising process and brought significant benefits to NGOs, such as better conditions for planning and the ability to forecast risks. As an outcome of this research, it was inferred that PMO contributed to reducing NGOs’ mean value of project costs. Also, PMO had a significant influence in boosting the number of projects awarded and in the decrease of their mean value. This was in the study focussed within the organisation on the effectiveness of the fundraising process. Monitoring and controlling within a specific unit resulted in finding more opportunities and helped prepare better proposals that were in line with the donors’ expectations.

Studies have shown a positive correlation between PMO and forecasting in projects. It was observed that with a PMO setup, the donors’ interests in the project proposals were aligned, and NGOs managed multiple projects better.

The results also indicated that using Project Management Practices and PMO setup in NGOs resulted in good influence via a partnership with business organisations. Today PMO has become an organisational entity (Cunah, 2014) and it is the change from the earlier focus of PMO to a project. PMOs bring a synergy between Project Management

and Knowledge management, strengthening knowledge sharing within the NGO.

The Joslin (2016) study showed the importance of governance orientation in an organisation or NGO governing projects. It also highlighted the impact on project success by focusing on practical stakeholder orientation in project governance.

With regards to the relationship between “Project Governance and Project Success” from the perspective of “Agency theory and Stewardship theory”, an empirical study by Joslin (2016) showed that even in general projects, project governance and stakeholder orientation has a small but significant positive correlation with project success. The results of the study, amongst other conclusions, stated that Managers influencing the design of the project governance should understand the importance of stakeholder orientation for project success. The study, however, could not find clear evidence to confirm that the cause must occur before the effect concerning the governance of projects.

4. Local Challenges in NGO Projects:

NGOs extensively participate in local community improvement projects. As a local NGO, there are hosts of challenges to overcome from internal and external environments. In a study conducted in Kenya by Batti (2015), it was found that one of the challenges faced in an NGO Project was a preliminary analysis of the local situation and its impact on the project’s success. The local NGOs needed a clearer view of the desired results, that is, the project’s scope needed to be appropriately defined. In some cases, the costs approved were significantly less due to incorrect Project Activity Estimates. The key local challenges revealed in a study by Batti (2015) showed that stakeholders needed to be getting involved adequately, the project resources were not available locally, there was unreliable infrastructure at the location and not getting adequate project information due to local issues. The study advises local NGOs to develop links with the stakeholders for better involvement in the project. Some of the difficulties highlighted were the poor linkage of the project outcome to the community needs and problems in strengthening the Project Management Process. The article states that the Project Management approach is essential for NGO project success and survival.

A study also found that many NGOs had staff members who needed more skills and expertise to articulate the requirements and implement the budgeted activities. The other challenges NGO Projects locally face are minimal engagement with the local community and difficulty finding reliable vendors and suppliers. Sometimes, NGOs are forced to adopt a particular or specified management approach based on the cultural ethos in that region or country. A study by Baldry D (2006) highlighted the need for expertise to anticipate and manage project scope and risk. The culture prevailing in the NGO and local environment in which the project operates significantly influences the risk impacting NGO projects. A study by Hassan (2014) revealed that five critical personality traits (Extraversion, Agreeableness, Conscientiousness, Openness to Experience and Neuroticism) of the Project Manager have a relationship that significantly impacts Project Success.

5. Discussion:

This study is a Systematic Review of Literature on adopting Project Management practices in NGO projects through selected publications worldwide. The limitation is in terms of details of the project plan, progress reports and closure of the project or other documents in NGO projects that are not available in the public domain. Several factors influence NGO project success or accomplishment of the goals of the NGO. Also, need, urgency, funding, stakeholders’ expectations, and project complexity are critical in NGO projects. There is a big difference between adopting Project Management practices in commercial organisations and NGOs, in which funding aspects, beneficiaries’ needs, and project team expertise/ability significantly impact project complexity.

NGOs function generally involves handling most service activities that are like a project. The resources are mostly the volunteers and some staff besides, as required, supplier, experts and vendors are engaged. This determines the maturity level needed for that project execution and Project Management practices to be adopted by the NGO project team to a large extent.

In some of the NGOs where volunteers and core staff were well experienced or had PM knowledge,

the project approach was structured, and many elements of project management practices were implemented. In a study conducted Montes-Guerra (2015), in projects in multiple countries (in Africa, America, Asia and Europe), 53 per cent of those who led the projects had 6 to 10 years of experience. However, this cannot be expected in small or medium size NGOs for their project works.

Stakeholders in the NGO Project scenario have two distinct parts, the Beneficiaries and the Donors or Fund providers). It appears that involving many beneficiaries and taking their inputs in Project Scoping and subsequently during project execution is a desirable but difficult task. Another characteristic of a typical NGO Project is the brief time/ lead period available for preparation to execute the projects in many situations. This is mainly because activities as projects are to meet some urgent needs of beneficiaries. Therefore, it could be essential for an NGO to be in a state of readiness to initiate the project at short notice to provide support to the community or those in need of help during an earthquake, flood, and other emergencies.

Local factors or the environment where the NGO project is being executed is another key parameter that influences the NGO project's success. The local environment includes the place's cultural aspect, political or community knowledge, etc.

This gets generally ignored or less valued at the planning stage and the project's beginning and execution.

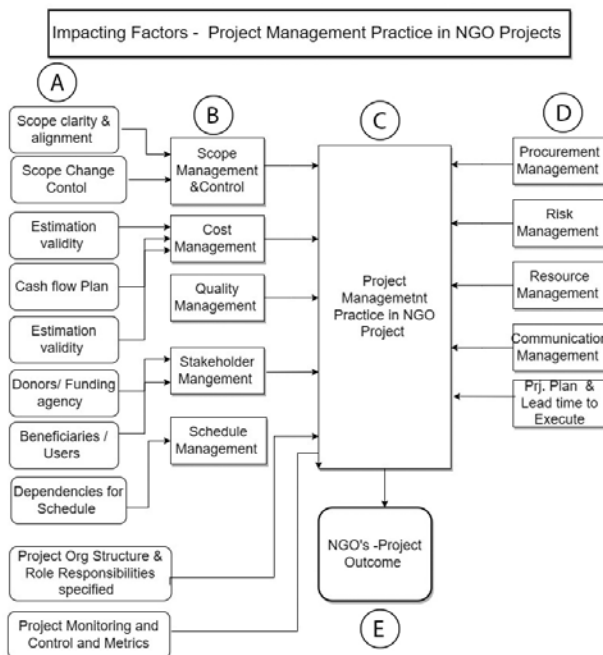
6. Conceptual Model- Factors Influencing NGO Projects:

A conceptual model has been developed (Fig 2), which portrays multiple factors associated with Project Management Practice in an NGO, that would lead to Project Success. Each block shown in the model represents a key component essential for Project Management. Inadequacy of any component does impact Project Management usage in the Project and the consequent impact on project success. The interdependency of factors indicated in NGO Projects is highly complex and variable from Project to Project. A similar project executed in a different location for a different community could be entirely different from the other. As resources are limited in

local and medium or small size NGOs, their ability to withstand uncertainty or overcome risks that occur in a project is much lower and impacts the other project factors. The factors are categorised as:

- Factors under Group "A": indicated in the conceptual model (Fig:2) are those that depend on NGO Project team ability, Work culture in the NGO, Donor trust to release budget and Beneficiaries need articulation linked to the expected impact of the outcome.
- Factors under Group "B"- indicate dependent mainly on the NGO Project team's capability and understanding of the extent of adoption of Project Management practices required for the specific project. It also depends on the donor or funding agency's acceptance of the process and methodology.
- Factor under Group "C"- indicates the actual execution of the project in which the adoption of Project Management Practices would be done. Effectiveness and efficiency of Project Execution would depend on factors under A, B and D groups
- Factors under Group "D"- denotes more dependent on the NGO work method adopted and skill level of Project Team in using Project Management Techniques
- Factor under Group "E"- indicates the project's outcome that depends on each of the factors depicted in the conceptual model. Project outcome needs to get use or utilised by the beneficiaries and then impact of the outcome could be measured
- Depending on the Country, Region or even the location where the project is being implemented and the NGO strength and ability of staff, culture and skill level of the project team greatly influence the adoption project management practices.
- Very low usage of Project Management practices, tools and techniques make the factors under groups B and D weak, and it will have a high impact on factor "C" project management experience and factor "E" the outcome of the project and beneficiaries experience.

Fig 2- Conceptual model depicting factors that influence significantly for an NGO Project success



7. Conclusion:

The literature review indicates lower adoption of project management practices, tools, and techniques, especially in small and medium NGOs. In addition to the very nature of the uniqueness of each NGO and its culture, their diverse objectives, size, and human capacity has hindered the adoption of project management practices to a reasonable degree. This study explored the use of Project Management Practices and techniques in NGO Projects and their impact on project outcomes and efficiency.

The review of Literature presented in this paper clarifies the strong influence of Project Management Practices, tools and techniques on Project Outcomes, Project Governance resulting in an impact on the project outcome. In conclusion, this review brings evidence of the complexity of a typical NGO project due to various associated factors and also uncertainties that exist to a higher degree. Past Literature shows that NGOs have developed different models that serve different conditions under which their Projects are executed.

Future Research: There is considerable scope for empirical research in this area of adopting project management practices and using tools and

techniques in NGO projects. Research could clarify regional and other factors affecting NGO project success and the influence of project management practices when adopted.

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