

IMPACT OF PMOs AS STRATEGICAL PRACTICING ENHANCING PROGRAMMES MANAGEMENT PERFORMANCE

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Published on: 13 Mar. 2024



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ABSTRACT

The impact of the COVID-19 pandemic and the Ukraine-Russia war on the world economy shall be far-reaching and long-lasting. Governments and businesses shall need to work together to address the challenges and build a more resilient global economy. led to imperative actions on creating solutions to sustain the success of organizations in those countries, especially 3rd third world countries. As it shall be covered in

Thesis, case study in Arab Republic of Egypt led to establishing modern methods of management and work on the stability of organizations with mandatory application of effective strategic practices and constant connections with all levels of leadership in organizations through development of management methods and establishment of Programme Management office (PMOs¹) as the researcher shall illustrating their methodologies in enhancing the

¹ Programme management office

management in each organization to use it as tactical tool for organization strategies and programmes success on the tactical level, especially in the case of international cooperation programme that require implementing a culture of strategic programmes management methodologies with support of modern methods and wide steps in those areas while minimizing gaps and avoiding the role of old fashion management, , which shall be proofed during the Thesis. that strategic and administration changes conducted on an international cooperation programme shared funding by the World Bank for construction, Development and the Egyptian government for purpose of development Upper Egypt poor governorates creating new job opportunities, markets and changing the economic status for poor governorates.

keywords: Strategic Practices, PMOs, Strategic Management, Programmes Management.

*** PURPOSE**

To logically describe and define the impact of strategic practices and leadership levels on PMOSs as tactical tools that support organizations in achieving their required targets. To

evaluate the level of success through program KPIs related to the thesis's case study, using top-down analysis to explain program criteria and the methodology of organizational leadership levels from the strategic level gradually to the operational level, and to logically describe the required impact. Bottom-up analysis shall be used to clarify the thesis's case study hypotheses and the degree of impact of applying strategic practices through PMOSs' tactical role on enhancing program management performance.

*** METHODOLOGY**

This is a logical descriptive study conducted in a non-contrived setting to describe the impact of strategic practices through PMOSs (the independent variable) on the Enhancing of programmes management performance in Egypt and international cooperation programmes and organizations. The study uses both qualitative and quantitative methods.

*** Introduction**

Aim of the study is to logically describe and define the impact of strategic practices, leadership levels, and Programme Management Offices (PMOs) as tactical tools on leading and supporting organizations in achieving their required targets and evaluating

the level of success through programme and project key performance indicators ²(KPIs). The study shall use a case study of the Upper Egypt Local Development Programme³ (UELDP) to investigate the reasons for success and failure during the programmer's lifetime, and to assess the impact of unprofessional and weak strategic practices that take place during the programme which negatively or positively impacted the performance of the programmer's projects. The study shall also assess the impact of the establishment of a PMOs to implement professional and strategic practices for the programme, and the reality of the high link condition between strategic practices with PMO roles. The study shall conclude with recommendations for establishing PMOs as the main tool to integrate and implement strategic practices, and their effect on technical and executional sustainability management.

Aim of study to logic describe, defining impact of strategic practices, leadership levels with support of PMOs as a tactical tool lead, support organizations, achieving required Targets and evaluating level of success programme and projects KPI's that's related to Thesis case study hypotheses

and how degree impact of applying strategic practices through PMOs Tactical role for Enhancing programme and projects performance in international cooperation programmes and organizations. defines the process of managing the internal and external activities of organizations to obtain the goals over a given period. organizations therefore set up strategies and implement them to ensure a higher productivity and achieving their goals. scientific leaps that occurred in the field of strategic practices management, planning and economic disparities that led many countries to adopt strategic and administrative practices on scientific grounds required the establishment of a culture and foundations for strategic practices and led to the existence of Thesis theories related to these areas and the establishment of scientific and Thesis bodies that set a monument It was appointed by the constant updating of setting the methodologies necessary for sustainable development and reaching the economic development goals, whether for countries or organizations. One of the most important methods and tools used by the current strength is PMOs Programme Management office as an

² Key performance indicators

³ Upper Egypt Local Development Programme

organizational structure for monitoring, evaluation, control and guidance required for success of programmes, achieving stability for the entity of economic organizations in both public and private sectors Since the current strategic vision of Egypt wise leader 2030 aspires to achieving, aim to development in all sectors and organizations, the Researcher tries to reach with this Thesis recommendations necessary to establish a culture and scientific integrated vision to manage programmes by using by PMOs Programmes Management office and link PMOs with strategic levels to implement effective strategies achieving short, medium and long term strategic goals. over the years, on strategies enable Enterprises to adopt and ensure final products Quality and profitability. Scientists have developed many different theories lead Researcher followed by case study lacking of implement effective strategies in Egypt also big No's of programmes starts on 2016 as Case Study, programme for development local services and as one the programme component to construct development services in many branches, Researcher shall focus on

construction Component in UELDP programme for example(water and waste water projects- roads -bridges- box culverts- buildings -bridges, extra.) Researcher seek to investigate the reasons to success and failure during programme lifetime.

This Thesis describing impact of unprofessional and weak strategic practices that been taken at the 1st year of programme lurching through deferent years of the programme lifetime till establishing PMOs to implement professional and strategic practices for programme and both negative, positive impact to programme performance and the reality of the high link conditions between strategic practices with PMOs roles and recommendations to establishing PMOs as main tool to integrate and implement, effect to reach sustainability management.

Research Purpose

Aim of study to logic describe, defining impact of strategic practices, leadership levels with support of PMOs as a tactical tool leading, supporting organizations, achieve required Targets and evaluating level of success.

Programme KPI's that's related to Thesis case study Factors tracking

previous factors using top-down analysis to explain programme criteria and methodology organizational leadership levels from strategic level gradually to operational level and describe required impact bottom-up analysis shall clear Thesis case study hypotheses and how degree the impact of applying strategic practices through PMOs tactical role for enhancing programme performance in international cooperation programmes and organizations.

*** Case Study Upper Egypt Local Development Program UELDP**

The Upper Egypt Local Development Programme (Ueldp) is a government program in Egypt that aims to create an environment conducive to improving service delivery and private sector-led job creation in Egypt's lagging regions. The program has three pillars:-

- 1- Improving citizen engagement, transparency, monitoring, and evaluation systems
- 2- Improving service delivery for citizens through effective local administration
- 3- Improving competitiveness, infrastructure, and business environment for private sector growth and job creation

The World Bank Group-financed Upper Egypt Local Development Programme (UELDP) supports and leverages the implementation of the UELDP by bringing together regulatory reforms, organizational development, and investments. The UELDP aims to unlock the potential of Upper Egypt by addressing the key reasons for the limited impact investments have had in the past, namely:-

- 1- Limited mandates, effectiveness, and accountability of local administrations
- 2- Poor investment and business climate
- 3- Low levels of access and poor quality of infrastructure and services

The Programme duration is 2016-2023. The total Programme expenditure is estimated at US\$ 957 million, of which US\$ 500 million shall be provided by World Bank (IBRD/IDA) funding.

PDO Level Results	
<ul style="list-style-type: none"> Percentage improvement in business environment at the governorate level Infrastructure and service performance targets met Number of people and businesses benefiting from improved access to quality infrastructure and services (of which percentage women) Percentage of people and businesses expressing satisfaction with quality of infrastructure and services provided 	
Intermediate Results	
Results Area 1: Improving the business environment and competitiveness	Results Area 2: Improving access to quality infrastructure
<ul style="list-style-type: none"> Increase in occupancy rate in industrial zones in each of Qena Governorate and Sohag Governorate* Number of industrial zones in each of Qena Governorate and Sohag Governorate implementing their respective Industrial Zone Modernization Plan* Number of CCLs launched and implemented in each of Qena Governorate and Sohag Governorate* Number of district service centers that reduced by at least 25% their average processing times (in days) for issuing operating licenses and construction permits to businesses calculated on the basis of the methodology set out in the POM * GAFI OSSs established Number of investment opportunities identified and promoted Number of firms benefiting from BDS or cluster development activities Percentage of firms that demonstrate increased jobs, investment, exports, revenues, or productivity 	<ul style="list-style-type: none"> MAC met and minimum Performance Target achieved for given Fiscal Year by each of Qena Governorate and Sohag Governorate to receive infrastructure and services PGs* Cumulative value [EGP] of infrastructure and services investment expenditures paid by each of Qena Governorate and Sohag Governorate under the Programme that has been subject to technical audit and certified acceptable by technical auditor* Percentage of O&M plans that have corresponding budget allocated
Cross-cutting area: citizen and business engagement	
<ul style="list-style-type: none"> Citizen participation integrated into annual planning process Percentage of complaints resolved through upgraded GRM system Performance score on public access to key information 	

Table 1 PDO Level Results

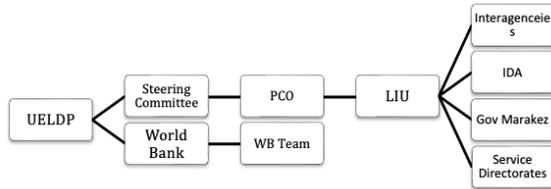


Figure 1 OBS For Upper Egypt Local Development Program

*** Literature Review**

1- Introduction: Strategic Management after World War II that strategy fully entered into the business world, which has since grown significantly and needed guidance, lines and paths to be followed by their entire structures. This growth increased organizational complexity and, together with the accelerated pace

of environmental changes It the Art & science of formulating, implementing, and evaluating, cross-functional decisions that enable an enterprise to achieve its long-term objectives. According to Huskisson (Madhok 2014, 69-76 [Huskisson 1999, 1-16]).

2- Strategic Practices Researcher in Thesis through describing importance of PMOSs shall deal with strategic practices from perspective of strategic management concepts and methodologies aligned with programme period and KPI's related to Thesis case study.

3- Implementing Strategies This is an important stage in strategic management process. Well-designed strategies may fail in implementation. Hence, adaptability of strategies and implementation process should be clearly mentioned while formulating strategy. It is the strategist's responsibility to take care of implementing strategies in accordance with the requirements of an enterprise.

* Strategic Planning VS Operational Planning⁴

Strategic Planning	Operational Planning
Long-term (usually 5-10 years)	Short-term (1 year or less)
Focuses on future achievements and conditions	Achievements or targets annual
Weighs a series of alternatives before making fundamental choices made.	Planned activities represent choices already alternatives are not considered
Usually integrates several functions levels, components simultaneously	Tend to focus on one unit or related set of activities
Integrates strategies for resource mobilization with activities (sustainability plans)	Resources for implementation usually already identified
Usually requires ratification from governing structures	No formal action or ratification required

Table 2 comparison Strategic Planning VS Operational Planning

PMOs Organizations are increasingly adopting new, more flexible organizational forms to respond to challenges (Pettigrew, 2003). This has led to proposals for new theories of project management (Andersen and Turner, 2006).

Strategic practices refer to the transfer and implementation of strategic visions, goals, and plans to sub-strategic levels, forming the operational basis for organizations to achieve their strategic objectives. These practices can be classified as short-term, medium-term, or long-term.

In Egypt, the relevance of PMOs has grown significantly in the past decade due to their ability to increase project success rates and standardize

and predict project delivery. PMOs play an important strategic role by providing a tactical link between the strategic and operational levels of organizations. In this context, PMOs can help to formulate strategic objectives for the operational level, measure results, and provide recommendations for amending strategic visions. PMOs also promote scientific and participatory methods at all levels to achieve effective strategic practice.

Programme Management Office PMOs Definition PMOs an organizational structure that standardizes the programme-related governance processes and facilitates sharing of resources, methodologies, tools, and techniques. (PMP-PMI-6TH edition)

How can of PMOs Add-Value? Hurt and Thomas (2009) state that effective PMOs can bring value to an organization by addressing specific problems of project management and, when those are resolved, hold value by changing its' goals and objectives, structures and processes. Certain elements should be in place, between them: a long-time idea, sentimental,

⁴ Adapted from Haines, Stephen G. Successful Strategic Planning: Building a High-Performance

Business. Crisp Publications, Inc. Menlo Park, CA, USA. 1995.

Confidence, focused and quickly demonstrating value Project Management Office leadership, competent staff and a culture of discipline. Performance is often used as the ultimate dependent variable in the literature on companies. After checking of the contribution of PM to organizational performance and applied competing values framework to PM in order to define the organizational performance in the background of PM and its assessment criteria.

PMOs Liabilities Project Management Institute suggests the range from project management support to the direct management of projects (PMI 2008). APM list the minimum functional of a PMOs: administrative support and assistance to project managers, project information management. and assurance of project management processes (APM 2006). Governance and strategic management related liabilities (being mentioned in many literature sources and being an important part of a mature Project Management Office functional) were not included into the framework. This was in order to reduce the Thesis complexity, considering that in the

case organization projects are not the main part of the business delivery.

*** PMOs Types, Methodologies**

Supportive PMOs provide a consultative role to projects by supplying templates, best practices, training, access to information and lessons learned from other projects. This type of PMOS serves as a project repository. The degree of control provided by the PMOS is low.

Controlling PMOs provide support and require compliance through various means. Compliance may involve adopting project management frameworks or methodologies, using specific templates, forms and tools, or conformance to governance. The degree of control provided by the PMOS is moderate.

Directive PMOSs take control of the projects by directly managing the projects. The degree of control provided by the PMOS is high. (PMI-PMPBOK 7th Edition 2021)

*** Literature Review Conclusion**

The impact of PMOs on organizational performance and project performance is significant, but researchers have often neglected the importance of change management in

shaping employee culture to deal with PMOs, especially in Arab countries.

A vital gap in modern culture is the acceptance of information dependency or administrative entities within organizations as the main and pivotal carriers of the process of implementing and reviewing organizational strategies and training. The selection of qualified individuals to lead PMOs is critical, not only for the first leader but also for all subsequent leaders.

The administrative performance of PMOs as a strategic tool depends on several factors, most importantly the organization's challenges and ability to undergo structural change. Qualified individuals are essential for this type of managerial and strategic change.

The literature review has shown that PMOs can have a significant impact on organizational performance and project performance. However, researchers have often neglected the importance of change management in

shaping employee culture to deal with PMOs, especially in Arab countries.

*** Future research could focus on the following areas**

1- The role of change management in shaping employee culture to deal with PMOs, especially in Arab countries.

2- The development of a competency model for PMO leaders and staff.

3- The identification of the key factors that contribute to the success of PMOs in different organizational contexts.

4- The development of case studies of PMOs in Arab countries

*** Methodology**

Introduction This thesis relies on measurements and data collected from the UELDP program (case study), which is related to the thesis study factors. The thesis shall follow a logic-based approach to collecting and analyzing data according to sectoral type, as per the strategic plan and CIP plan for the years 2016-2017 to 2019-2020. The thesis shall assume relevant KPIs, which shall be logically described during the analysis. The baseline year for measurement is 2016-2017, and the time frame for measurement is four years. A percentage was taken of the strategic key performance indicators (KPIs) for measuring the strategic level,

considering contractual risk management to manage projects. Tactical and operational levels shall be measured using project-related KPIs. The analysis shall be conducted for the two governorates of the program, and the results shall be evident through the hypothesis, an overview of the component and structure of the program PMOs, and the results achieved until June 2020. The thesis shall use statistical analysis to show the program's maturity period and development measurements, and to discuss measurements related to the program's data as a strategic tool by tracking strategic practices that were implemented by PMOs in the UELDP program (case study).

Measurements Methodology This thesis relies on measurements and data collected from the UELDP program (case study), which is related to the thesis study factors. The thesis shall follow a logic-based approach to collecting and analyzing data according to sectoral type, as per the strategic plan and CIP plan for the years 2016-2017 to 2019-2020. The thesis shall assume relevant KPIs, which shall be logically described during the analysis. The baseline year for measurement is 2016-2017, and the

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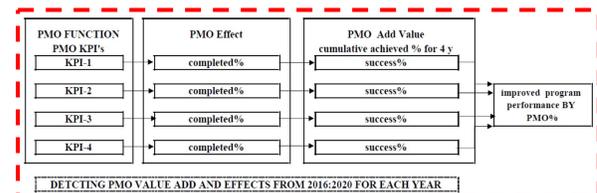


Figure 2 Detecting model for PMOs effect on ULEDP

Thesis KPI's Detecting PMOS Add-Value Model Definition, Discription A key performance indicator (KPI) is a measurable value

that demonstrates how effectively a company is achieving its key strategic goals. KPIs are used to track progress, identify areas for improvement, and make informed decisions about resource allocation.

In the context of this thesis, KPIs shall be used to measure the value added by PMOs to the UELDP program. The following table (Table No. 6) defines the KPIs that shall be used to assess the impact of PMOs on the UELDP program:-

| KPI | Definition |

1- On-time and on-budget project delivery | Percentage of projects completed on time and within budget.

2- Stakeholder satisfaction | Percentage of stakeholders who are satisfied with the performance of the PMO.

3- Cost savings | Amount of money saved through the implementation of PMO best practices

Evaluation Time Frame	Completed projects %	Finance disbursement %	Variations of projects%	Achieved targeted beneficiaries%
FY	KPI 1	KPI 2	KPI 3	KPI 4
2016-2017	Shall Be Consider as Baseline for Measuring Percentage of Improvements			
2017-2018	<ul style="list-style-type: none"> Accepted $\pm 5\%$ if another values the researcher shall define the KPI (1,2,3,4) as not accepted improvement in the KPI 			
2018-2019				
2019-2020				

Table 3 Detecting model / KPI's types / Time Frame

Data To reach logic hypotheses of Thesis Researcher logic describe case study UELDP programme History.

Within the context of the GOE to promote sustainable local development and create productive employment in the most needy governorates, an agreement was signed between Government of Egypt and World Bank for co-financing the upper Egypt local development programme, Qena Governorate and Sohag for 957 million US with partial funding from the World Bank (217 million\$) and Sohag (283 million\$), which aims to raise the competitiveness and economic efficiency of local units to provide basic services and provide infrastructure Services for citizens.

*** Related Historical Data for Ueldp Upper Egypt Local Development Programme**

Date	Event
October-2016	Signing programme agreement with World Bank
January-2017	Parliament approves programme agreement Officially
March-2017	launching programme by the Minister of Investment and International Cooperation and Minister of Trade and Industry
June-2017	Transfer of 1 st first installment of loan allocations by World Bank in amount of \$ 125 million
October-2017	A decision was issued to host the coordination office at the Ministry of Local Development after classifying the programme as "unsatisfactory" by the World Bank
December-2017	1 st first meeting of the Programme Steering Committee was held under chairmanship of excellency Prime Minister
March-2018	organizational structure of the programme was developed, and implementation began to be implemented by conducting financial transfer for the two governorates
August -2018	Finalizing the signing of interagency agreements with the implementing agencies and starting procurement process and implementation of projects
February-2019	Changing programme classification at the World Bank from "not satisfactory" to "moderately satisfactory"
August -2019	Finalizing preparation of the strategic medium-term plan 2019-2022 for the two governorates
January-2020	Programme Mid-term review

Table 4 Programme Historical Data

Despite the one-year delay in establishing the program management

office (PMO), which led to a delay in remittances from the World Bank and the actual start of program implementation, the PMO's wise leadership and the concerted efforts of its experts enabled the program to achieve a moderate performance rating from the World Bank, despite the fact that the delay deprived the PMO of the time needed to adequately prepare the executive units in the two program governorates to handle the administrative procedures for such programs.

The thesis assumptions shall be based on the program timeline and the results achieved on the ground, as follows:-

- 1- The PMO played a critical role in preventing the cancellation of the program and preserving the financial resources available from the approved loan.
- 2- The PMO's leadership and expertise enabled the program to achieve a moderate performance rating from the World Bank, despite the challenges faced.
- 3- The delay in establishing the PMO deprived the program of the time needed to adequately prepare the executive units in the two program governorates.

⁵ Artificial Intelligence

Findings discussion

Researcher used AI ⁵to calculate expected Improvement rate till the Closing date of the Case study fiscal year 2023-2024 as below

Fiscal year	Expected IP%	H1 Expected IP%	H2 Expected IP%
2020-2021	5-7%	60.06%	73.70%
2021-2022	7-9%	62.06%	75.70%
2022-2023	9-11%	64.06%	77.70%
2023-2024	11-13%	66.06%	79.70%

Table 5 expected Improvement rate

Expected IP% based on below assumptions

This estimate is based on the factors mentioned above, as well as on the assumption that Egyptian PMOs shall continue to adopt international best practices, invest in training and development, and develop and implement PMO strategies that are aligned with the organization's overall strategic goals.

It is important to note that this is just an estimate and the actual improvement rate may vary depending on the factors mentioned above. However, this estimate provides a general idea of what to expect in terms of PMO improvement in Egypt in the coming years.

*** The expected PMO's improvement rate in Egypt from 2021 till 2024 is 5-10%. This is based on the following factors:-**

- 1- The increasing adoption of PMO practices in Egypt

2- The growing awareness of the benefits of PMO

3- The government's support for PMO development

4- The availability of trained and experienced PMO professionals in Egypt

However, it is important to note that the actual improvement rate may vary depending on a number of factors, such as the specific industry, the size and complexity of the organization, and the overall business environment.

*** Comparison PMOs in Egypt and KSA**

Characteristic	Egypt	KSA
Government initiatives	The government has issued a number of initiatives to promote the establishment of PMOs in the public and private sectors, including the establishment of the Egyptian Program Management Association (EPMA) and the issuance of a decree by the Prime Minister requiring all government agencies to establish PMOs.	The government has also issued a number of initiatives to promote the establishment of PMOs in the public and private sectors, including the establishment of the Saudi Project Management Association (SPMA) and the issuance of a decree by the Crown Prince requiring all government agencies to establish PMOs.
Private sector adoption	A number of Egyptian companies have established PMOs in recent years, including Orascom Telecom, CI Capital, and Hassan Allam Construction.	A number of Saudi companies have also established PMOs in recent years, including Saudi Aramco, SABIC, and Saudi Electricity Company (SEC).
Challenges	Lack of awareness and understanding of PMOs, limited resources, and resistance to change	

Table 6 Comparison on PMOs Application in Egypt and KSA

*** Recommendations and Conclusions**

PMOs types comply with sectors criteria in Egypt Logic Thesis findings and results regarding Thesis conclusion, through questionnaire and Egyptian locale market Thesis applied area that 2nd type shall be aligning

with public sector where's 3rd type shall be aligned with private and NGO's sectors.

Sector	PMOs TYPE
Public sector	2 nd controlling PMOs 's
Private sector	3 rd directive PMOs 's

Table 7 Sectors and recommended PMOs * what's the main tasks description of PMOs to be effective in any type of Organizations or programme?

No.	Main tasks description
1	Governance and standardization of organization strategic vision
2	Strategic vision alignment through organizational leadership levels
3	Formulation and updating strategic plans
4	Resource management
5	Mentoring and coaching
6	Tracking, auditing and reporting to strategic level
7	Demand and value management

Table 8 Main tasks of effective PMOs * Thesis findings to processing for establishing concept, methodology, culture and activating effective practicing strategic tool programme management office PMOs

To establish a PMO through strategic practices, organizations:-

1- Define the PMO's purpose, mission, and scope. This includes identifying the PMO's key stakeholders and their needs, as well as the PMO's role in the organization's overall strategy.

2- Assess the organization's current project management maturity level. This shall help to identify the areas where the PMO can make the biggest impact.

3- Develop a strategic plan for the PMO. This plan should outline the

PMO's goals, objectives, and key performance indicators (KPIs). It should also include a timeline for implementation and a roadmap for continuous improvement.

4- Establish the PMO's governance structure. This includes defining the PMO's reporting relationships, decision-making processes, and communication protocols.

5- Build the PMO's team and resources. This includes identifying the skills and experience required for the PMO's staff, as well as the tools and technologies that the PMO needs to operate effectively.

6- Implement the PMO's strategic plan. This involves putting into place the PMO's processes, tools, and templates. It also involves training and educating staff on how to use the PMO.

7- Monitor and evaluate the PMO's performance. This involves tracking the PMO's progress against its KPIs and making necessary adjustments to the strategic plan as needed.

Align the PMO with the organization's strategic goals. The PMO should be seen as a strategic partner that can help the organization to achieve its goals and objectives.

Build relationships with key stakeholders. The PMO should

develop and maintain strong relationships with key stakeholders, such as senior management, project managers, and functional managers. This shall help to ensure that the PMO has the support and resources it needs to be successful.

Promote a culture of continuous improvement. The PMO should be constantly looking for ways to improve its processes and services. This can be done through feedback from stakeholders, benchmarking against other PMOs, and industry best practices.

Invest in training and development. The PMO should invest in the training and development of its staff. This shall help to ensure that the PMO has the skills and experience it needs to be successful.

8- Final Conclusion Through the structure of thesis, researcher explain according to the academic requirements that Programme Management Offices (PMOs) play a vital role in improving the success rate of programmes. PMOs act as strategic practitioners by aligning programmes with organizational goals, enhancing communication and collaboration, improving risk management,

increasing efficiency and productivity, and supporting decision-making.

9- Aligning programmes with organizational goals ensures that the organization is investing its resources in the right areas. PMOs do this by developing and implementing programme management plans, monitoring progress, and providing regular updates to senior management. This helps to ensure that programmes are aligned with the organization's overall strategy and objectives.

10- Enhancing communication and collaboration between different stakeholders involved in a programme is essential for success. PMOs play a key role in facilitating communication and collaboration by providing a central point of contact and communication. This helps to avoid misunderstandings and delays. Improved communication and collaboration can lead to better decision-making and improved programme performance.

11- Improving risk management is another key function of PMOs. PMOs identify and manage risks associated with programmes by developing risk management plans and implementing appropriate mitigation measures. By proactively addressing risks, PMOs

can help to reduce the likelihood of negative impacts on the programme. This can lead to improved programme performance and reduce the likelihood of costly mistakes.

12- Increasing efficiency and productivity is essential for successful programmes. PMOs help to increase efficiency and productivity by developing and implementing standard procedures and processes. This helps to reduce duplication of effort and streamline workflows. Improved efficiency and productivity can lead to better programme performance and reduced costs.

13- Supporting decision-making is another key function of PMOs. PMOs provide senior management with the information and insights they need to make informed decisions about programmes. This is done through collecting and analyzing data on programme performance, risks, and issues. By providing accurate and timely information, PMOs can help to improve the quality of decision-making and reduce the likelihood of costly mistakes. Improved decision-making can lead to better programme performance and outcomes.

14- Overall, PMOs act as strategic practitioners by providing a number of

benefits that can improve the success rate of programmes. By aligning programmes with organizational goals, enhancing communication and collaboration, improving risk management, increasing efficiency and productivity, and supporting decision-making, PMOs can help organizations to achieve their programme goals and objectives.

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