

T.C.  
UNIVERSITY OF GAZIANTEP  
GRADUATE SCHOOL OF SOCIAL SCIENCES  
DEPARTMENT OF BUSINESS ADMINISTRATION

THE FACTORS THAT AFFECT THE PERFORMANCE  
OF NON-GOVERNMENTAL ORGANIZATIONS

MASTER'S THESIS

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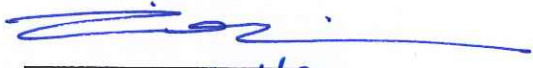
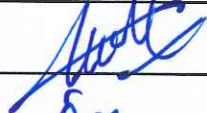

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**The Factors That Affect the Performance of Non-Governmental  
Organizations**

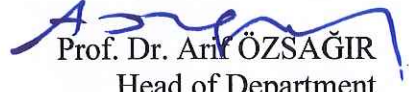
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**ÖZ****SİVİL TOPLUM KURULUŞLARININ PERFORMANSINA ETKİ EDEN  
FAKTÖRLER**

ALELAIWI, Mhd Subhi  
Yüksek Lisans Tezi, İşletme ABD  
Tez Danışmanı: Doç. Dr. İbrahim Halil SEYREK  
Mayıs 2017, 50 sayfa

Günümüz dünyasında, Sivil Toplum Kuruluşlarının (STK) önemi her geçen gün artmaktadır. STK'ların amaçlarına ulaşmaları için yüksek performans göstermeleri önem arz etmektedir. Bu çalışmanın amacı STK'ların performansını etkileyebilecek faktörleri belirlemektir. Bu amaçla 103 STK'dan veri toplanmıştır. Verileri toplamak için bir anket kullanılmıştır. Toplanan veriler tanımlayıcı istatistikler, faktör analizi ve kısmi en küçük kareler yapısal eşitlik modeli kullanılarak analiz edilmiştir. Yapılan analizler sonucunda izleme ve değerlendirme STK'ların performansını etkileyen en önemli etken olduğu tespit edilmiştir.

**Anahtar kelimeler:** Sivil Toplum Kuruluşları, İzleme ve Değerlendirme, Performans

**ABSTRACT****THE FACTORS THAT AFFECT THE PERFORMANCE OF NON-  
GOVERNMENTAL ORGANIZATIONS**

ALELAIWI, Mhd Subhi

M. A. Thesis, Department of Business Administration

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In today's world, Non-Governmental Organizations (NGOs) have become very important. In order for NGOs to reach their goals, it is important to show high performance. The aim of this study is to determine the factors that might affect the performance of NGOs. For this purpose, data were collected from 103 NGOs in Turkey. A questionnaire was used to collect the data. The collected data were analyzed using descriptive statistics, factor analysis and partial least squares structural equation modeling. As a result of analyses, it was found out that monitoring and evaluation M&E is the most important factor that affect the performance of NGOs.

**Key words:** Non-Governmental Organizations, Monitoring and Evaluation, Performance

## ÖNSÖZ

Konu seçimi başta olmak üzere çalışmanın gerçekleştirilme aşamasında titiz, özenli ve değerli katkılarından dolayı, kıymetli zamanını benimle paylaşan danışman hocam Doç. Dr. İbrahim Halil SEYREK'e teşekkürlerimi sunarım. Hayatım boyunca bana maddi ve manevi destek olan, günlere gelmemde büyük emeği olan babam Ahmet ALELAIWI, annem Nour ALELAIWI ve sevgili akraba Bana ASFAR ile Mervet ALELAIWI'ne minnettar olduğumu ifade etmek isterim.

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## SECTION ONE INTRODUCTION

### 1.1. Introduction

The idea of this research came from the fact that many non-governmental organizations (NGOs) are currently work in Turkey and especially in Gaziantep on the Syrian crisis and refugees.

6.5 million people are internally displaced in Syria due to the conflict – approximately 30 per cent of the population. Most have been displaced several times. Many Syrians continue to leave the country entirely despite greater restrictions along the border, as they lose hope that a stable future for their families is possible in Syria.

Reaching people in need inside Syria remains a challenge that humanitarian organization face every day from Jordan, Lebanon, Turkey, Iraq and from within Syria itself. Just because an area is “reached” does not mean that all the most basic needs automatically are covered. Often a multi sectorial response is required but not all assistance or service is available resulting in people being reached but not comprehensively as may be required. Most people in need require assistance and services in a sustained manner, which is difficult in this conflict environment and the reality that longer term, or durable solutions, are not present.

More than two hundred NGOs in Gaziantep are working on Syrian crisis. They are receiving many grants from donors and they have most probably enough human resources as volunteers or paid, but we can see clearly low outcomes and performance with reference to the huge resources that they have, and most probably, not all their beneficiaries are feeling good with the services that they are providing or with touching their exact needs.

This research aims to answer the following two questions:

- How efficiently and effectively are those NGOs performing and utilizing their resources (money and human)?
- What are the factors that are affecting the performance of NGOs?

The study comprises of nine sections: section one is the introduction; section two is literature review which is related to the subject of the study, the literature review explains the concept of NGOs, performance in NGOs, managerial skills and monitoring and evaluation concept; section three explains the hypothesis and research model; section four explains the methods that were used for data collection and analysis; section five describes the results of analyses, findings and discussions; section six includes the conclusion, recommendations and suggestions; section seven includes the research limitations; section eight mentions some references; finally section nine includes some appendixes.

## SECTION TWO LITERATURE REVIEW

### 2.1. Non-Governmental Organization (NGO)

A non-governmental organization (NGO) is not a part of a government side or a profit business. It is usually established by group of persons and funded by donors as: Governments, companies, businesses, institutions, other NGOs or individuals.

NGOs should adhere to the following four humanitarian principles while they are providing aids to people whom are affected by a crisis

- HUMANITY
- IMPARTIALITY
- NEUTRALITY
- INDEPENDENCE

There are some definitions of the term, organization. However (John Richard Horne, 2016) defined the organization as an entity that:

- Is composed of multiple people (a talent base) joined for a purpose using some combination of other resources such as materials, machinery, money, methods, and infrastructure.
- Has an agreed-upon purpose for its existence. This purpose can be of a specified duration, such as in a project, or a recurring business process for on-going business concerns.
- Can be part of a larger entity, as in part of a 'whole' organization or associated by some community of practice.
- Typically has a standard set of doctrine, procedures, and culture to guide its accomplishment of its mission.
- Can and should have performance measures, metrics and standards by which to guide behaviors towards some targeted level.

The number and size of NOGs is increasing day after day. Today most of NGOs are working to find donors and new sources for funding in order to cover their

operation costs. Donors are now demanding more professionalism and accountability from their partners (Marc Lindenberg, 2001).

The World Bank, for example, defines NGO as an implementing body to activities that decrease suffering, fill the exact needs of the poor and most vulnerable persons and provide the basic social services for community. (World Bank, 1995).

The NGOs could be mentioned in different names, like: Civil Society Organizations (CSOs), Private Voluntary Organizations (PVOs), charities, non-profits charities/charitable organizations, third sector organizations and so on.

Non-governmental organizations (NGOs) work in many sectors/clusters. Some of them work in one sector and most of them work in more than one sector. For example: Education is one sector, food security is other sector and so on. For each sector there is a leader from one of the UN (united nation) agencies and OCHA (Coordination Office for Humanitarian Affairs) is usually coordinating between those sectors/clusters and conducting monthly meeting in each sector with local and international NGOs who are working on the same crisis.

With reference to OCHA (the Coordination Office for Humanitarian Affairs) website (<http://www.unocha.org>), those sectors are reflected in the figure 1 as follows:

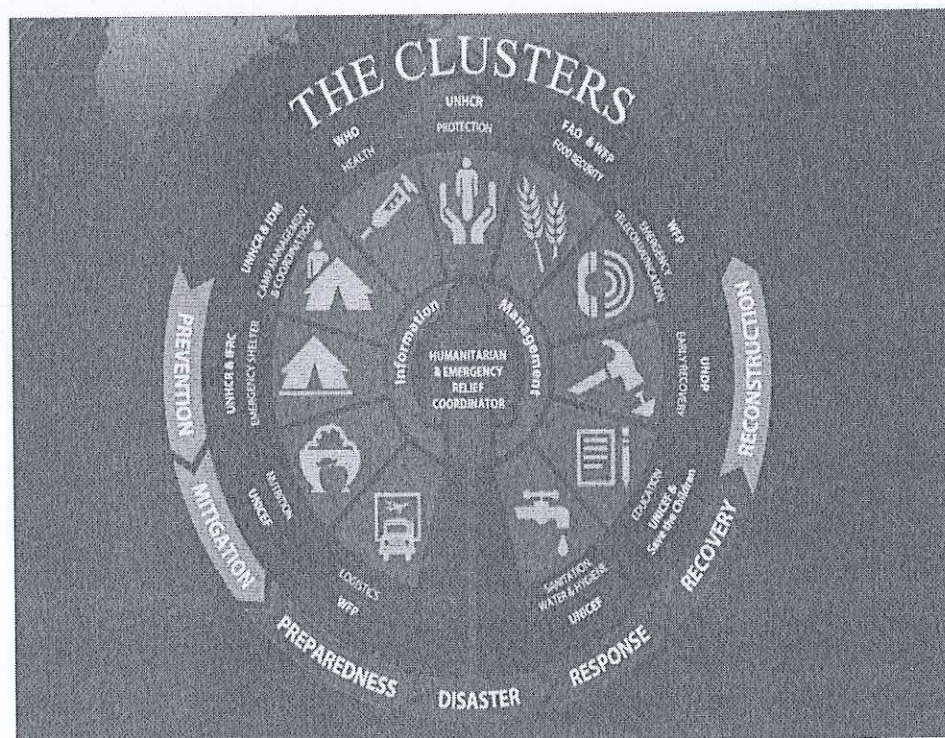


Figure 1. NGOs sectors/clusters

In the Syrian context, OCHA (Coordination Office for Humanitarian Affairs) is working with other OCHA offices in other countries like Jordan and Turkey on the Syrian crisis in order to support the development, implementation and monitoring of the 2016 Humanitarian Needs Overview (HNO) and Response Plan (HRP). These provide an overarching framework for the humanitarian response inside Syria from Damascus, or Turkish and Jordanian borders, helping to prioritize the available resources for the most affected areas and people in need, increase access and response capacity and advocating for increased protection through more joined up responses across the three hubs (Syria, Jordan, Turkey).

OCHA Syria supports the Syria coordination structures including eight sectors and two clusters, sub-sectors, inter-sector coordination mechanism and the Syria Humanitarian Country Team under the leadership of the Humanitarian Coordinator for Syria. The office also work with other OCHA offices responding to the crisis inside Syria to support Whole of Syria coordination and related mechanisms.

The OCHA Syria Country Office is coordinating with humanitarian partners (local and international NGOs) and other stakeholders across the country including Aleppo, Al-Hasakeh, Damascus, Dara'a, Hama, Homs, Idleb, Lattakia, Rural Damascus and Tartous to enable timely, effective and principled response to assessed needs and increase access.

Striving to respond to the needs of those most affected in the most under-served areas, OCHA coordinates cross-line inter-agency access to besieged and hard-to-reach areas and carries out access monitoring and analysis in support of operations as well has both local and global advocacy.

OCHA Syria manages the Syria Humanitarian Fund (HF) under the leadership of the Humanitarian Coordinator, which allocates funds to respond to acute needs within the framework of the Humanitarian Response Plan, or in response to unforeseen needs. The Syria HPF target amount for 2016 is US\$60 million.

## 2.2. Measures of Performance

The concept of performance is defined as the ability to get the necessary resources for keeping the organization is survival and sustainable. The measure of performance in NGOs continues to be a challenge on what are the best measures of that could be used in order to measure the performance in charity parties. (Agyenim Boateng1, 2015).

There are five sides in order to measure the performance of NGOs:

- (1) Financial side
- (2) Client satisfaction side
- (3) Management effectiveness side
- (4) Stakeholder involvement side
- (5) Benchmarking side

Aldrich finds the cost of fundraising and its effectiveness to be an important measure of performance in UK charities (Agyenim Boateng1, 2015).

Performance of firms is reflected in profitability, sales, return on investment, growth in turnover, volume, profit and employment (Nguyen Minh Ngoc, 2012).

Here the author describer performance from profit organization side, but in fact the concept is the same, when he said for example profit, we could say what is the size of grants that the organization is receiving and how much is the cost and what is the benefit that we got for beneficiaries (outcomes) and when he said growth in turnover, this is also the same when we say how much the organization is growing in their annual budget and programs, and so on...

Performance measurement has been defined by several notable scholars. Hatry considers performance measurement to consist of regular measurement of the results (outcomes) and efficiency of services or programs (Aristigueta, Maria, 2016).

NGOs performance concept includes all factors that are related to the organization's success and activities like efficiency, effectiveness, quality, and productivity, quality of work life, innovations and profitability.

Efficiency means the utilization of inputs (money, human resources, materials,) and doing the things in the right way. Productivity examines the output of a production process including quantity and quality of products and services. Effectiveness is connected to outcomes and benefits in the relation to the specific organization's objectives and customer needs, while profitability is related to the relationship between revenue and costs.



The focus of the programs is to improve the performance indicators of organizations like quality, productivity, competitiveness etc. the programs help in human resource development and in enhancing efficiency of the organizations.

The efficiency is a measure of the internal mechanisms of value creation in the conversion of inputs into tangible outputs. This concept relates to the relative ease or difficulty in how an organization goes about its value-creation business. Efficiency is the ability to produce something of value without waste, in terms of either materials, time, or energy. It is the quality or degree of being efficient (John Richard Horne, 2016).

There are internal and external measures to performance. The internal measures focus on factors as fundraising efficiency, absence of repeated financial deficits, cost and growth positions and fiscal performance. Aldrich finds that the spent money on fundraising in an effectiveness way is an important measure of performance in UK charities. On the other hand, the external factors focus on the relationship between the organization and its environment, where the ability to build a good relationship and satisfy the key external actors in their environment seems to be important to an organization's survival and performance. The most common measures of performance include beneficiary's satisfaction. Murray summarized performance measures into how well an organization has achieved the planned specific objectives.

The NGOs performance could be measured from the following factors (Agyenim Boateng1, 2015):

- Quality of service: As we know all NGOs usually provide services to beneficiaries in multi sectors, but how much is the quality of services that NGOs are providing for their beneficiaries could be a good indicator to distinguish between NGOs who is bad, good or better.
- Beneficiaries/clients satisfactions: How much is the beneficiaries are satisfied about the provided services by NGO could be another indicator of measuring how good this NGO is performing.
- Achieving objectives and effectiveness: How much is the NGO achieving the predefined goals in the implemented projects and at the end to achieve the NGO strategic objects in an effective way is also another indicator for measuring performance.

- Donor's sustainability: How much time are the donors continuing in finding the NGO with donor satisfaction is another indicator of measuring performance.
- Revenue growth: How much is the revenue growth in the NGO is other indicator for measuring performance. Growth rate =  $(\text{Ending Value} - \text{Beginning Value}) / \text{Beginning Value}$ . Example:  $((\text{Total revenue during 2016}) - (\text{Total revenue during 2015})) / (\text{Total revenue during 2015})$
- Programs spending: How much is the NGO is spending on the implemented programs and projects is another factor of measuring the performance of NGO. For example, let us say that the NGO is very good and professional from all sides but this NGO is spending nothing, which means is not providing any aid, sure at that time our saying and thinking about this NGO will be different.
- Fundraising expenses: How much is (the fundraising expenses divided by total income) in the NGO is another indicator for measuring performance.
- Labor turnover rate: How much is the labor turnover rate in the NGO during one year (number of left employees / total number of employees) is also another indicator for measuring performance.

### **2.3. Monitoring and Evaluation (M&E)**

Monitoring and evaluation are very important to be applied in order to track projects progress, assess the project design and the achievements of the defined project objectives and at the end to be able for decision making and gather lessons learned from implemented projects . By monitoring and evaluating the implemented projects, the NGO can design programs and activities that are more effective, efficient, and useful for the beneficiaries and community (Yumi Sera and Susan Beaudry, 2007).

The importance of monitoring and evaluation nowadays became very important in NGOs, where potential corruptions could take place with low accountability towards the beneficiaries and donors. The monitoring and evaluation could be considered as a quality assurance part in the project, where the process of doing the project activities are being monitored in order to deliver the project outputs efficiently and achieve the project objectives effectively (Yumi Sera and Susan Beaudry, 2007).

#### **2.3.1. What is Monitoring?**

Monitoring can be defined as a tracking to the ongoing project activities and outputs during the implementation of the project. Monitoring activity depends on checklist, asking questions and collecting data from field in order to validate what is going on the ground and reporting to the decision makers in the organization (Yumi Sera and Susan Beaudry, 2007).

#### **2.3.2. What is Evaluation?**

Evaluation is the systematic assessment of the implemented intervention (project or program) and the achieved results. The evaluation criteria are the relevance, efficiency, effectiveness, impact, and sustainability. The evaluation could be mid-term, post or ex-post and at the end, the evaluation gives lessons learned to the implementer and donor (Yumi Sera and Susan Beaudry, 2007).

While we are conducting monitoring and evaluation, we could ask many questions at different areas as:

- **Relevance:** Is there consistency between the proposed problem and needs with the intended objectives of the project?

- Efficiency: Are outputs of project being delivered in an economic way (cost-effective) and on time?
- Effectiveness: How much the project objectives were achieved and to what extent?
- Impact: What the intended and unintended positive and negative effects of the project?
- Sustainability: Are the benefits after the project is completed will continue?

The following figure shows that the monitoring and evaluation at different levels and it defines the common terms with examples (Yumi Sera and Susan Beaudry, 2007).

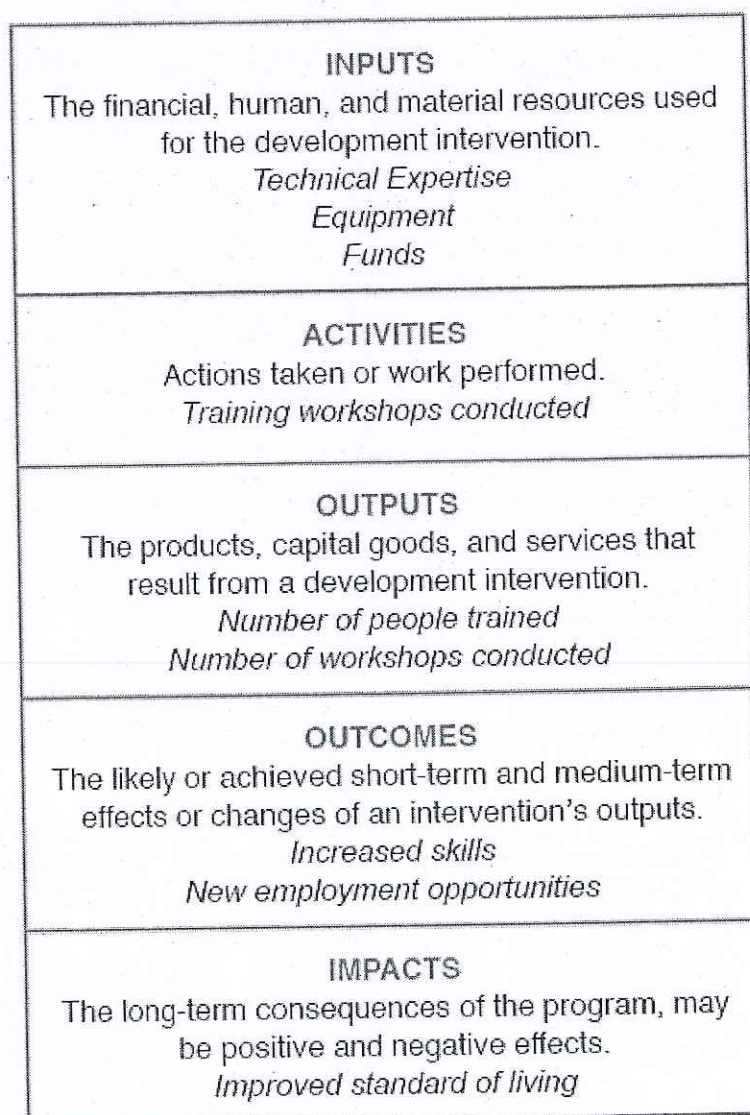


Figure 2. M&E in different levels

Many donors nowadays are requesting activating monitoring and evaluation (M&E) systems on the implemented projects by their partners. (Paul Crawford, 2003).

The following diagram shows how NGO success demands good performance and the good performance requires high efficiency and effectiveness and at the end those require implementing monitoring and evaluation system (Paul Crawford, 2003):

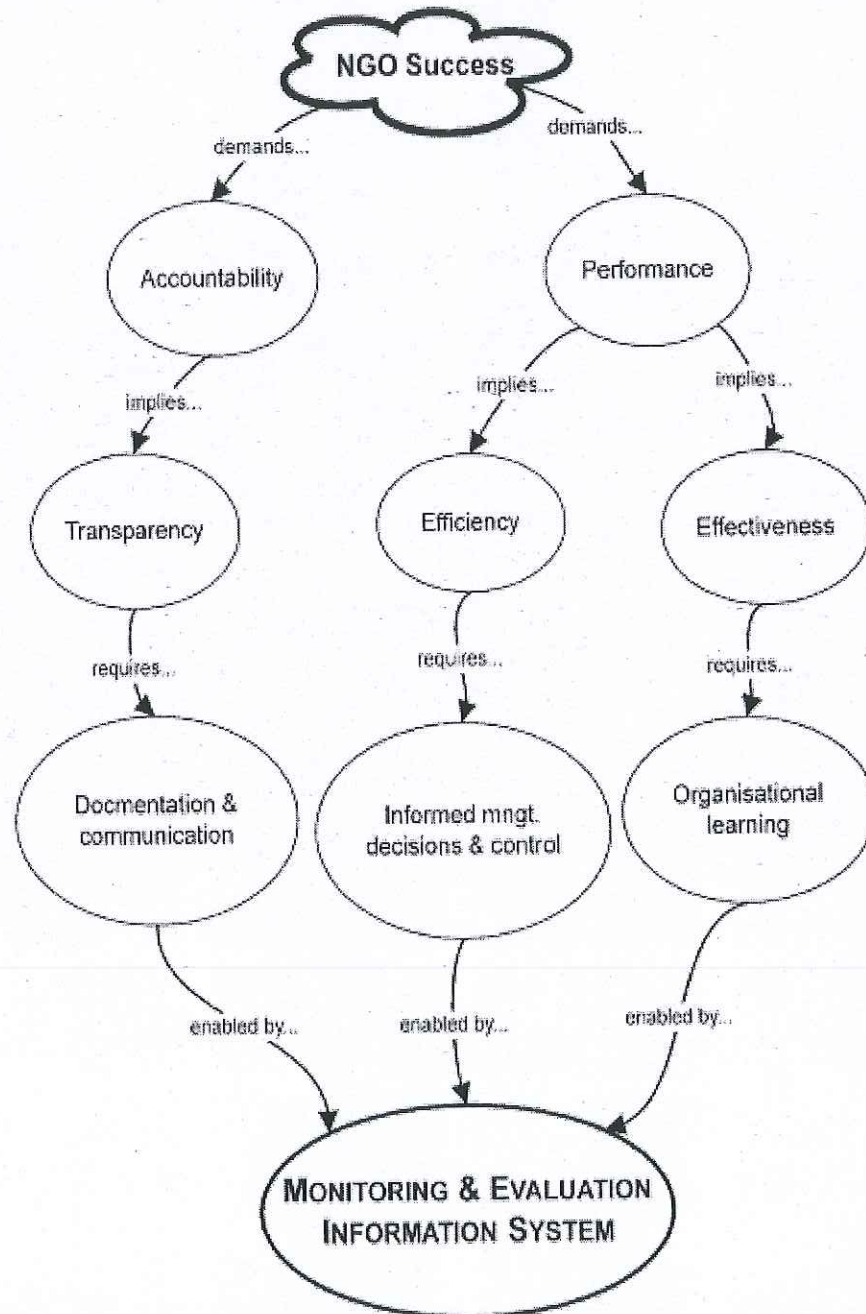


Figure 3. Mind map of the NGO operating environment

### 2.3.3. What is Logical Framework Approach (LFA)?

The LFA logical framework approach is a useful tool for project planning and monitoring and evaluation. The typical log frame format is presented in Figure 4, where it shows that the log frame contains 4 columns and 4 rows. We start filling the log frame as follows (IFRC, 2011) :

- Step 1 - Define the Impact or Goal of the project
- Step 2 - Define the Outcome or specific objective/purpose of the project that will contribute in achieving the goal.
- Step 3 - define the Outputs of the project that will lead to achieve the specific objects.
- Step 4 - Define the Activities of the project that will lead to deliver the project outputs

After that we fill the objectively variable indicators in order to be able to measure the achievements of outputs and specific objectives. Then we fill the column sources of verifications which means how will verify the defined indicators (for example: the progress report and photos of the project are source for verification and the monitoring and evaluation staffs on the ground are other source of verifications. At the end we fill the assumptions column which means the conditions that should be available while we are doing the project activities, delivering project outputs and achieving the project objectives (IFRC, 2011).

	Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Assumptions
Overall Objectives				
Operation Purpose				
Results				
Activities		Means	Costs	
				Pre-conditions

Figure 4. Typical log frame matrix structure

We can read this log frame as follows:

- If we do these activities, and the activity assumptions are achieved, then the project outputs will be delivered
- IF the project outputs are delivered, and the assumptions of outputs are achieved, then the project outcomes will be achieved.
- IF the project outcomes are achieved, and the assumptions of the project outcomes are achieved, then this will contribute to the Goal.

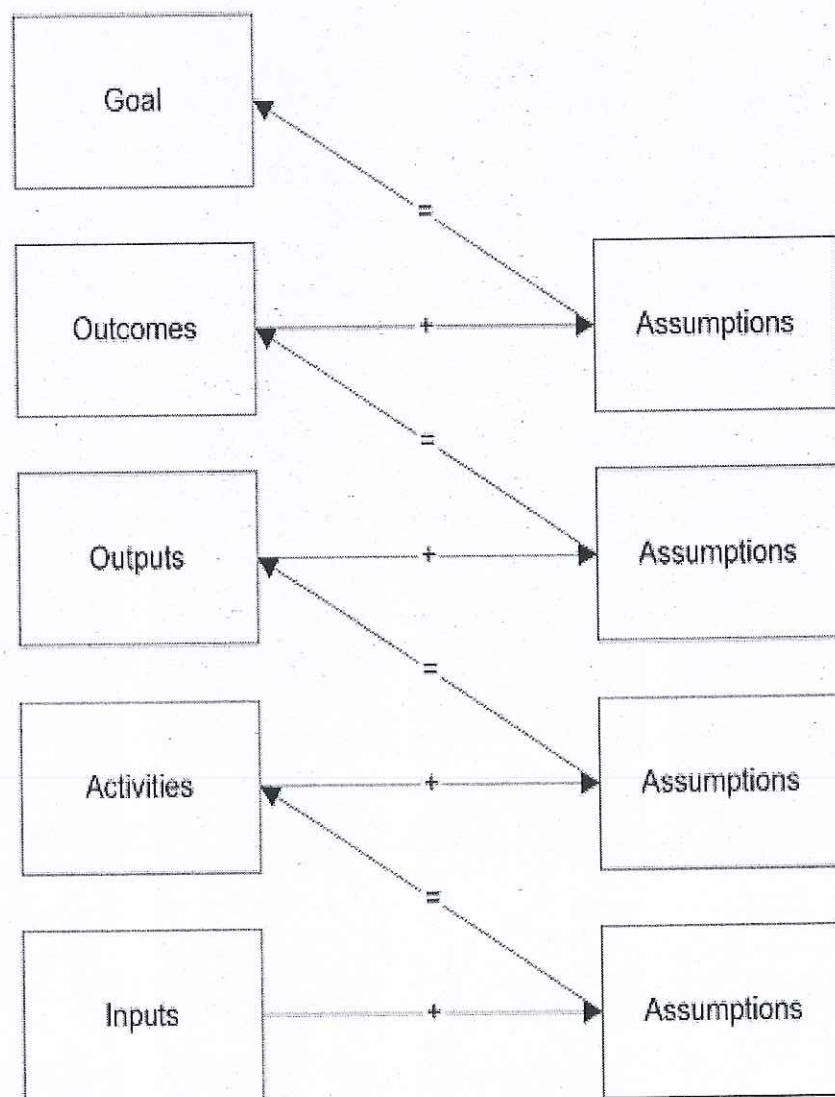
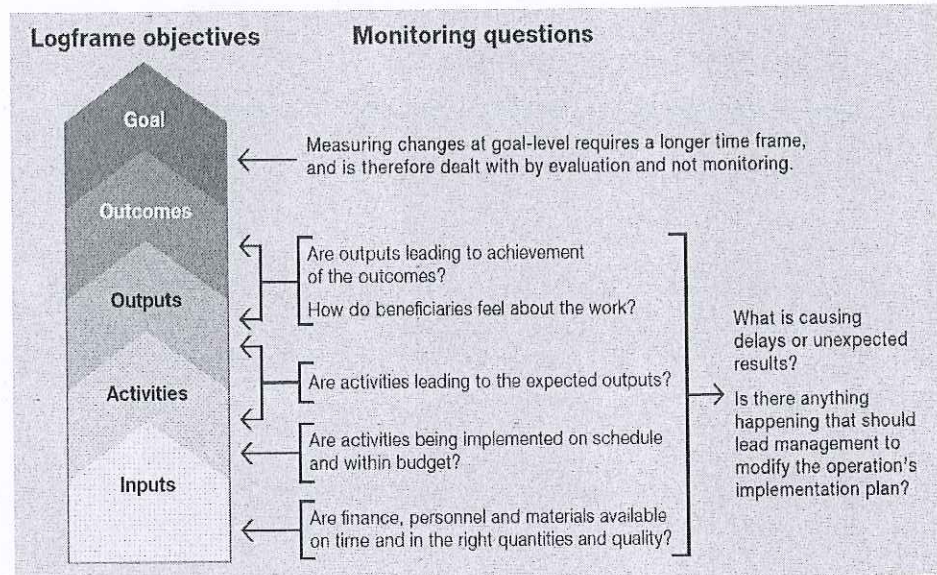


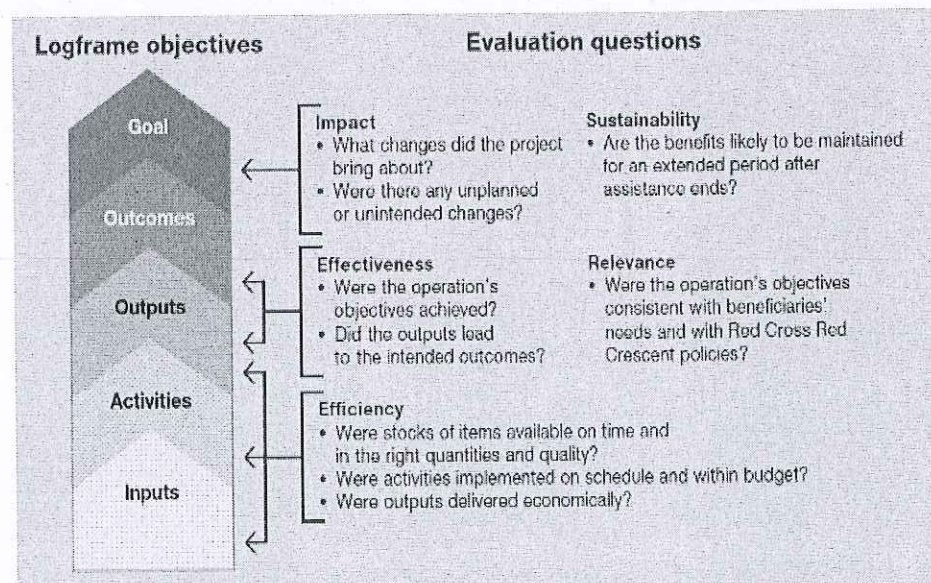
Figure 5. The IF-AND-THEN relationships in the log frame

The following diagram figure 6 highlights the key monitoring questions at different levels in the log frame (IFRC, 2011).



**Figure 6.** Monitoring questions in the log frame

The following diagram figure 7 highlights the key evaluation questions at different level in the log frame. (IFRC, 2011).



**Figure 7.** Evaluation questions in the log frame

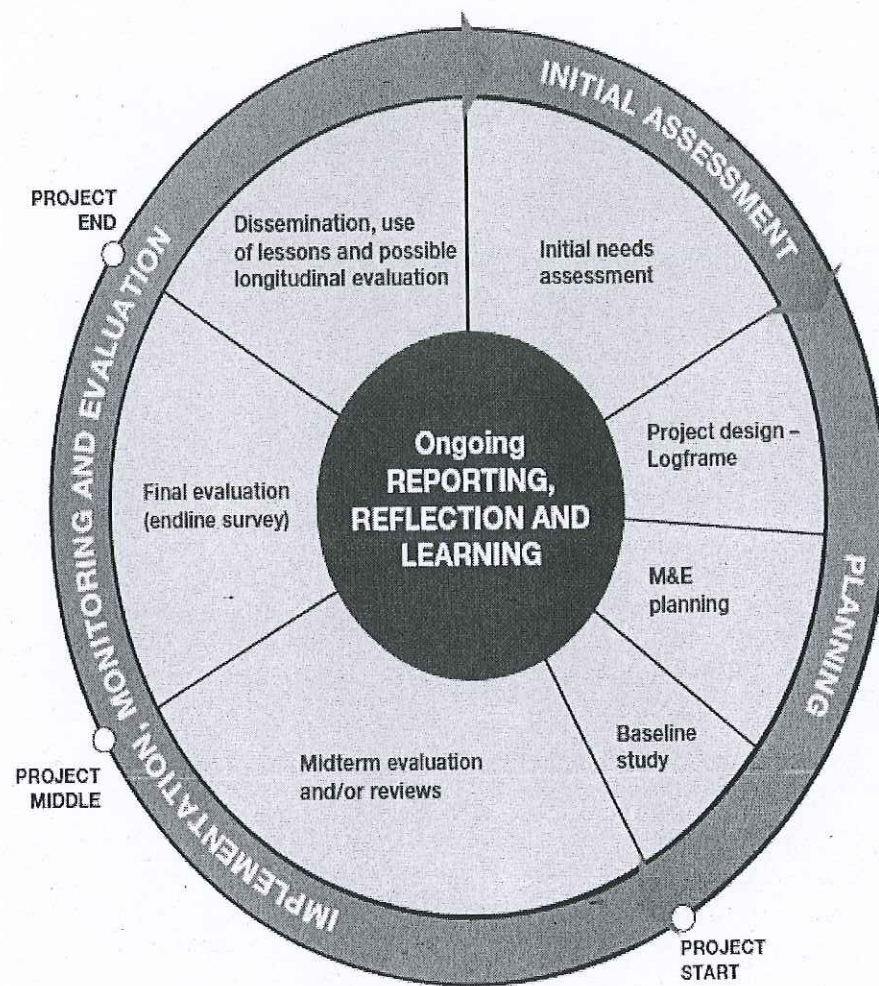
With reference to the ALNAP guidance (Anne Bay Paludan, 2003), there are the following seven criteria for evaluating humanitarian projects:



- Effectiveness  
Effectiveness means to which extent the project has achieved the predefined specific objectives (Anne Bay Paludan, 2003).
- Impact  
Impact look for the immediate and long-term, intended or not intended, positive or negative results after completing the project (Anne Bay Paludan, 2003).
- Efficiency  
Efficiency checks whether the process and project resources are used in an efficient and economical way (Anne Bay Paludan, 2003).
- Coverage  
Coverage check if all people in need were targeted whatever their race, religion and political party (Anne Bay Paludan, 2003).
- Relevance  
Relevance check if the project will fill the exact need and solve the proposed problem (Anne Bay Paludan, 2003).
- Sustainability  
Sustainability check if the benefit of the project will continue after the project is completed (Anne Bay Paludan, 2003).
- Coherence  
Coherence check if all actors are working and coordinating together toward the same goals (Anne Bay Paludan, 2003).

#### **2.3.4. Monitoring and Evaluation (M&E) and the Project Cycle**

For each project there is a life cycle that provides the usual stages for the life of the project before initiating the project, then to designing the project, planning the project, then implanting, monitoring and evaluating the project. The following Figure 8 shows this life cycle stages (IFRC, 2011):



**Figure 8.** M&E activities in the project cycle

These stages are explained as follows:

- Initial needs assessment.  
During this stage, data is collected in order to assess the beneficiaries' needs in the area of crisis and then to define the alternative possible solutions that could be implemented through projects (IFRC, 2011).
- Log frame and indicators.  
During this stage, a project is designed in log frame that includes the project-specific objectives, outputs, indicators, means of verification, and assumptions (IFRC, 2011).
- M&E planning.  
During this stage, a monitoring and evaluation (M&E) plan is developed that describes how the project will be monitored and evaluated. This plan

is developed with depending on the logical frame work indicators. For each indicator a special tool is used as questionnaire, checklist or other in order to check, measure or validated the mentioned indicators in the log frames in different levels of outputs and objectives (IFRC, 2011).

- Baseline study.

During this stage, a measurement to the current and initial conditions is done before the start of a project (IFRC, 2011).

- Midterm evaluation and/or reviews.

During this stage, assessing to the current status of the project is being done in order to decide what was achieved until now and if we will continue in the project or not (IFRC, 2011).

- Final evaluation.

This stage takes place at the end of the project to assess how well the project has achieved its intended objectives (IFRC, 2011).

- Dissemination and use of lessons.

Reporting and Learning should occur during the whole life cycle of the project and after the project is end, then the lessons learned from the project should be gathered and make them available for any one wants to implement similar projects in the future (IFRC, 2011).

In order to reach to project monitoring and evaluation plan, there are the following 5 steps (IFRC, 2011):

Step1. Developing Monitoring and Evaluation Data Collection Plan

Step2. Developing Monitoring and Evaluation Data Analysis Plan

Step3. Developing Monitoring and Evaluation Reporting Plan

Step4. Developing Monitoring and Evaluation Human Resources Plan

Step5. Developing Monitoring and Evaluation Budget Plan

We will go now to explain all those steps one by one.

### **2.3.5. Monitoring and Evaluation Data Collection Plan**

When planning for data collection, it is important to plan the type of data that will be used. There are two types: Quantitative and qualitative data.

Quantitative data measures and explains what is being studied with numbers (e.g. counts, ratios, percentages, proportions, average scores, etc). Quantitative methods use

structured approaches (e.g. coded responses to surveys) which provide precise data that can be statistically analyzed and replicated (copied) for comparison (IFRC, 2011).

Examples of quantitative data:

- 64 communities are served by an early warning system.
- 40 per cent of the households spend more than two hours gathering water for household needs.

Qualitative data explains what is being studied with words (documented observations, representative case descriptions, perceptions, opinions of value, etc). Qualitative methods use semi-structured techniques (e.g. observations and interviews) to provide in-depth understanding of attitudes, beliefs, motives and behaviors. They tend to be more participatory and reflective in practice (IFRC, 2011).

Examples of qualitative data:

- According to community focus groups, the early warning system sounded during the emergency simulation, but in some instances it was not loud enough.
- During community meetings, women explained that they spend a considerable amount of their day collecting drinking water, and so have limited water available for personal and household hygiene.

We should also determine the source of the data that we should collect and sometimes we use methods like triangulation method in which we depend on different sources for data collection and this helps to cross-check data and reduce bias to better ensure the data is valid, reliable and complete.

In this stage, we also should determine the sampling requirements. A sample is a subset of a whole population selected to study and draw conclusions about the population as a whole (IFRC, 2011). We should determine here if we will use random or non-random sampling method for data collection in addition to the sample size.

During this stage we prepare surveys which are a common method of gathering data for project monitoring and evaluation. Data is collected on the indicators that are defined in the logical frame work, so for each indicator we should develop a special survey to measure it (IFRC, 2011).

### **2.3.6. Monitoring and Evaluation Data Analysis Plan**

Data analysis is the process of converting collected (raw) data into usable information (IFRC, 2011).

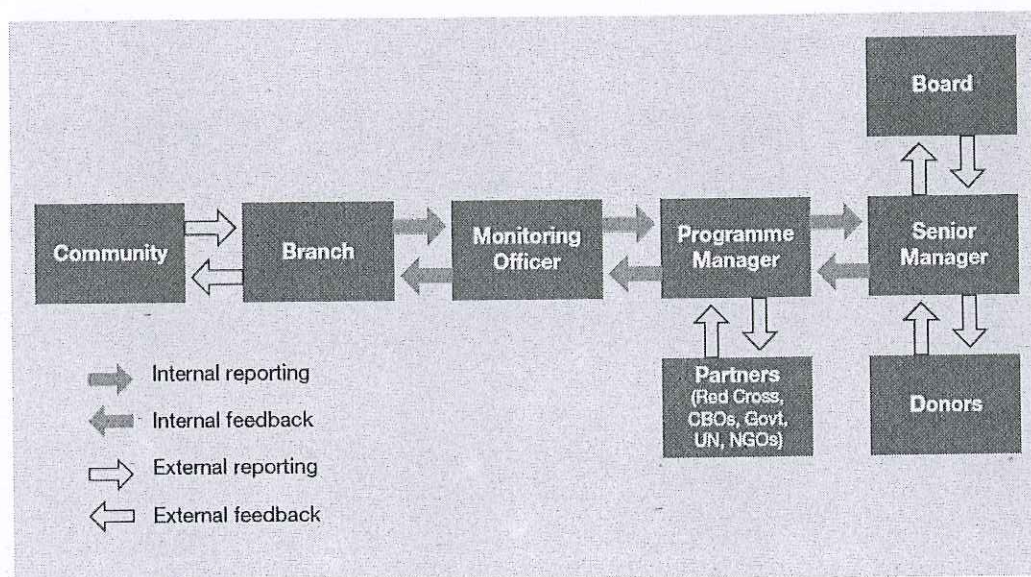
Data analysis should be appropriate to the outcomes and outputs that are being set out in the project log frame. For example:

- Analysis of output indicators is typically used for project monitoring to determine whether activities are being implemented according to the planned project schedule and budget. Therefore, analysis should occur on a regular basis (e.g. weekly, monthly and quarterly) to identify any variances or deviations from targets.
- Analysis of outcome indicators is used to determine impacts or changes – e.g. in people's knowledge, attitudes and practices (behaviors). For instance, an outcome indicator, such as HIV prevalence, will require more complicated analysis than an output indicator such as the number of condoms distributed. Outcome indicators are usually measured and analyzed less frequently. When analyzing this data, it is important to bear in mind that it is typically used for a wider audience, including project managers, senior managers, donors, partners and people reached.

At this stage we should determine the data analysis method that we will use in order to analyze the collected monitoring and evaluation data in addition how to present the data.

### **2.3.7. Monitoring and Evaluation Reporting Plan**

Reporting is the most visible part of the M&E system, where collected and analyzed data is presented as information for key stakeholders to use. Figure 9 provides an example of project reporting that can be useful in understanding the flow of information to key stakeholders. The blue arrows show which reporting lines are internal to the project team (branch, monitoring officer, manager, senior management), while the red arrows represent reporting to stakeholders outside the project team (Community, partners, donors, Board of Directors) (IFRC, 2011).



**Figure 9.** Information flows in project reporting

In this stage we should develop the format of the monitoring and evaluation report and who are the audiences for this report in addition to who is responsible for reporting.

### 2.3.8. Monitoring and Evaluation Human Resources Plan

It is important to plan for the human resources whom are responsible for the monitoring and evaluation processes and for that we should first determine the available monitoring and evaluation experiences that we have and then to identify any gaps between the monitoring and evaluation needs and available personnel, which will inform the need for capacity building or outside expertise (IFRC, 2011).

It is important to have well-defined roles and responsibilities at each level of the monitoring and evaluation system and then to assign a special tasks for each team member with reference to that.

### 2.3.9. Monitoring and Evaluation Budget Plan

At this stage we develop the needed fund for monitoring and evaluation activities. Examples of budget items include (IFRC, 2011):

- Human resources. Budget for staffing, including full-time staff, external consultants, capacity building/training and other related expenses, e.g. translation, data entry for baseline surveys, etc.
- Capital expenses. Budget for facility costs, office equipment and supplies, any travel and accommodation, computer hardware and software, printing, publishing and distributing M&E documents, etc. (IFRC, 2011).

#### 2.4. Managerial Skills

“Being an effective manager is not an easy task by any means regardless of the field of operation” Thadani (2010). The individuals are usually focusing on their assigned tasks, while the manager is accountable for the conducted tasks by his/her staff.

The main functions for managers are as follows:

- Planning: The managers should define their department objectives and activities then to establish strategies and plans in order to coordinate their department activities and at the end to achieve the department objectives (KAMEL M. MOGHRABI, 2014).
- Staffing: The managers should staff the right people who have the right skills and experiences in order to fill the gaps and positions in the department (KAMEL M. MOGHRABI, 2014).
- Organizing: The managers should develop work flows, procedures and processes in order to coordinate the department activities and the needed activities with other departments. And the managers should define the needed tasks to be conducted with assigning the right persons and putting priorities to the tasks (KAMEL M. MOGHRABI, 2014).
- Controlling: The managers should monitor and evaluate the performance to ensure that goals are being met and work is being done as it should be (KAMEL M. MOGHRABI, 2014).
- Directing: The managers should always compare the reached results with the expected and planned results and measure the performance (KAMEL M. MOGHRABI, 2014).

Wilson (2003) categorized manager's operational skills into three sets:

- Technical: This is related to manager's abilities to set objectives, planning tasks, solving conflicts and giving direction for solving problems (Wilson, 2003).
- Teambuilding: Managers must be able assign and define clear tasks to team, to listen to team carefully, to develop and coach team (Wilson, 2003).
- Drive: Managers should have the ability to maintain standards and appraise performance (Wilson, 2003).

The managerial skills that managers should have with reference to (KAMEL M. MOGHRABI, 2014) are:

1. Managers should put clear objectives for the team members. (Technical)
2. Managers should encourages participation, suggestions and initiatives by the team members. (Teambuilding)
3. Managers should put plans and organizes department activities in work flow. (Technical)
4. Managers should have technical background in order to answer questions correctly. (Technical)
5. Managers should work on team building, training, and coaching. (Teambuilding)
6. Managers should provide effective feedback. (Technical)
7. Managers should adhering to the schedules and deadlines while they are doing activities. (Drive)
8. Managers should controls details without being over. (Drive)
9. Managers should apply reasonable pressure for objectives accomplishment. (Drive)
10. Managers should motivate employees, empower them and delegate some of their duties to others effectively when needed. (Teambuilding)
11. Managers should give recognitions and rewards to the employees who are performing well. (Teambuilding).

Organizations nowadays are in need for managers who can achieve jobs in an efficient way, having technical, human and personal skills. They are capable to plan effectively and efficiently the resources to achieve the intended objectives, having the leader/manager behavior and skills of teambuilding, coaching and mentoring (KAMEL M. MOGHRABI, 2014).

Here are some of the personal managerial attitude and skills that characterize a good manager (Aida Pilav, 2016):

- I have a clear job description that gives a detailed description of my everyday tasks.
- My education and experience are fully appropriate for my current obligations/tasks.
- I clearly understand type of decisions that I can independently make.
- There is a clear Strategic plan of the health care institution.

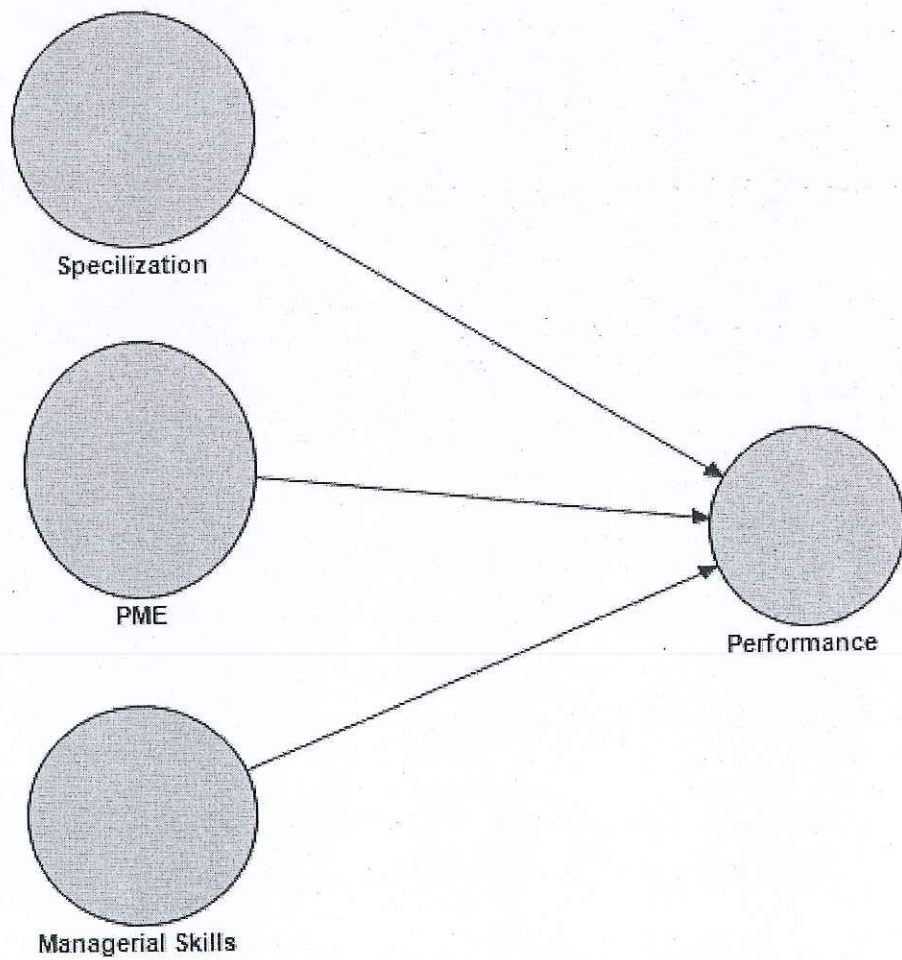


- I prepare written operative plans with set goals, execution deadlines and indicators to monitor the goals.
- I regularly discuss problems with my employees before I make a managerial decision.
- I do not wait long to have the decisions approved when needed.
- I regularly discuss problems with my superior.
- I have enough resources to improve work efficiency at my disposal.
- I have enough opportunities to promote my managerial capabilities.
- I have enough time to complete every task.
- There is regular evaluation of staff's performance.

**SECTION THREE**  
**MATERIAL AND METHOD**

**3.1. Research Model and Hypotheses**

The research model is shown in the following figure.



**Figure 10.** Research model

Based on the research model, the following hypotheses will be tested in this study.

**H1:** Specializations in NGOs improves the performance of NGOs.

**H2:** Conducting Projects Monitoring and Evaluation (PME) improves the performance of NGOs

**H3:** Managerial skills in field improve the performance of NGOs

### 3.2. Material

A special questionnaire was developed for measuring each of the performance of NGOs, project monitoring and evaluation (PME) and managerial skills with depending on the following:

- Reading some articles that are talking about the same subjects
- Meeting experts in finance and monitoring and evaluation M&E

After the questionnaire was ready, then it was tested by three persons and modified accordingly.

The questionnaire was prepared on Google form and distributed and filled by 103 persons from the workers in NGOs through the following tools:

- Face to face meeting
- Invitation to more than 60 NGOS to a special workshop

First of all, a pilot study is conducted to 25 users. Based on the feedback of pilot study, some minor modifications have been made to the questionnaire and the final form of the questionnaire was used to collect data from 103 persons (Sample size=103 persons from a round 60 NGOs), while the population of NGOs is a round 150 NGOs).

Most of the samples were selected randomly in Gaziantep, as the invitation to the workshop was sent to all NGOS in Antep, and the visitors came randomly without calling or specifying a special NGOS. I have chosen some non-random samples from the list of NGOs that I have and went to visit them for explaining the questionnaire and filling it by their employees.

### 3.3. Method

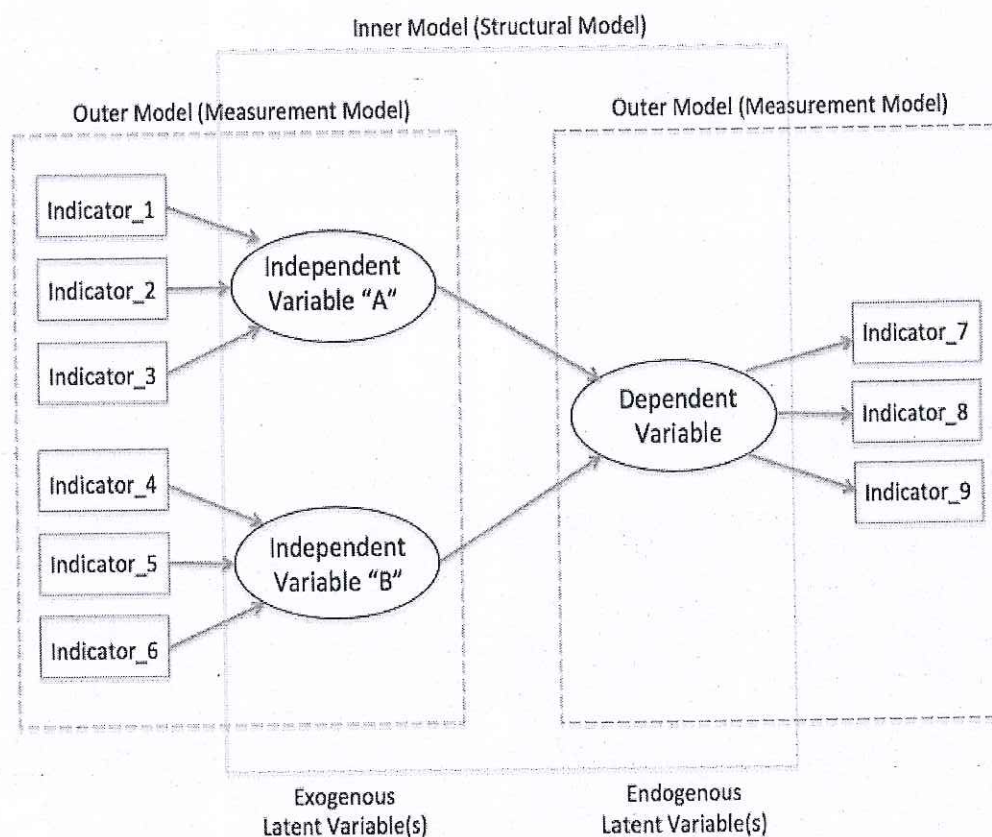
In order to summarize raw data, SPSS program was used for descriptive statistics. Moreover, PLS-SEM (Structural Equation Modeling) was used for factor analysis and path analysis

### 3.4. Partial Least Squares - Structural Equation Modeling (PLS-SEM)

Structural equation models (SEM) are very popular in many disciplines. The partial least squares (PLS) approach to SEM offers an alternative to covariance-based SEM, which is suitable for cases when data is not distributed normally.

Structural Equation Modeling (SEM) is a data analysis method that is common used in marketing research because it can test theoretically supported linear and additive causal models. Using SEM, Marketing researchers can examine the relationships between variables in order to prioritize resources for serving their customers in a better way (Ken Kwong, 2013).

There are two sub models in a structural equation model the first one is the inner model which define the relationships between the independent and dependent latent variables, and the second one is the outer model that define the relationships between the latent variables and their observed indicators (see Figure 10) (Ken Kwong, 2013). The variable in in SEM is exogenous or endogenous. The exogenous variable has path arrows pointing outwards and none leading to it and the endogenous variable has at least one path leading to it and represents the effects of other variable(s).



**Figure 11.** Inner vs. Outer Model in a SEM Diagram

When we perform PLS path modeling, some general directions should be directed. This is important, because PLS is still an emerging multivariate data analysis method, making it easy for researchers, academics, or even journal editors to let inaccurate applications of PLS-SEM go unnoticed. Defining the suitable sample size is often the first headache faced by researchers. In general, one has to consider the background of the model, the distributional characteristics of the data, the psychometric properties of variables, and the magnitude of their relationships when defining sample size. The sample size can be driven by the following factors in a structural equation model design (Ken Kwong, 2013):

1. The significance level
2. The statistical power
3. The minimum coefficient of determination ( $R^2$  values) used in the model
4. The maximum number of arrows pointing at a latent variable

## SECTION FOUR FINDINGS AND DISCUSSIONS

On this section of the study, findings obtained from the analyses will be given and discussed. First of all, descriptive statistics concerning the respondents of the survey will be shown. Secondly, the results of the factor analysis and correlation coefficients will be presented.

### 4.1. Descriptive Statistics

Descriptive statistics about genders, ages, and education levels of the persons who responded to the survey in addition to the number of working sectors of the organizations are done as described in the following tables.

Table 1. Distribution of Respondents by Gender

		G1:Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	46	44.7	44.7	44.7
	Male	57	55.3	55.3	100.0
Total		103	100.0	100.0	

The table shows 44.7% of respondents are female and 55.3% are male

Table 2. Distribution of Respondents by Age

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
G2:Age	103	19.0	50.0	31.981	6.4777
Valid N (listwise)	103				

The table shows that the average ages of respondents is 32 years

Table 3. Distribution of Respondents by Education Level

G3:Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Doctor	1	1.0	1.0	1.0
	Master	9	8.7	8.7	9.7
	Secondary	6	5.8	5.8	15.5
	Undergraduate	87	84.5	84.5	100.0
	Total	103	100.0	100.0	

Table 3. Discloses information about education level of respondents. 84.5% of respondents are undergraduates, 5.8% are secondary school graduates, and 1% are doctors whereas 8.7% have masters' degrees.

Table 4. Distribution of respondents by the number of sectors in NGOs

A					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.0	25	24.3	24.3	24.3
	2.0	36	35.0	35.0	59.2
	3.0	16	15.5	15.5	74.8
	4.0	17	16.5	16.5	91.3
	5.0	5	4.9	4.9	96.1
	6.0	1	1.0	1.0	97.1
	8.0	3	2.9	2.9	100.0
	Total	103	100.0	100.0	

Table 4. Is expressing that 24.3 % of NGOs are working in 1 sector, 35% are working in 2 sectors, 15.5% are working in 3 sectors, 16.5% are working in 4 sectors, 4.9% are working in 5 sectors, 1% are working in 6 sectors, and 2.9% are working in 8 sectors.

#### 4.2. Factor Analysis

At the first, the following questions in table 5 were developed for this research in order to measure the specialization in NGOs (A) , project monitoring and evaluation (B), managerial skills (C) and performance of NGOs (D) variables:

Table 5. Research questions for the variables A, B, C and D

Question code	Question
A	How many sectors/clusters is your organization working in? Example: Education is one sector & Health is another sector...
B1	Do you have active projects monitoring & evaluation department or active contract with third party monitoring?
B2	From 1 to 5, please rate the ratio of the projects that are fully being monitored and evaluated by your NGO during the last year
B3	From 1 to 5, please rate how much you are applying the defined Monitoring & Evaluation M&E policy?
B4	From 1 to 5, please rate how often you are preparing Monitoring & Evaluation M&E plan for projects?
B5	From 1 to 5, please rate how often you are conducting distribution monitoring or midterm monitoring and evaluation activities during projects?
B6	From 1 to 5, please rate how often you are conducting post evaluation for projects (after closing the projects)?
B7	From 1 to 5, please rate how often you are conducting analysis and preparing M&E report accordingly at the end of projects?
B8	From 1 to 5, please rate how often you are auditing projects and its authentications documents by conducting site visits by the M&E team on the ground?
C1	From 1 to 5, please rate how much there is a clear job description that gives every employee a clear description of everyday tasks in your department?
C2	From 1 to 5, please rate how much there is a clear strategic plan with measurable goals for your department?
C3	From 1 to 5, please rate how much there is a regularly discussion of work problems with employees before making a managerial decision by your manager?
C4	From 1 to 5, please rate how long you should wait to have the decisions approved when needed by your manager?
C5	From 1 to 5, please rate how much there is a regular evaluation of staff's performance by your manager?



C6	From 1 to 5, please rate how much your manager is solving the needs of employees with consistent and in a good way?
C7	From 1 to 5, please rate how much your manager is conducting an effective and productive meeting?
C8	From 1 to 5, please rate how much your manager is working on developing and raising the performance of their team (through trainings,)?
C9	From 1 to 5, please rate how much clear work procedures and processes are defined in your department?
C10	From 1 to 5, please rate how much your manager is an active listener and respecting his/her employees?
C11	From 1 to 5, please rate how much your manager is giving motivation to you?
C12	From 1 to 5, please rate how much your manager is solving conflict between employees in a good way?
C13	From 1 to 5, please rate how much your manager is delegating some of his/her major tasks to some employees in a good way in your department?
C14	From 1 to 5, please rate how much do you evaluate the communication and presentation skills to your manager?
D1	How much is the quality of services that you are providing for beneficiaries in your organization?
D2	How much is your client satisfaction (beneficiaries) in your organization?
D3	How much is the community involvement and contribution in your projects?
D4	How much on average are you achieving the predefined goals in your projects?
D5	What is the average time of donors sustainability with your organization (months)?
D6	What is the total number of services served to direct beneficiaries in the last year (example: Food basket is one service and health service is other service)?
D7	How much is good in term of providing the services in the proper and quick time to beneficiaries?
D8	What is the revenue growth in your organization during the last two years? Growth rate = (Ending Value - Beginning Value) / Beginning Value

	Example: $((\text{Total revenue during 2016}) - (\text{Total revenue during 2015})) / (\text{Total revenue during 2015})$
D9	What is the programs and projects spending (\$) in the last year?
D10	What is the (programs and projects spending divided by total income) in the last year?
D11	What is (the fundraising expenses divided by total income) in the last year?
D12	What is the labor turnover rate in the last year (number of left employees / total number of employees)?

Factor analysis was done in order to see the construct validity and the results were as follows in Table 6. The values of reliability scores are in Table 7.

Table 6. Factor loadings

	MgrSkills	PME	Performance	Specilization
A				1
B3		0.9224		
B4		0.9542		
B5		0.9683		
B6		0.9556		
B7		0.956		
B8		0.9351		
C1	0.7111			
C10	0.7945			
C11	0.7916			
C12	0.8497			
C14	0.7906			
C2	0.7223			
C3	0.7845			
C4	0.7522			
C6	0.8161			
C7	0.8116			
C8	0.7817			
C9	0.7965			
D10			0.7151	
D11			0.7387	
D3			0.9107	
D4			0.9546	
D5			0.7713	
D7			0.8142	
D9			0.6763	

Table 7. Reliability Scores

	Cronbachs Alpha	Number of Items
<b>MgrSkills</b>	0.9443	12
<b>PME</b>	0.9777	6
<b>Performance</b>	0.9097	7
<b>Specilization</b>	1	1

As we can see from these tables,  $\text{Alpha} > 0.7$  for the mentioned questions, so this means that those questions are relative and reliable.

### 4.3. Path Analysis

In order to see the relationship among the variables in the research model, a path analysis was performed using PLS-SEM. The correlations among variables are shown in Table 8. The results of path analysis and path coefficients are shown in Table 9.

Table 8. Correlations

	MgrSkills	PME	Performance	Specilization
<b>MgrSkills</b>	1	0	0	0
<b>PME</b>	0.3787	1	0	0
<b>Performance</b>	0.2691	0.8084	1	0
<b>Specilization</b>	0.1701	0.4929	0.2431	1

Table 9. Path Coefficients

	Performance (std beta)	p
<b>MgrSkills</b>	-0.0471	>0,05
<b>PME</b>	0.928	<0,01
<b>Specilization</b>	-0.2063	<0,01

As we can see from those previous tables, there is no significant relation between managerial skills and performance, while there is a significant positive relation between project monitoring and evaluation PME and the performance in NGOs, which indicates that as project monitoring and evaluation increases, the

performance of NGO will increase. In addition to that there is a significant negative relation between the specialization in NGOs and the performance in NGOs, which indicates that whenever the NGOs are working on less sectors and specializes in one sector, then the performance of NGOs will increase.

## SECTION FIVE

### CONCLUSION AND SUGGESTIONS

This research is among very rare studies analyzing the relative importance of specialization of NGOs, applying project monitoring and evaluation, and managerial skills on the performance of NGOs. The results of this research show the following:

- There is a significant negative relation between the specialization in NGOs and the performance in NGOs, and this supports the following hypothesis:

**Ha1:** Specializations in NGOs improves the performance of NGOs.

- There is a significant positive relation between project monitoring and evaluation PME and the performance in NGOs and this supports the following hypothesis:

**Ha2:** Conducting Projects Monitoring and Evaluation (PME) improves the performance of NGOs

- There is no significant relation between managerial skills and performance of NGOs and this indicates that the following hypothesis is not supported.

**Ha3:** Managerial skills in field improve the performance of NGOs

Based on the results of the study, the following recommendations are offered:

1-All NGOs should first focus on one sector and not more, because when the NGO focuses on one sector, then all their resources will be activated toward this sector and this also will make the coordination with other NGOs is easier, so this will raise the efficiency of utilization resources in NGOs in term of human, time and money and at the end, this will increase the performance of NGOs.

2-All NGOs should conduct monitoring and evaluation for their activities and projects. We should know that the monitoring and evaluation is part of quality assurance science that will control the quality of the provided services and assure the satisfaction of beneficiaries, the efficiency of using resources and the effectiveness of achieving the project objectives in addition to the relevance and sustainability of the projects.

3-All NGOs should have some criteria to measure their performance annually based on their capacity assessment, efficiency from financial and resources utilization part, management effectiveness and customer satisfaction.

4-It is really painful when we see millions of dollars are coming and many guys are ready to work even as volunteers, then we see low performance in NGOs, because they are not taking care of weaknesses that they have and that they are under their control to change like applying monitoring and evaluation for their project as an example, so I really advice NGOs to work for long term not for short term and to build a strong system with focusing on the factors that raise their performance and let their reputation is good.

### **5.1. Limitations**

The following limitations could be noticed for this research:

- The number of samples were 103, which is low.
- Many NGOs abstained from giving sensitive information about their performance, management behavior and this resulted in many challenges during collecting the information from them and in convincing them with the importance of this research that is healthy for any NGO, as this will let the NGO in asking some important questions from time to time in order to see where is the NGO position. This issue sometimes made me in debt if they are really answering correctly the questions or they want to hide their failures.

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## ANNEXES

## ANNEX 1. QUESTIONNAIRE



GAZİANTEP ÜNİVERSİTESİ



## Questionnaire about Non-Governmental Organizations (NGOs)

**Questionnaire ID:**

**Date:**

"This questionnaire aims to provide more insight that determines the factors that affect the performance of Non-Governmental Organization (NGOs).

Thanks in advance for your time to answer the questions in below... "

يهدف هذا الاستبيان لتحديد العوامل التي تؤثر على أداء المنظمات الإنسانية . شكرا مقدما للإجابة على الأسئلة في الأسفل...

G1.What is your gender? ما هو نوع الجنس؟	<input type="checkbox"/> Male \ ذكر	<input type="checkbox"/> Female \ أنثى
G2.What is your age? ما هو العمر؟		
G3.What is your education/academic level? ما هو المستوى التعليمي؟		
G4.What is your nationality? ما هي الجنسية؟		

<p><b>A. How many sectors/clusters is your organization working in?</b></p> <p><b>Example:</b></p> <p>Education is one sector &amp; Health is another sector...</p> <p>ما عدد القطاعات التي تعمل بها منظماتك؟ مثال: التعليم هو قطاع</p>	
<p><b>B1. Do you have active projects monitoring &amp; evaluation department or active contract with third party monitoring?</b></p> <p>هل لديكم قسم مراقبة و تقييم داخلي أو خارجي من خلال أي تعاقد حالي مع طرف مراقبة و تقييم ثالث؟</p>	<p><input type="checkbox"/> Yes نعم <input type="checkbox"/> No لا</p>
<p><b>B2. From 1 to 5, please rate the ratio of the projects that are fully being monitored and evaluated by your NGO during the last year:</b></p> <p>ما هو معدل مشاريعكم التي تم مراقبتها و تقييمها خلال السنة الماضية؟</p>	<p>Comments/ملاحظات</p>
<p><input type="checkbox"/> 1. &lt;20%</p> <p><input type="checkbox"/> 2. 20%-40%</p> <p><input type="checkbox"/> 3. 40%-60%</p> <p><input type="checkbox"/> 4. 60%-80%</p> <p><input type="checkbox"/> 5. &gt;80%</p>	
<p><b>B3. From 1 to 5, please rate how much you are applying the defined Monitoring &amp; Evaluation M&amp;E policy?</b></p> <p>ما هو مدى تطبيقكم لسياسات المراقبة و التقييم المعرفة من قبلكم؟</p>	<p><input type="checkbox"/> 1. Not all لا يتم <input type="checkbox"/> 2. Rarely نادرا <input type="checkbox"/> 3. Sometimes أحيانا <input type="checkbox"/> 4. Often غالبا <input type="checkbox"/> 5. Always yes دائما</p>
<p><b>B4. From 1 to 5, please rate how often you are preparing Monitoring &amp; Evaluation M&amp;E plan for projects?</b></p>	<p><input type="checkbox"/> 1. Not all لا يتم <input type="checkbox"/> 2. Rarely نادرا <input type="checkbox"/> 3. Sometimes أحيانا</p>

<p>ما هو مدى تحضيركم و تطويركم لخطط مراقبة وتقييم لمشاريعكم؟</p>	<p><input type="checkbox"/> 4. Often غالباً <input type="checkbox"/> 5. Always yes دائماً</p>
<p><b>B5. From 1 to 5, please rate how often you are conducting distribution monitoring or mid-term monitoring and evaluation activities during projects?</b> ما هو مدى إجراؤكم لعمليات مراقبة توزيع أو عمليات مراقبة وتقييم نصفية خلال سير مشاريعكم؟</p>	<p><input type="checkbox"/> 1. Not all لايتما <input type="checkbox"/> 2. Rarely نادراً <input type="checkbox"/> 3. Sometimes أحياناً <input type="checkbox"/> 4. Often غالباً <input type="checkbox"/> 5. Always yes دائماً</p>
<p><b>B6. From 1 to 5, please rate how often you are conducting post evaluation for projects (after closing the projects)?</b> ما هو مدى إجراؤكم لعمليات تقييم نهائية بعد إغلاق مشاريعكم؟</p>	<p><input type="checkbox"/> 1. Not all لايتما <input type="checkbox"/> 2. Rarely نادراً <input type="checkbox"/> 3. Sometimes أحياناً <input type="checkbox"/> 4. Often غالباً <input type="checkbox"/> 5. Always yes دائماً</p>
<p><b>B7. From 1 to 5, please rate how often you are conducting analysis and preparing M&amp;E report accordingly at the end of projects?</b> ما هو مدى إجراؤكم لعمليات تحليل و من ثم تحضير تقارير مراقبة و تقييم بعد إغلاق مشاريعكم؟</p>	<p><input type="checkbox"/> 1. Not all لايتما <input type="checkbox"/> 2. Rarely نادراً <input type="checkbox"/> 3. Sometimes أحياناً <input type="checkbox"/> 4. Often غالباً <input type="checkbox"/> 5. Always yes دائماً</p>
<p><b>B8. From 1 to 5, please rate how often you are auditing projects and its authentications documents by conducting site visits by the M&amp;E team on the ground?</b> ما هو مدى إجراؤكم لعمليات تحقق من المشاريع و توثيقاتها من خلال زيارات ميدانية بواسطة فريقكم الموجود على الأرض لمكان المشروع؟</p>	<p><input type="checkbox"/> 1. Not all لايتما <input type="checkbox"/> 2. Rarely نادراً <input type="checkbox"/> 3. Sometimes أحياناً <input type="checkbox"/> 4. Often غالباً <input type="checkbox"/> 5. Always yes دائماً</p>
<p><b>C1. From 1 to 5, please rate how much there is a clear job description that gives every employee a clear description of everyday tasks in your department?</b> ما هو مدى وجود توصيف وظيفي واضح الذي يوضح توصيف للأعمال اليومية لكل موظف في قسمك؟</p>	<p><input type="checkbox"/> 1. Not all لا يوجد <input type="checkbox"/> 2. Low clear واضح قليلاً <input type="checkbox"/> 3. Fair clear واضح بشكل متوسط <input type="checkbox"/> 4. Good clear واضح بشكل جيد <input type="checkbox"/> 5. Very good clear واضح بشكل جيد جداً</p>
<p><b>C2. From 1 to 5, please rate how much there is a clear strategic plan with measurable goals for your department?</b></p>	<p><input type="checkbox"/> 1. Not all لا يوجد <input type="checkbox"/> 2. Low clear واضحة قليلاً <input type="checkbox"/> 3. Fair clear واضحة بشكل متوسط</p>

<p>ما هو مدى وجود خطة استراتيجية واضحة مع أهداف قابلة للقياس في قسمك؟</p>	<p><input type="checkbox"/> 4. Good clear\واضحة بشكل جيد</p> <p><input type="checkbox"/> 5. Very good clear\واضحة بشكل جيد جدا</p>
<p>C3. From 1 to 5, please rate how much there is a regularly discussion of work problems with employees before making a managerial decision by your manager?</p> <p>ما هو مدى وجود نقاشات دورية لمشاكل العمل بين مديرك و الموظفين قبل اتخاذ القرار؟</p>	<p><input type="checkbox"/> 1. Not all\لايتم</p> <p><input type="checkbox"/> 2. Rarely\نادرا</p> <p><input type="checkbox"/> 3. Sometimes\أحيانا</p> <p><input type="checkbox"/> 4. Often\غالبا</p> <p><input type="checkbox"/> 5. Always yes\دائما</p>
<p>C4. From 1 to 5, please rate how long you should wait to have the decisions approved when needed by your manager?</p> <p>ما هو مدى انتظارك للمدير من أجل اتخاذ قرار و موافقة عليه؟</p>	<p><input type="checkbox"/> 1. Very slow\بطيء جدا</p> <p><input type="checkbox"/> 2. Slowly\بطيء</p> <p><input type="checkbox"/> 3. Fair\معتدل</p> <p><input type="checkbox"/> 4. Quickly\سريع</p> <p><input type="checkbox"/> 5. Very Quickly\سريع جدا</p>
<p>C5. From 1 to 5, please rate how much there is a regular evaluation of staff's performance by your manager?</p> <p>ما هو مدى وجود تقييمات دورية لأداء الموظفين من قبل مديرك؟</p>	<p><input type="checkbox"/> 1. Not all\لايوجد</p> <p><input type="checkbox"/> 2. Rarely\نادرا</p> <p><input type="checkbox"/> 3. Yearly\سنوية</p> <p><input type="checkbox"/> 4. Half-Yearly\نصف سنوية</p> <p><input type="checkbox"/> 5. Quarterly\ربعية (كل 3 أشهر)</p>
<p>C6. From 1 to 5, please rate how much your manager is solving the needs of employees with consistent and in a good way?</p> <p>ما هو مدى جودة حل احتياجات الموظفين من قبل مديرك بطرق ملائمة و جيدة؟</p>	<p><input type="checkbox"/> 1. Not all\لايتم</p> <p><input type="checkbox"/> 2. Bad\سيء</p> <p><input type="checkbox"/> 3. Fair\معتدل</p> <p><input type="checkbox"/> 4. Good\جيد</p> <p><input type="checkbox"/> 5. Very good\جيد جدا</p>
<p>C7. From 1 to 5, please rate how much your manager is conducting an effective and productive meeting?</p> <p>ما هو مدى فعالية و جودة الاجتماعات المنظمة من قبل مديرك؟</p>	<p><input type="checkbox"/> 1. Not all\لايتم</p> <p><input type="checkbox"/> 2. Bad\سيء</p> <p><input type="checkbox"/> 3. Fair\معتدل</p> <p><input type="checkbox"/> 4. Good\جيد</p> <p><input type="checkbox"/> 5. Very good\جيد جدا</p>
<p>C8. From 1 to 5, please rate how much your manager is working on developing and raising the performance of their team (through trainings, ....)?</p> <p>ما هو مدى عمل مديرك على تطوير و رفع كفاءة الموظفين؟</p>	<p><input type="checkbox"/> 1. Not all\لايتم</p> <p><input type="checkbox"/> 2. Bad\سيء</p> <p><input type="checkbox"/> 3. Fair\معتدل</p> <p><input type="checkbox"/> 4. Good\جيد</p> <p><input type="checkbox"/> 5. Very good\جيد جدا</p>

<p><b>C9. From 1 to 5, please rate how much clear work procedures and processes are defined in your department?</b></p> <p>ما هو مدى وجود إجرائيات عمل واضحة معرفة في قسمك؟</p>	<p><input type="checkbox"/> 1. Not all لا يوجد</p> <p><input type="checkbox"/> 2. Low clear واضحة قليلا</p> <p><input type="checkbox"/> 3. Fair clear واضحة بشكل متوسط</p> <p><input type="checkbox"/> 4. Good clear واضحة بشكل جيد</p> <p><input type="checkbox"/> 5. Very good clear واضحة بشكل جيد جدا</p>
<p><b>C10. From 1 to 5, please rate how much your manager is an active listener and respecting his/her employees?</b></p> <p>ما هو مدى فعالية سماع و احترام مديرك لموظفيه؟</p>	<p><input type="checkbox"/> 1. Not all لا يتم</p> <p><input type="checkbox"/> 2. Bad سيء</p> <p><input type="checkbox"/> 3. Fair معتدل</p> <p><input type="checkbox"/> 4. Good جيد</p> <p><input type="checkbox"/> 5. Very good جيد جدا</p>
<p><b>C11. From 1 to 5, please rate how much your manager is giving motivation to you?</b></p> <p>ما هو مدى إعطاء اندفاع و تفاؤل في العمل لك من قبل مديرك؟</p>	<p><input type="checkbox"/> 1. Not all لا يتم</p> <p><input type="checkbox"/> 2. Bad سيء</p> <p><input type="checkbox"/> 3. Fair معتدل</p> <p><input type="checkbox"/> 4. Good جيد</p> <p><input type="checkbox"/> 5. Very good جيد جدا</p>
<p><b>C12. From 1 to 5, please rate how much your manager is solving conflict between employees in a good way?</b></p> <p>ما هو مدى جودة حل التعارضات و المشاكل بين الموظفين من قبل مديرك؟</p>	<p><input type="checkbox"/> 1. Not all لا يتم</p> <p><input type="checkbox"/> 2. Bad سيء</p> <p><input type="checkbox"/> 3. Fair معتدل</p> <p><input type="checkbox"/> 4. Good جيد</p> <p><input type="checkbox"/> 5. Very good جيد جدا</p>
<p><b>C13. From 1 to 5, please rate how much your manager is delegating some of his/her major tasks to some employees in a good way in your department?</b></p> <p>ما هو مدى جودة تفويض مديرك لبعض الموظفين ببعض من مهامه؟</p>	<p><input type="checkbox"/> 1. Not all لا يتم</p> <p><input type="checkbox"/> 2. Bad سيء</p> <p><input type="checkbox"/> 3. Fair معتدل</p> <p><input type="checkbox"/> 4. Good جيد</p> <p><input type="checkbox"/> 5. Very good جيد جدا</p>
<p><b>C14. From 1 to 5, please rate how much do you evaluate the communication and presentation skills to your manager?</b></p> <p>ما هو مدى تقييمك لمهارات التواصل لمديرك؟</p>	<p><input type="checkbox"/> 1. Very bad سيء جدا</p> <p><input type="checkbox"/> 2. Bad سيء</p> <p><input type="checkbox"/> 3. Fair معتدل</p> <p><input type="checkbox"/> 4. Good جيد</p> <p><input type="checkbox"/> 5. Very good جيد جدا</p>

<p><b>D1. How much is the quality of services that you are providing for beneficiaries in your organization?</b></p> <p>ما هو مدى جودة الخدمات المقدمة للمستفيدين من قبل منظماتك؟</p>	<p><input type="checkbox"/> 1. Very low\منخفض جدا</p> <p><input type="checkbox"/> 2. Low\منخفض</p> <p><input type="checkbox"/> 3. Fair\معتدل</p> <p><input type="checkbox"/> 4. High\مرتفع</p> <p><input type="checkbox"/> 5. Very High\مرتفع جدا</p>
<p><b>D2. How much is your client satisfaction (beneficiaries) in your organization?</b></p> <p>ما هو مدى رضى المستفيدين في منظماتك؟</p>	<p><input type="checkbox"/> 1. Very low\منخفض جدا</p> <p><input type="checkbox"/> 2. Low\منخفض</p> <p><input type="checkbox"/> 3. Fair\معتدل</p> <p><input type="checkbox"/> 4. High\مرتفع</p> <p><input type="checkbox"/> 5. Very High\مرتفع جدا</p>
<p><b>D3. How much is the community involvement and contribution in your projects?</b></p> <p>ما هو مدى مشاركة المجتمع المحلي في مشاريعكم؟</p>	<p><input type="checkbox"/> 1. Very low\منخفض جدا</p> <p><input type="checkbox"/> 2. Low\منخفض</p> <p><input type="checkbox"/> 3. Fair\معتدل</p> <p><input type="checkbox"/> 4. High\مرتفع</p> <p><input type="checkbox"/> 5. Very High\مرتفع جدا</p>
<p><b>D4. How much on average are you achieving the pre-defined goals in your projects?</b></p> <p>ما هو متوسط تحقيق الأهداف المعرفة مسبقا في مشاريعكم؟</p>	<p><input type="checkbox"/> 1. &lt;20%</p> <p><input type="checkbox"/> 2. 20%-40%</p> <p><input type="checkbox"/> 3. 40%-60%</p> <p><input type="checkbox"/> 4. 60%-80%</p> <p><input type="checkbox"/> 5. &gt;80%</p>
<p><b>D5. What is the average time of donors sustainability with your organization (months)?</b></p> <p>ما هو متوسط استمرارية المانحين مع منظماتك؟</p>	<p><input type="checkbox"/> 1. &lt;6 Months</p> <p><input type="checkbox"/> 2. From 6 to 12 Months</p> <p><input type="checkbox"/> 3. From 12 to 18 Months</p> <p><input type="checkbox"/> 4. From 18 to 24 Months</p> <p><input type="checkbox"/> 5. &gt;24 Months</p>
<p><b>D6. What is the total number of services served to direct beneficiaries in the last year (example: Food basket is one service and health service is other service,...)?</b></p> <p>ما هو عدد الخدمات الكلية المقدمة للمستفيدين المباشرين في (مثال: سلة غذائية هي خدمة و خدمة الصحة هي خدمة السنة السابقة اخرى و.....)؟</p>	<p><input type="checkbox"/> 1. &lt;100,000</p> <p><input type="checkbox"/> 2. 100,000 -500,000</p> <p><input type="checkbox"/> 3. 500,000 -1 Million</p> <p><input type="checkbox"/> 4. 1 Million -2 Millions</p> <p><input type="checkbox"/> 5. &gt;2 Millions</p>
<p><b>D7. How much is good in term of providing the services in the proper and quick time to beneficiaries?</b></p>	<p><input type="checkbox"/> 1. Very bad\سيء جدا</p> <p><input type="checkbox"/> 2. Bad\سيء</p> <p><input type="checkbox"/> 3. Fair\معتدل</p>

<p>ما هو مدى جودة تقديم الخدمات للمستفيدين المناسب لهم في الوقت المناسب؟</p>	<p><input type="checkbox"/> 4. Good جيد</p> <p><input type="checkbox"/> 5. Very good جدا</p>
<p><b>D8. What is the revenue growth in your organization during the last two years?</b></p> <p><b>Growth rate = (Ending Value - Beginning Value) / Beginning Value</b></p> <p><b>Example: ((Total revenue during 2016) - (Total revenue during 2015)) / (Total revenue during 2015)</b></p> <p>ما هو معدل النمو في منظمك خلال السنتين السابقتين ( ) مجموع الإيرادات في عام 2016 مطروحا منه مجموع الإيرادات في عام 2015 ) مقسوما على (مجموع الإيرادات في عام 2015)</p>	<p><input type="checkbox"/> 1. &lt;0%</p> <p><input type="checkbox"/> 2. 0%-30%</p> <p><input type="checkbox"/> 3. 30%-70%</p> <p><input type="checkbox"/> 4. 70%-100%</p> <p><input type="checkbox"/> 5. &gt;100%</p>
<p><b>D9. What is the programs and projects spending (\$) in the last year?</b></p> <p>ما هي قيمة المال المصروف في المشاريع و البرامج بالدولار في السنة السابقة؟</p>	<p><input type="checkbox"/> 1. &lt;2.5 Millions</p> <p><input type="checkbox"/> 2. 2.5 Millions -5 Millions</p> <p><input type="checkbox"/> 3. 5 Millions -10 Millions</p> <p><input type="checkbox"/> 4. 10 Millions -20 Millions</p> <p><input type="checkbox"/> 5. &gt;20 Millions</p>
<p><b>D10. What is the (programs and projects spending divided by total income) in the last year?</b></p> <p>ما هي قيمة المال المصروف في المشاريع و البرامج بالدولار مقسمة على إجمالي الإيراد في السنة السابقة؟</p>	<p><input type="checkbox"/> 1. &lt;40%</p> <p><input type="checkbox"/> 2. 40%-50%</p> <p><input type="checkbox"/> 3. 50%-70%</p> <p><input type="checkbox"/> 4. 70%-90%</p> <p><input type="checkbox"/> 5. &gt;90%</p>
<p><b>D11. What is (the fundraising expenses divided by total income) in the last year?</b></p> <p>ما هي مصاريف جلب الدعم (المنح) مقسمة على إجمالي الإيراد في السنة السابقة؟</p>	<p><input type="checkbox"/> 1. &gt;25%</p> <p><input type="checkbox"/> 2. 20%-25%</p> <p><input type="checkbox"/> 3. 12.5%-20%</p> <p><input type="checkbox"/> 4. 7.5%-12.5%</p> <p><input type="checkbox"/> 5. &lt;7.5%</p>
<p><b>D12. What is the labor turnover rate in the last year (number of left employees / total number of employees)?</b></p> <p>ما هو معدل ترك الموظفين للعمل في السنة الماضية (عدد الموظفين التاركين مقسمة على العدد الكلي للموظفين)؟</p>	<p><input type="checkbox"/> 1. &gt;25%</p> <p><input type="checkbox"/> 2. 20%-25%</p> <p><input type="checkbox"/> 3. 10%-20%</p> <p><input type="checkbox"/> 4. 5%-10%</p> <p><input type="checkbox"/> 5. &lt;5%</p>

Other Comments ملاحظات أخرى



**Thank you/شكرا لك**

...

## Link of questionnaires:

Any employee: <https://goo.gl/forms/yUtGw9oHqI2drH1B3>

M&E Officers only: <https://goo.gl/forms/jwsvYaE3PONXoNHsI>

Finance Officers only: <https://goo.gl/forms/wkVyh4eGD4tky4bfl>

## Source of questions:

Question	Source of Question
B1	From Technical Experts in M&E
B2	From Technical Experts in M&E
B3	From Technical Experts in M&E
B4	From Technical Experts in M&E
B5	From Technical Experts in M&E
B6	From Technical Experts in M&E
B7	From Technical Experts in M&E
B8	From Technical Experts in M&E
C1	Technical Experts & some literatures but Mainly from Literature: <b>Self-assessment of managerial knowledge and skills of medical doctors in primary health care</b>
C2	Technical Experts & some literatures but Mainly from Literature: <b>Self-assessment of managerial knowledge and skills of medical doctors in primary health care</b>
C3	Technical Experts & some literatures but Mainly from Literature: <b>Self-assessment of managerial knowledge and skills of medical doctors in primary health care</b>

C4	Technical Experts & some literatures but Mainly from Literature: <b>Self-assessment of managerial knowledge and skills of medical doctors in primary health care</b>
C5	Technical Experts & some literatures but Mainly from Literature: <b>Self-assessment of managerial knowledge and skills of medical doctors in primary health care</b>
C6	Technical Experts & some literatures but Mainly from Literature: <b>Self-assessment of managerial knowledge and skills of medical doctors in primary health care</b>
C7	Technical Experts & some literatures but Mainly from Literature: <b>Self-assessment of managerial knowledge and skills of medical doctors in primary health care</b>
C8	Technical Experts & some literatures but Mainly from Literature: <b>Self-assessment of managerial knowledge and skills of medical doctors in primary health care</b>
C9	Technical Experts & some literatures but Mainly from Literature: <b>Self-assessment of managerial knowledge and skills of medical doctors in primary health care</b>
C10	Technical Experts & some literatures but Mainly from Literature: <b>Self-assessment of managerial knowledge and skills of medical doctors in primary health care</b>
C11	Technical Experts & some literatures but Mainly from Literature: <b>Self-assessment of managerial knowledge and skills of medical doctors in primary health care</b>
C12	Technical Experts & some literatures but Mainly from Literature: <b>Self-assessment of managerial knowledge and skills of medical doctors in primary health care</b>
C13	Technical Experts & some literatures but Mainly from Literature: <b>Self-assessment of managerial knowledge and skills of medical doctors in primary health care</b>
C14	Technical Experts & some literatures but Mainly from Literature: <b>Self-assessment of managerial knowledge and skills of medical doctors in primary health care</b>
D1	Technical Experts & some literatures but Mainly from Literature: <b>Measuring performance of non-profit organizations evidence from large charities</b>
D2	Technical Experts & some literatures but Mainly from Literature: <b>Measuring performance of non-profit organizations evidence from large charities</b>
D3	Technical Experts & some literatures but Mainly from Literature: <b>Measuring performance of non-profit organizations evidence from large charities</b>
D4	Technical Experts & some literatures but Mainly from Literature: <b>Measuring performance of non-profit organizations evidence from large charities</b>

D5	Technical Experts & some literatures but Mainly from <b>Literature: Measuring performance of non-profit organizations evidence from large charities</b>
D6	Technical Experts & some literatures but Mainly from <b>Literature: Measuring performance of non-profit organizations evidence from large charities</b>
D7	Technical Experts & some literatures but Mainly from <b>Literature: Measuring performance of non-profit organizations evidence from large charities</b>
D8	Technical Experts & some literatures but Mainly from <b>Literature: Measuring performance of non-profit organizations evidence from large charities</b>
D9	Technical Experts & some literatures but Mainly from <b>Literature: Measuring performance of non-profit organizations evidence from large charities</b>
D10	Technical Experts & some literatures but Mainly from <b>Literature: Measuring performance of non-profit organizations evidence from large charities</b>
D11	Technical Experts & some literatures but Mainly from <b>Literature: Measuring performance of non-profit organizations evidence from large charities</b>
D12	Technical Experts & some literatures but Mainly from <b>Literature: Measuring performance of non-profit organizations evidence from large charities</b>

## ÖZGEÇMİŞ

Mhd Subhi Alelaiwi, 1980'de Suriye'de doğdu. İlkokul eğitimini Şam'da tamamladı. 2003 yılında Şam Üniversitesi Elektronik Mühendisliği Fakültesi'nde Elektronik ve Haberleşme Bölümü'nden mezun olduktan sonra iki yıl üniversitedeki ilk üç öğrenciden mezun oldu. 2004 ve 2011 yılları arasında SYRIATEL mobil telekom şirketinde çalıştı. 2012'de Proje Yönetim Uzmanı (PMP) sertifikasını aldı. 2014-2016 yılları arasında Türkiye'de birçok sivil toplum kuruluşunda izleme ve değerlendirme ve yönetim kadrosunda çalıştı. 2015 yılında Gaziantep Üniversitesi İngilizce İşletme Yüksek Lisansı programına girdi. Şu anda proje yönetimi konusunda eğitimlik yapıyor. Ana dili Arapçadır. İngilizce ve Türkçe bilmektedir.

## VITAE

Mhd Subhi Alelaiwi was born in Syria in 1980. He completed his primary education in Damascus. He graduated from the Department of Electronics and Communications in the Faculty of Electronic Engineering at Damascus University in 2003, where he was from the first three students in the university for two years. He worked in SYRIATEL mobile telecom company between 2004 and 2011. He became PMP certified (Project Management Professional) in 2012. He worked in monitoring and evaluation and management positions in many NGOs in Turkey between 2014 and 2016. He has begun the Master of Business Administration in English at Gaziantep University in 2015. He is now a trainer in project management. His native language is Arabic, and he is also fluent in English and Turkish.