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The Extent of Implementing Management Standards at Community Based Organizations at Refugee Camps in West Bank

Rasha Ibrahim Khalil Al-Amad

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Prepared By:

Rasha Ibrahim Khalil Al-Amad

B.Sc Computer Science, Al-Quds University – Palestine

Supervisor: Dr. Samir Hazbon

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Thesis Approval

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Prepared by: Rasha Ibrahim Khalil Al-Amad
Registration number: 20510044

Supervisor: Dr. Samir Hazbon

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The names and signatures of the examining committee members are as follows:

1- Head of Committee: Dr. Samir Hazbon.   Signature: _____
2- Internal examiner: Dr. Ziad Qanam.   Signature: _____
3- External examiner: Dr. Diab Jarar.   Signature: _____

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Dedication

To My Father's Soul….

To My Beloved Mother….

To My Dear Sister Inas….

To My Dear Brothers Ala and Ahmad….

This thesis is dedicated to my wonderful parents who have supported me all the way since the beginning of my studies, who have been a great source of motivation and inspiration, who have raised me to be the person I am today, whom their love and support gives me the determination that anything is possible. Thank you for all the unconditional love, guidance, and support that you have always given me, helping me to succeed and instilling in me the confidence that I am capable of doing anything.

To My Father, Ibrahim Al-Amad -God bless his soul - to let him know I finally did it. Although he is no longer with us, he is forever remembered. I am sure he shares our joy and happiness in the heaven. His unwavering faith and confidence in my abilities and in me is what has shaped me to be the person I am today. For him, I owe everything I am.

To My Mother, Bushra who always believed in me and knew I could do it, who taught me that even the largest task can be accomplished if it is done one step at a time. She has been a source of motivation and strength during moments of despair and discouragement.

To My Wonderful Sister; Inas, my soul mate and my confidant. Her love and support are always there when I need them the most. Her friendship gives me strength and guidance that makes me a better person.

To My Beloved brothers, Ala and Ahmad, my joy and my guiding light, for their never ending moral support and prayers which always acted as a catalyst in my academic life.

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And finally; to whom are living deep in my heart, who stand with me whenever I needed help, advise, support and encouragement; I dedicate my thesis.

Rasha Ibrahim Khalil Al-Amad

Declaration:

I certify that this thesis submitted for the degree of Master in Business administration, is the result of my own research, except where otherwise acknowledged, and that this study (or any part of the same) has not been submitted for a higher degree to any other university or institution.

Signed: _____

Rasha Ibrahim Khalil Al-Amad

Date: _____

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Abbreviations

Camp # 1	Ein Beit El-Maa Camp
CBOs	Community Based Organizations
CBRCs	Community Based Rehabilitation Centers
CDSWs	Community Development Social Workers
DP	Disability Programme
FURSA	Field Unified Registration System Administrator
HACs	Head of Administrative Committees
HQ	Head Quarters
ISO	International Organization for Standardization
LACs	Local Administrative Committees
MS	Management Standards
PA	Palestinian Authority
PwDs	Persons with Disabilities
QMS	Quality Management Standards
RSSD	Relief and Social Services Department
RWs	Rehabilitation Workers
SQMS	Scottish Quality Management System
SSP	Social Services Programme
TQM	Total Quality Management
UNEG	The United Nations Evaluation Group
UNRWA	United Nation Relief an Works Agency for Palestinian Refugees in the Near East
WB	West Bank
WP	Women Programme
WPCs	Women Programme Centers

Abstract

The study covers the main four job categories (heads of administrative committees, supervisors, secretaries and treasurers) who are implementing the management standards at the 28 community based organizations distributed in refugee camps at West Bank (15 women programme centers, 13 community based rehabilitation centers) during the period November 2009 and March 2010.

The study aim is to find out the extent of implementing management standards at community based organizations at refugee camps in West Bank, the level and percentage of implementation, what affects the implementation and to achieve the following objectives: to improve and develop the MS implementation at the CBOs, to improve the CBOs staff skills and knowledge and to identify solutions for the problems and challenges that face the MS implementation at the CBOs.

The study is a descriptive and qualitative study after theoretical and statistical analyzing for the results of the questionnaires. The study includes literature review and exploring for the previous studies and researches, web based information and review for relevant articles and topics. The study tools were four questionnaires distributed on the four main job categories (head of administrative committees, supervisors, secretaries and treasurers) at the 28 CBOs who implement the management standards. During the study period 108 questionnaires were filled out of 112 distributed questionnaires were.

The model of the study includes, management standards have direct relationships with three main variables: CBOs type, CBOs staff (including the related variable of the staff as the training courses, job categories, knowledge, skills, experience, gender and education) and problems, challenges and factors that affect the MS implementation.

The results obtained from the study indicated that the percentage level of implementing MS at the CBOs varies between the CBRCs and WPCs, the level of implementation at CBRCs is (70.6%) add at the WPCs is (63.3%).

The general mean of implementing the management standards (manage activities, manage recourses, manage people, manage information and manage evaluation) ranged between 3.1 and 4 which are considered as good and very good level of implementation.

The main results and relationships explored by the data analysis for the main variables of the study showed that there is a relationship between the type of CBOs and the level of MS implementation at the CBOs.

The results also showed that there is a relationship between the skills and knowledge of the CBOs staff (heads of administrative committee, supervisors, treasurers and secretaries) and the level of MS implementation. The staff skills general mean ranged between 3.7 and 4 which are considered as very good level, the staff knowledge general mean ranged between 3.6 and 3.8 which is also considered as very good level, this very good level of skills and knowledge for the staff increases the opportunity of better future of management standards implementation and also the CBOs development.

The job category and receiving the MS training courses also had a relationship with the MS implementation level. In addition, other variables related to the CBOs staff as the

experience, level of education and gender had a relationship with the Level of MS Implementation level at the CBOs since all their measured significance were less than alpha = 0.05.

The recommendations of the study includes that the CBOs and UNRWA should work together to increase the level of implementation of the management standards and the CBOs development, and UNRWA should support the process of the administrative development of the CBOs by supporting them with all kind of resources (human, in-kind financial and technical). CBOs must find new funding resources and seek more fund raising and income generating projects to increase the income of the CBOs. Finally CBOs should develop their administration and work more hardly on improving the administrative programme, management standards and other sectors of management and administration. The recommendations of this study are to be worked out, followed up and achieved by the CBOs and UNRWA.

مدى تطبيق المقاييس الإدارية في المراكز المجتمعية في مخيمات اللاجئين في الضفة الغربية

إعداد: رشا إبراهيم العمد

إشراف: د. سمير حزبون

ملخص:

الدراسة تغطي الوظائف الرئيسية الأربعة (رؤساء الهيئات الإدارية، المشرفين، أمناء السر و أمناء الصندوق) واللذين يطبقون المقاييس الإدارية في 28 مركز تنمية مجتمعية موزعة على مخيمات اللاجئين في الضفة الغربية (15 مركز لبرنامج المرأة، و 13 مركز لتأهيل الأشخاص ذوي الإعاقة) خلال فترة البحث تشرين الثاني 2009 و آذار 2010.

تهدف من الدراسة إلى معرفة مدى تطبيق المقاييس الإدارية على المراكز المجتمعية في مخيمات الضفة الغربية، ما هي المؤثرات على التطبيق و لتحقيق الأهداف التالية: تحسين وتطوير تطبيق المقاييس الإدارية في المراكز المجتمعية، تحسين مهارات ومعارف العاملين في المراكز المجتمعية و إيجاد حل للمشاكل والتحديات التي تواجه تطبيق المقاييس الإدارية في المراكز المجتمعية.

الدراسة هي دراسة وصفية ونوعية بعد عمل التحليل النظري والإحصائي لنتائج الاستبيانات. تحتوي الدراسة على مراجعة الأدبيات والدراسات السابقة والأبحاث والمعلومات من خلال شبكة الإنترنت، ومن خلال استعراض للمواد والمواضيع ذات الصلة. أداة الدراسة هي أربع استبيانات وزعت على الوظائف الرئيسية الأربعة (رؤساء الهيئات الإدارية، المشرفين، أمناء السر و أمناء الصندوق) في 28 مركز مجتمعي الذين يطبقون المقاييس الإدارية. خلال فترة الدراسة تم تعبئة 108 استبيان من أصل 112 استبيان تم توزيعهم .

كما يوضح نموذج هذه الدراسة، المقاييس الإدارية لها علاقات مباشرة مع ثلاثة متغيرات رئيسية: نوع المراكز المجتمعية ، العاملين في هذه المراكز (والمتغيرات المتعلقة بهم مثل الدورات التدريبية ، نوع الوظيفة، المعرفة، المهارات، الخبرة، الجنس و التعليم) وأخيرا المشاكل والتحديات والعوامل التي تؤثر على المقاييس الإدارية.

نتائج هذه الدراسة تشير إلى أن نسبة مستوى تطبيق المقاييس الإدارية في المراكز المجتمعية يختلف بين مراكز تأهيل الأشخاص ذوي الإعاقة و المراكز النسوية، مستوى التطبيق في مراكز تأهيل الأشخاص ذوي الإعاقة هو (70.6%) و في المراكز النسوية (63.3%).

المتوسط العام لتطبيق المقاييس الإدارية (إدارة الأنشطة، إدارة الموارد، إدارة الأفراد، إدارة المعلومات وإدارة التقييم) تراوح بين 3.1 و 4 واللذان يعتبران مستوى تطبيق جيد و جيد جدا.

النتائج الرئيسية والعلاقات التي تبينت من تحليل البيانات والمتغيرات الرئيسية للدارسة أشارت إلى انه توجد علاقة بين نوع المراكز المجتمعية ومستوى تطبيق المقاييس الإدارية في المراكز المجتمعية.

أشارت النتائج أيضا انه توجد علاقة بين المهارات والمعرفة للعاملين في المراكز المجتمعية (رؤساء الهيئات الإدارية، المشرفين، أمناء السر و أمناء الصندوق) و مدى تطبيق المقاييس الإدارية. المتوسط العام لمهارات العاملين تراوح بين 3.6 و 3.8 والذي يعتبر مستوى جيد جدا من المهارات، المتوسط العام لمعرفة العاملين تراوح بين 3.6 و 3.8 والذي يعتبر أيضا مستوى جيد جدا من المعرفة، هذا المستوى الجيد جدا من المهارات والمعرفة لدى العاملين في المراكز المجتمعية يزيد من فرصة مستقبل أفضل لتنفيذ وتطبيق المقاييس الإدارية وكذلك تطوير المراكز المجتمعية.

نوع الوظيفة و تلقي الدورات الخاصة بتطبيق المقاييس الإدارية أيضا له علاقة بتطبيق المقاييس الإدارية. بالإضافة إلى المتغيرات الأخرى ذات العلاقة بالعاملين في المراكز المجتمعية، الخبرة، المستوى التعليمي والجنس لهم علاقة مع مدى تطبيق المقاييس الإدارية في المراكز المجتمعية حيث أن قيمة الدلالة لهم اقل من ألفا = 0.05.

توصيات الدراسة تتضمن انه ينبغي على المراكز المجتمعية و الأونروا العمل معا لرفع مستوى تنفيذ المقاييس الإدارية وتطوير المراكز المجتمعية. وعلى الأونروا أن تقوم بدعم عملية التطوير الإداري لهذه المراكز وذلك من خلال دعمهم بجميع أنواع الموارد (البشرية والعينية والمالية والتقنية). على المراكز المجتمعية إيجاد طرق جديدة للدعم المالي من

خلال المشاريع المدرة للدخل لزيادة دخل هذه المراكز ، وأخيرا المراكز المجتمعية يجب أن تعمل على تطوير إدارتها والعمل بشكل جدي على تحسين البرامج الإدارية، المقاييس الإدارية والجوانب الإدارية الأخرى. توصيات هذه الدراسة يجب العمل عليها، متابعتها وتحقيقها من خلال المراكز المجتمعية والأنروا.

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Chapter 1

Background and Significance

1.1 Introduction

The Management Standards are statements for the best practice, they describe the activities and functions at deferent levels of responsibilities of management, and they define the performance, skills, knowledge and understanding needed to implement the management functions in all types of organization in all sizes. The key purposes of the Management standards is to provide directions, gain commitment, facilitate change and achieve results through the efficient, creative and responsible deployment of people and other resources. Management Standards have been developed with employers and individuals to provide a useful and practical framework for management development. The standards are designed to act as a benchmark of best practice and to describe the level of performance expected in employment for a range of management and leadership functions/activities. (*Management Standards Center, 2008*)

Management Standards bring together the outcomes behaviors and knowledge required to deliver identified management functions into a tool which can be used by managers and employees. Management and leadership standards cover several sections: *(Boutall, 2006)*

- Managing Activities.
- Managing Resources.
- Managing People.
- Managing Information.
- Managing Energy
- Managing Quality.
- Managing Projects.
- Environmental Management. *(Boutall, 2006)*

These standards cover functional areas as managing self and personal skills, providing directions, facilitating change, working with people, using resources and achieving results. Each of which is responsible to manage its related specific standards to have available personal resources to carry out the work and provide directions within a productive working relationships and a control of using resources to insure delivering high quality outcomes and meet the organization objectives. *(Boutall, 2006)*

The Efficiency is the ability to perform in all phases of work, rather than simply mastering skills and specific tasks, and it is the ability to perform in a real working environment with intervening atmosphere of pressure and variables while maintaining the expected levels in the recruitment and use, so efficiency and competence focuses on the overall performance; which means it is possible to analyze good performance by reviewing the skills, attitudes and knowledge, the total efficiencies are called STANDARDS or criteria and can be considered a list of elements and components that converge to achieve good performance. Performance management is an administrative system requires the organization to identify it's goals, the organizations needs a clear structure to it's employees (with job descriptions) which supports the achievement of the objectives, and needs also to draw targets for improving skills of employees to achieve the required performance. *(Management Standards, RSSD 2004)*

1.2 Management Standards Importance

Management Standards are important to be applied at the Community Based Organizations since they have good influence on the CBOs and their administration, and on the CBOs development and the services provided by them as a result.

- Promoting and strengthening the role of the administrative committee to achieve the independence and in decision making.
- Evaluation of the work of administrative committees.
- Maintain the administrative process at the Centers.
- Tasks Identification.
- Identification of the right person in the right place.
- Determine the percentage of production.
- Rectification of administrative capacity.
- Analysis of reality and work development.
- Rectification of action of administrative committees.
- Achieving the desired goals of the centers and sustainability of the programmes.

1.3 Problem Statement

The United Nation Relief and Works Agency for Palestinian Refugee in the Near East (UNRWA) includes Community Based Organizations administered by elected and appointed administrative committees; which depend in their work on administrative tools to evaluate the work and performance periodically. This research will measure "The Extent of Implementing Management Standards (MS) at Community Based Organizations (CBOs) at Refugee Camps in West Bank (WB)". The MS is implemented at the CBOs to develop the CBOs administratively and to improve CBOs staff member's performance and thus achieve the concept of efficient and sensitive administration to a better management to these CBOs in order to meet the practical and strategic needs of the community. The study will identify the Extent of the MS implementation on the CBOs development and administration.

1.4 Study Justification and Importance

CBOs; as a non profit organization are expected to graduate and become operationally sustainable when their running costs are fully covered by their internal and external self-generated income and by excluding financial subsidies from UNRWA. *(Al-Zawawi, and others, 2009)*. To reach this graduation; CBOs first must reach a stage that they are dependant and self reliable administratively and financially, and when having a good and effective Administrative and Management System in which the Management Standards role at CBOs is identified.

From this point; the idea to develop the CBOs administratively and to develop the skills of CBOs staff to improve and raise their level of performance through implementing MS in addition to the other objectives of this research, it is worth to conduct this study to benefit from MS system, and for the benefit of CBOs and Relief and Social Services Department.

This study is conducted at the Palestinian Refugee Camps at West Bank in which all the previous conducted studies and researches (done by different departments at UNRWA such as the Relief and Social Services Department, Health Department and Research Unit; and by other institutions) covered different fields such as social studies, economic studies, political studies and studies in the humanitarian conditions of the refugees and the camps. There were no particular researches studies about the administrative and management situation at the Community Based Organizations at the refugee camps. So it worth much conducting such study and end up with suitable recommendations and suggestions after submitting the results from analyzing the collected data and information of the study; and of the current situation of the CBOs; which will help them to solve the problems they face and to determine new future ambitions with better administrative and services providing approach for the benefit of the CBOs themselves and the Palestinian refugees.

Applying a good and effective management system to implement the CBOs activities and aims, and to reach the goals of the CBOs faster and easier, can be achieved by collective and organized efforts of the CBOs with the local community to enable the CBOs to develop their efficiency and achieve self dependence.

To improve CBOs staff member's performance and thus achieve the concept of efficient and sensitive administration to the better management of these centers in order to meet the practical and strategic needs of the community.

The importance of the study is to highlight the relationships between the Management Standards and the CBOs Development within the available resources and staff including their knowledge's, skills and performance; and to address all the weakness points, gaps and problems facing the CBOs in implementing the MS to finally achieve high and good level of implementation of Management Standards at the Community Based Organizations to provide proper and high quality services to the refugee community at West Bank.

This study is the first of its content to configure the CBO's administrative and management situation in WB, which will enable the CBOs and the Relief and Social Services Department at UNRWA to have a starting point from which they both will proceed in providing better administration to the CBOs and in applying effective and suitable Management Systems in future along with the MS. The study results, conclusions and

recommendations will also identify the factors and motivations which will help and lead the implementation of Management Standards at the Community Based Organizations.

1.5 Study Goal and Objectives

The study Goal is to find out the Extent of Implementing Management Standards (MS) at Community Based Organizations (CBOs) at Refugee Camps in West Bank (WB), and to achieve the following Objectives:

- To improve and develop the MS implementation at the CBOs.

- To improve the CBOs staff skills and knowledge.

- To identify solutions for the problems and challenges that face the MS implementation at the CBOs.

1.6 Study Questions

There are several questions for this study which are to be answered through the study hypothesis, these questions are:

- Is there a relationship between MS Implementation and the CBOs Development?
- Is there a relationship between CBO Type and level of MS Implementation?
- Is there a relationship between CBO Type and the Extent of Impact of MS on CBO Admin Development?
- Is there a relationship between Receiving MS Training and the Extent of Impact of MS on CBO Admin Development?
- Is there a relationship between Receiving MS Training and Level of MS Implementation?
- Is there a relationship between Job Category and the Extent of Impact of MS on CBO Admin Development?
- Is there a relationship between Job Category and implementing MS?
- Is there a relationship between implementing MS and Gender?
- Is there a relationship between implementing MS and level of education?
- Is there a relationship between level of implementing MS and the availability of CBOs staff skills?
- Is there a relationship between level of implementing MS and the availability of CBOs staff knowledge?
- Is there a relationship between level of implementing MS and the problems and challenges facing the CBOs?

1.7 Study Hypothesis

The study hypothesis are developed to find out the relations between implementing the Management Standards at the CBOs and the other variables which may effect its implementation, and to find out whether there are significant relationships or no relationships and also the degree of significance.

- **H0:** There is no significant relationship between MS Implementation and the CBOs Development at level of significance $\alpha = 0.05$
- **H1:** There is no significant relationship between CBO Type and Level of MS Implementation at level of significance $\alpha = 0.05$
- **H2:** There is no significant relationship between CBO Type and the Extent of Impact of MS on CBO Admin Development at level of significance $\alpha = 0.05$
- **H3:** There is no significant relationship between Receiving MS Training and the Extent of Impact of MS on CBO Admin Development at level of significance $\alpha = 0.05$
- **H4:** There is no significant relationship between Receiving MS Training and Level of MS Implementation at level of significance $\alpha = 0.05$
- **H5:** There is no significant relationship between Job Category and the Extent of Impact of MS on CBO Admin Development at level of significance $\alpha = 0.05$
- **H6:** There is no significant relationship between Job Category and MS Implementation at level of significance $\alpha = 0.05$
- **H7:** There is no significant relationship between Gender and MS Implementation at level of significance $\alpha = 0.05$
- **H8:** There is no significant relationship between Level of Education and MS Implementation at level of significance $\alpha = 0.05$
- **H9:** There is no significant relationship between level of MS Implementation and the availability of CBOs Staff Skills at level of significance $\alpha = 0.05$
- **H10:** There is no significant relationship between level of MS Implementation and the availability of CBOs Staff Knowledge at level of significance $\alpha = 0.05$

1.8 Study Settings

The study settings are the Head of Administrative Committees, Supervisors, Secretaries and Treasurers working at the Community Based Organizations (Community Based Rehabilitation Centers and Women Programme Centers) at Refugee Camps in West Camp (Shufat, Am'ari, Dier Ammar, Jalazone, Aqbet Jaber, Kalandia, Camp # 1, Askar, Balata, Jenin, Far'a, Tulkarem, Nurshams, Fawwar, Arroub and Dheisheh).

1.9 Theses Structure

The thesis contains six chapters; as the following details:

Chapter One - Background and Significance

This chapter includes background, problem statement and study justification, study importance, study aim and objectives, study hypothesis, study setting, study limitations, and thesis structure which define the contents of the Thesis chapters.

Chapter Two - Literature Review and Conceptual Framework

This chapter includes an introduction, a general explanation Summary of the main Management Standards sectors (Manage Activities, Resources, Manage People, Information and Evaluation). This chapter also includes the Theoretical Framework of the

study in addition to the Study Conceptual Model explanation and figure. Also, the previous studies are included in this chapter, and a summary at the end of the chapter.

Chapter Three - Community Based Organizations and Management Standards

This chapter will include an introduction, UNRWA Community Based Organizations (CBOs) which includes details about the CBOs in the West Bank such as (Technical and Financial support for CBOs, Legal Status for CBOs, CBOs Management, Linkage and networking of CBOs, Difficulties and constraints facing CBOs, CBOs Administrative Systems), and then this chapter included a sort out about the Community Based Rehabilitation Centers (CBRCs) and the Women Programme Centers (WPCs).
And also the section of Management Standards at Community Based Organizations in Refugee Camps at WB, Management Standards List, and problems facing implementing the MS at UNRWA – CBOs, and a summary at the end of the chapter.

Chapter Four - Methodology

This chapter includes an introduction, the Study Design, Study Determination, Study Population, Research Tool (Primary Data and Secondary Data), Data Collection, Research Obstacles, Data Analysis and Instrument Reliability, and a summary at the end of the chapter.

Chapter Five – Results and Discussion

This chapter includes the Data Analysis details, tables, explanations and discussion.

Chapter Six - Conclusion and Recommendations

This chapter includes the Conclusion and Recommendations.

Chapter 2

Literature Review and Conceptual Framework

2.1 Introduction

The literature review and the conceptual framework chapter focus on the main terms and variables included in this study, in addition to essential explanation about the main sections of the Management Standards.

The Management Standards are divided into five sections which are discussed in general in this chapter:

- Manage Activities
- Manage Resources
- Manage People
- Manage Information
- Manage Evaluation

Theoretical framework for the study is explained in this chapter in which includes the main variables of the study (Management Standards implementation level, knowledge, skills, tasks and responsibilities, CBOs development, gender, level of education, experience, CBOs type, training of the employees, impact of MS implementation on CBOs development, problems, challenges and factors.) and their relationship with each other and with the Management Standards itself.

In this chapter also , the Model of the study is figured and explained in how the main variables effects Management Standards, and how they affect the development of CBOs, also to how the problems and obstacles negatively effects the duties, responsibilities and the Management Standards implementation.

This chapter includes the previous studies conducted on different topics related to this research, in addition to the literature review from several articles and studies; which are important to reach to a full understanding to the subject of the research "The Management Standards" and all its related items, variables and relationships.

2.2 Manage Activities

Manage Activities is the first item of the Management Standards applied at the CBOs, and it includes planning and implementing activities.

2.2.1 Planning Activities

It is Important for employees to manage their activities, and how to divide their efforts on the work time, since the better productivity is a result of efficient management of activities. *(Faveal, and Galicia, and Gonzales 2007)*

Managers can manage activities for short, medium and long term according to the job requirements and demand. *(Faveal, and Galicia, and Gonzales 2007)*

Manage Activities includes setting objectives, controlling work, review results, applying corrective actions and providing motivated environment. (*Dowding, 2008)*

There are many steps for planning the activities:
1- Overview Process
Is that employees get known to the activities to be done, the purpose, the scope, development, constraints and action to be done for each activity.

2- Agenda Process:
Managers implement agenda of activities by handling short and long terms goals.

3- Getting Things Done Process:
To create a list of tasks to clarify what activities to be achieved and what actions are required to achieve them depending on a framework to process and organize work. *(Faveal, and Galicia, and Gonzales, 2007)*

2.3 Manage Resources

The resources of any organization have to be controlled, managed and used effectively; this includes all the types of resource including financial, in-kind, human and other types of organizational resources.

2.3.1 Support efficient use of resources

The efficient use of resources includes two sides:

1- Make recommendation for use of resources.
It is very important to make recommendation for the use of resources by taking in consideration the past experience and trends and developments that affects the resources in a way to be consistent with the organization objectives and policies, and indicated the benefits expected from the planned use of resources within proper time management. *(Support Efficient Use of Resources, 2000)*

2- Control use of resources.

To control the use of resources by handling responsibilities for the employees to use the resources efficiently under the management control and continuous monitoring to the resources qualities and quantities; and that is achieved by keeping complete, accurate and available record for the use of the resources. *(Support Efficient Use of Resources, 2000)*

Recommendations include preparation of recommendations for expenditure and resources, with supporting information or benefit implications and costs. *(Determine Effective use of Physical and Financial Resources, April 2003)*

Control includes management of financial resources and regular reporting on financial allocation and utilization. *(Determine Effective use of Physical and Financial Resources, April 2003)*

2.3.2 Manage recommendation for use of resources

To know the benefit and implications of the recommended expenditure; recommendations have to be done within the organization time table for budgeting and by providing the information about expenditure for decision makers, these decisions must achieve organization objectives, strategies and goals. *(Determine Effective use of Physical and Financial Resources, April 2003)*

2.3.3 Control Use of Resources

Control the use of resources includes making sure of expenditure items and costs and providing effective monitoring and record keeping system and employ who are aware of the roles and level of authority for monitoring; and then making report of the expenditure against the budget allocated for it. *(Determine Effective use of Physical and Financial Resources, April 2003)*

2.3.4 Monitor the Budget

The aim of monitoring the budget is to fix the performance and correct the action; it is divided to two stages:

1- Monitoring the budget during planning; using all available information to set strategies and plans.

2- Monitoring the budget during the implementation of organization activities; to insure its conformity with the objectives and plans, and this is done by comparing the planned budget with the actual expenditure. *(Yadak, February 2002)*

2.4 Manage People

The positive and sufficient work relationships creates a suitable working atmosphere which effects the efficiency of the work, and keeps the workers in creative attends and modes to act in a better and comfortable way, in which reduces the problems, stress and the waste of time due to ineffective work relationships. *(Heap, January 2001)*

2.4.1 Create effective working relationships

Creating effective working relationship aims to create and achieve good work, the relationships at work is between two persons, people in group, groups themselves and through the whole organization. *(Heap, January 2001)*

To achieve good and sufficient relationships the employee should be able to work with managers and other staff members and to cooperate with them, and should have several personal characteristics such as active listening, taking turns to help others, help contracts, process reviews, image exchange, participate in joint projects and activities, share in team building, listen effectively and without judgment to understand others positions and feelings, treat others with respect, work towards solutions, establish honest relationships, offer feedback, and provide information for decisions makers advice and help which all together and develop affective *(Heap, January 2001).*

2.4.1.1 Steps towards positive working relationships

To insure the positive working relationships, the organization's managers and leaders should apply certain steps to achieve the work relationships effectiveness:

1- Establishing a sense of community between the manager and the employees, by acting with them by trust, dependence, support, kindness, appreciation, consideration and listening to them.
2- Encourage open communication, sharing information, using brainstorming strategies, celebration of special events and informal discussions; which lets the employees feel valued and appreciated.
3- Remember the zone: insure that each of the employees is working in the area in which they do well and can utilize their strengths; in addition to explore other areas for the employees.
4- Look at the big picture to consider the system and the individuals concerning the work relationships which involves revising policies and implementing new process of practices.
5- Ask questions for employees which help knowing the details of the problems before taking any actions. (*McBride, L. 2006*)

2.4.2 Manage Staff

Manage staff is how to develop an effective staff by the following elements of staff management:
- Job description.
- Performance standards.
- Recruitment.
- Interviewing techniques.
- Reference checking.
- Performance appraisal.
- Employment termination. *(Schein and Arcona, 2004-2005)*

2.5 Manage Information

The aim of managing information is to provide the correct information in suitable time and for the right person to use.

Manage information depends on efficient collection, processing, design, management, use and interpretation of information and data. *(Managing Information for Competitive Advantage)*

And as defined at the final Queensland Government Information Management Policy Framework Definitions - December 2009; Information Management: is defined as the means by which an organization plans, identifies, creates, receives, collects, organizes, governs, secures, uses, controls, disseminates, exchanges, maintains, preserves and disposes of its information; as well as any means through which the organization ensures that the value of that information is identified and exploited to its fullest extent.

Good Information Management supports the organization work by making the information useful. Each organization needs to know what information it needs, in what format, why and how to get these information. The information of any organization needs to be up to date and safely archived. (*How to Manage Information*)

2.6 Manage Evaluation

Each organization measures the performance of the organizational members as an ongoing activity to define the progress, problems and needs of the staff. *(Hakala, February 2008)*

Evaluation assists the Managers to improve the efficiency effectiveness of their organizations, the effectiveness of the organizations in terms of the functioning, problems and achievement, organization evaluation includes the measurements of the variables related to models of organizational behavior and effectiveness. (*Lawler, Nadler and Cammann, 1980*).

Evaluation Process:
In General there are three elements included in the evaluation process (*Lawler, Nadler and Cammann, 1980*):
- ▪ The organization which is the main unit of the Evaluation; including the Heads of departments and the administrative.
- ▪ The evaluation team which needs to use appropriate measurement tools to collect data regarding the organization and its activities.
- ▪ The people who will use the evaluation results for making the organization more effective by setting priorities, policies, plans and research projects.

The United Nations Evaluation Group (UNEG) defined the norms and standards of the Evaluation by group of professionals, to provide guidance to the evaluation offices in preparing their evaluation polices for the establishment of institutional framework, Management of evaluation function, conduct and use of evaluation. The Evaluation Standards are divided into main four categories: (*Standards for Evaluation in UN System, April, 2005*)

1. Institutional Framework and Management of the Evaluation Function
2. Competencies and Ethics
3. Conducting Evaluations
   - Design
   - Process
   - Selection of Team
   - Implementation
   - Reporting
   - Follow up
4. Evaluation Reports

Each of the mentioned points had several standards for the Evaluation, for example, the following Standards are defined for:

Management of the Evaluation Function:
   - The Head of evaluation has a lead role in ensuring that the evaluation function is fully operational and that evaluation work is conducted according to the highest professional standards.
   - The Head of evaluation is responsible for ensuring the preparation of evaluation guidelines
   - The Head of evaluation should ensure that the evaluation function is dynamic

Conducting Evaluations:
Design:

   - The evaluation should be designed to ensure timely, valid and reliable information that will be relevant for the subject being assessed.
   - The Terms of Reference should provide the purpose and describe the process and the product of the evaluation.
   - The purpose and context of the evaluation should be clearly stated, providing a specific justification for undertaking the evaluation at a particular point in time.
   - The subject to be evaluated should be clearly described.
   - Evaluation objectives should be realistic and achievable, in light of the information that can be collected in the context of the undertaking. The scope of the evaluation also needs to be clearly defined.
   - The evaluation design should clearly spell out the evaluation criteria against which the subject to be evaluated will be assessed.
   - Evaluation methodologies should be sufficiently rigorous to assess the subject of evaluation and ensure a complete, fair and unbiased assessment.
   - An evaluation should assess cost effectiveness, to the extent feasible.
   - The evaluation design should, when relevant, include considerations as to what extent the UN system's commitment to the human-rights based approach has been incorporated in the design of the undertaking to be evaluated.

Process
   - The relationship between the evaluator and the commissioner(s) of an evaluation must, from the outset, be characterized by mutual respect and trust.
   - Stakeholders should be consulted in the planning, design, conduct and follow up of evaluations.

- A peer review, or reference group, composed of external experts may be particularly useful.

Selection of Team
- Evaluations should be conducted by well qualified evaluations teams.
- The composition of evaluation teams should be gender balanced, geographically diverse and include professionals from the countries or regions concerned.

Implementation
- Evaluations should be conducted in a professional and ethical manner.

Reporting
- The final evaluation report should be logically structured, containing evidence-based findings, conclusions, lessons and recommendations and should be free of information that is not relevant to the overall analysis. The report should be presented in a way that makes the information accessible and comprehensible.

Follow up
- Evaluation requires an explicit response by the governing authorities and management addressed by its recommendations.
  (*Standards for Evaluation in UN System, April, 2005*)

2.7 Theoretical Framework

The study is conducted to measure the Extent of implementing MS on CBOs and to explore to what extent MS improved and developed the centers administratively and in delivering services for refugees community whether they were persons with disabilities or women.

Several essential variables are to be discussed and measured in this study to evaluate the Extent of implementing MS on CBOs such as the knowledge and skills of the employees at the CBOs, CBOs type, the problems and challenges faces the CBOs to implement the MS, the factors which it's availability will make it easier for the employees to implement the MS, and other factors related to the staff working at the CBOs as the gender, education and experience, in addition to other two important factors which are the job categories of the CBOs employees, and whether the employees received training on the MS and its effect on the implementation of the MS and the CBOs development in-turn and the need for continuous training on MS.

Skills are tool which enables persons to employ their Knowledge to do their Tasks efficiently. The tasks and actions needed by CBO's staff are applied according to special administrative standards which are the "Management Standards", these MS are measured and evaluated by using Evidences Tool to explore the extent of implementing MS at CBOs.

From this point, and based on the previous studies and literature review, the theoretical framework of this study will include the variables definitions, relationship between variables, the effect of independent variables on the dependent variable, and the relationship between the variables themselves.

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2.7.1 Skills

The skills are the talents earned capacities to carry out the pre-determined results, and they are the talents, abilities, proficiency, expertise's and crafts which are important and successful to do a specific task to obtain certain results. *(Skills, www.babylon.com /definition/skills/English)*.

Skills management is the practice of understanding, developing and deploying people and their skills. (*Skills, http://en.wikipedia.or/wiki/skills-managment*).

Skills administration is categorized to three categories: Technical, Human and Conceptual, these categories are important to develop the administration (*Lynch, February 1985*).

Technical Skills are important to complete a specific professional job and involves process of technical knowledge and proficiency, Human Skills involved the ability to interact effectively and dealing with people such as public relations, personnel management, resolving interpersonal conflicts, monitoring, teaching and communicating, while the Conceptual Skills involve the formulation of ideas, policy making, goals setting, planning and organization coordination (*Lynch, February 1985*).

2.7.2 Knowledge

Managing and planning includes coordination of people equipments, materials and resources which needs skills to succeed in administration (*Lynch, February 1985*).

Knowledge management skills will reveal skills in a way that will: optimize, improve, strengthen and identify *(Managing Knowledge begins with Measuring Knowledge)*.

When employees have good, useful, effective and efficient skills; they can perform jobs much better and will advance as well the organization and their selves (*How to Measure and Improve the skills of your staff*).

Defining skills, knowledge and behaviors required from employees at any organization offers them a greater understanding of the personal development, organization development and opportunities for progressions (*How to Measure and Improve the skills of your staff*).

Professional performance standards stand for enabling the managers to decide whether they reached their goals, and to measure progress and they act ad "scoreboard" in a sports game which enable the managers to know the progressing of the performance of employees, and it is also a system that tells how the employees are processing towards achieving goals and to measure goals achieved. Performance standards also motivate employees towards goals and assess their progress in addition to facilitate the evaluation of performance. (*Noone, L.*).

2.7.3 Job Categories

The job is a group of work functions to be performed by one person or by a group of the same level of responsibilities and qualifications. Each job needs to have a job description to define the duties and responsibilities related to the job (*Job Analysis and Description*),

and it also describes the required education, experience and skills needed to perform the job (*Ojimba, E., 15 November 2004*).

In this study there are four job categories for the CBOs employees to be discussed and to study their relations with the MS implementation and CBOs development, these four Job categories are:

- Head of Administrative committees.
- Supervisors
- Secretariats
- Treasurers

2.7.4 Community Based Organizations Types

Community Based Organizations are "Associations that provides social services at the local level. They are non profit organizations whose activities are based primary on volunteer efforts depending heavily on voluntary contribution for labor, material and financial support" (*Chechetto-Sales and Geyer, 2006*)
In this study, two types of CBOs are included:

- Women Programme Centers
- Community Based Rehabilitation Centers

Each one of these two types of CBOs (WPCs and CBRCs) has its own mission, vision, goals, target group and services to be provided to the refugee community at West Bank. But they both have in-common features which are important to this study:

- Both WPCs and CBRCs are implementing the Management Standards.
- Bothe WPCs and CBRCs have the same main job categories (HACs, supervisors, secretaries, treasurers) which are main variables to be studied and discussed in this study.

2.7.5 Training

Training gives the employees more motivation to do their work and to be more productive and to develop their skills. Training should be given to both the already employed staff at the organization to refresh and enhance their knowledge and information, and to the new employees how join the organization to introduce the systems and methods of the work of the organization to them.

Employee's development is essential for any business success; better performance for the organization will be achieved by more qualified employees. The organization always should identify if the employees are in need for training courses to select the appropriate course for them to be trained, and then the organization should monitor the change in the organization performance as an effect of the training. *(Gordan, December 2006)*

There are many reasons why employees training and development is important, such as to increase the capacity to adopt new technologies and methods, to increase the productivity of the employees and their motivations, in addition to improve their skills, communications and their understanding to the needs of the community they are working with. (*Gordan, December 2006*)

The employees at the CBOs in WB had received training courses in Management Standards before the beginning of the project implementation.

2.7.6 Management System Standards

The Management standards describe the activities and functions of management at various levels of responsibility. MS are statements of best practice which outline the performance criteria, related skills, knowledge and understanding required to effectively carry out various management functions.

Management is a combination of duties and responsibilities such as planning, organizing, leading and coordinating activities, and it is what the organization does to manage it processes and activities to meet its objectives. (*Understand the Basics*)

To manage an organization, a model for operating a management system should be provide, such as Plan (Establish objectives and make plans) – Do (Implement Plans) – Check (Measure Results) – Act (Correct and improve plans and put them into practice) (*Understand the Basics*)

In this study, the Management Standards to be explored, studied, analyzed and explained are divided into five categories:
- Manage Activities.
- Manage Resources.
- Manage People.
- Manage Resources
- Manage Evaluation

These Management Standards are implemented at the Community Based Organization (WPCs and CBRCs) at the Refugee Camps in West Bank.

2.8 Study Conceptual Model

The Model of the study was developed depending on the variables and main aspects used in the research.

The main aim of using and implementing Management Standards is to achieve the CBOs development in several directions / sectors which are represented in better management, better performance, better work efficiency, faster and higher quality service providing.

- **Management Standards:**

  Management Standards is the core item of this study, the implementation of the Management Standards are to be applied using several factors including the CBO Type, the CBOs staff and all their corresponding (skills, knowledge, experience, gender, level of education, job category and training), MS are also affected by several factors such as problems, challenges and factors of motivation.

  All these variables are to be studies in this research to explore their relationship with the MS and its extent of implementation.

- **CBOs Type:**

CBOs type is one of the variables studied in this research to explore its relation ship with the Management Standards. There are two types of CBOs included in the study: WPCs and CBRCs. The relation between the CBOs type and the level of MS implementation was examined in the study, in addition to the relation between the CBOs type and the extent of impact of MS implementation on the CBOs development in terms of administrative issues.

- **CBO's Staff:**

The CBO staff members are the employees who implement MS at the CBOs, so they are a vital factor in this study. To find the relationship between the CBOs staff and the Management Standards and the CBO Development several relations in-between are to be explored, including the staff skills, knowledge, experience, training, education, gender along with the job category of each staff member at the CBOs.

Implementing MS and fulfilling the Tasks, Duties and Responsibilities will need high level of Knowledge and Skills, which can be improved by experience and Training which will improve, develop and enhance the performance of the CBOs staff members. Clear tasks and job description which can be achieved when there is a good administrative system applied and then better tasks distribution and delegations will be achieved.

- **Problems, Challenges and Factors:**

Management Standards, tasks, responsibilities and duties are all affected by problems and obstacles that face implementation of the management standards and doing the duties, tasks and responsibilities. This effect will be negative on the MS implementation so solutions must be found to avoid these problems and detect these obstacles.

There are also several challenges that had an affect on the MS implementation at the CBOs; these challenges are determined by the CBO's Head of Administrative Committees and Supervisors.

- **CBOs Development:**

The main goal to be accomplished by implementing the Management Standards at the CBOs is the CBOs Development. This goal can be achieved by implementing the Management Standards in the best way and by handling responsibilities properly, doing tasks efficiently and perform all the assigned duties for each and every staff member at the CBOs by having a high level of CBO's staff performance, skills, knowledge and experience.

When the CBO development is achieved, several results are expected to be achieved as the CBOs will be well managed. Good administrative system and stable conditions at the CBOs will enable them to provide better quality services for the Palestinian refugees (especially the target groups of both the WPCs and the CBRCs) in higher quality, faster and may be expanded to other services.
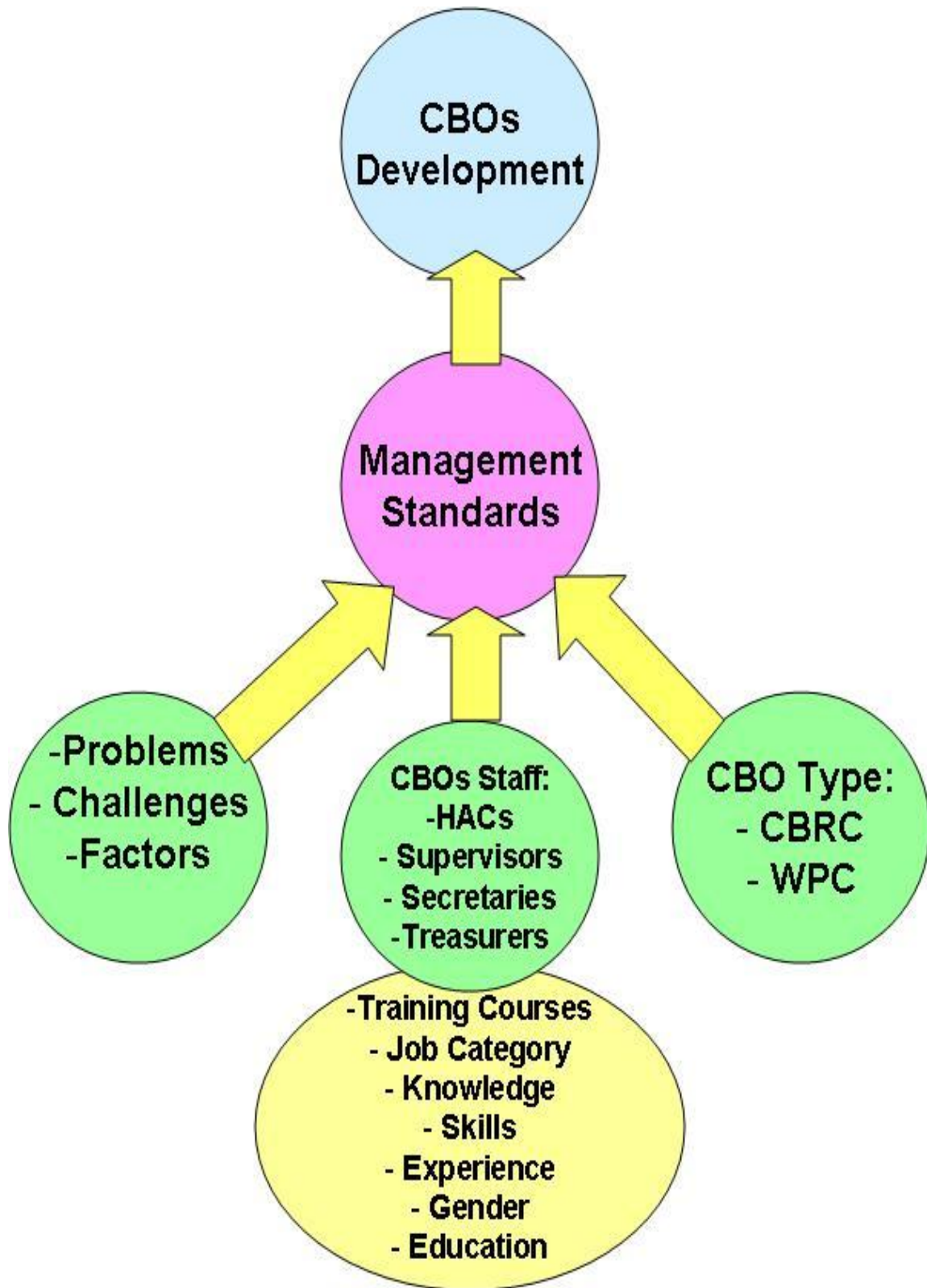
Figure 2.1: Study Conceptual Model.

2.9 Previous Studies

2.9.1 "The Reality of Local Committees for Rehabilitation at Nablus Area" conducted in June 2008 by Abd Alsalam Jarar in Nablus, Palestine

The study was conducted at the refugee camps in Nablus Area to define the role of Local Committees for Rehabilitation, and to identify strengthen and weakness points in providing services for beneficiaries (Persons with Disabilities) to help these CBRCs in delivering the services, planning and decision making.

The study sample was seven CBRCs at Refugee Camps at three areas: Nablus Area (Askar, Balata and Camp # 1 CBRCs), Tulkarem Area (Tulkarem and Nurshams CBRCs) and Jenin Area (Jenin and Far'a CBRCs).

Data was collected using a special questionnaire developed by the researcher, and end up with results and recommendations, the recommendations were divided for the use of several sectors:

- Recommendation for the Palestinian Authority (PA).
- Recommendation for UNRWA.
- Recommendation for the Higher Coordination Committee for the Local Committees for Rehabilitations in WB.

The recommendations mainly focused on raising the quality of the services provided by the CBRCs, expand the services to reach more PwDs, apply laws of the rights of PwDs, receive more technical and financial support and funds from donors and to increase the participation of PwDs in community activities and work opportunities.

One of the recommendations of the study was directly related to my research; this recommendation was addressed to the Higher Coordination Committee for the Local Committees for Rehabilitations in WB, that it must achieve a better level of applying and implementing successful and good "MANAGEMENT STANDARDS" for CBRCs to enable them reach the institutionalization to guarantee better life for PwDs.

The study differs from my research in two dimensions:

First	: "Study Society"; the mentioned research studied CBRCs at Nablus, Jenin and Tulkarem areas, while my research will cover all WB.
Second	: The mentioned study concentrated on the services provided by the CBRCs, while my research will concentrate on the administration and management standards of the CBRCs.
Third	: The searcher covered only the CBRCs while this study covers the CBRCs and the WPCs.

2.9.2 Evaluating the Management Standards: Empirical Research into the Scottish Quality Management System (SQMS), a Thesis submitted for the degree of Doctor of Philosophy conducted at May 2006 b Marshall, G.

This study focused on Quality Management Standards (QMS), especially Scottish Quality Management System (SQMS) which is a type of MS that included many functions of management.

Recently, as the finding of this study pointed; MS approach increased since most managers are interested to improve personal and organizational performance using Standards, despite the type of work or organizations they have in order to apply the best way of management.

During the study, the researcher found that there is a lack in researches about MS, the available researches concentrated on QMS and Environmental Standards, but there were NO specialized research about Management Standards as a phenomenon, or even a clear definition for MS.

So, the researcher defined Management Standards as"

> *"An International, National or government-backed autonomous model of generic organizational management behaviors or system that delvers consistent, competent managerial or organizational performance to the criteria set by the standards and substantiated by third party assessment" (G Howard Marshall, 2006)*

Study objectives were to identify the future directions of MS within the new MS, whether the MS developed and grown, determine the ability and suitability of SQMS as a tool to implement the principles of Total Quality Management (TQM), and to what extent SQMS auditors perceive the standards to have delivered organizational improvement.

The study population was 393 organizations in Scotland and England. Data was collected using a specialized questionnaire developed by the researcher, 283 questionnaires were received, 277 out of them were usable and suitable for the data analysis. In addition to the questionnaire, more data was collected by conducting interviews with Auditors.

The results of the study can be summarized as follows:

- There is MS growth and it is linked to QMS and TQM.
- New MS covers new areas of management activities.
- SQMS could not achieve organizational empowerment.
- SQMS could not be an effective tool to introduce TQM.

There are some deference between this study and the Empirical Research into the Scottish Quality Management System in terms of the size of the organizations participated in the study and in that it studied the Quality Management Standards.

One of the study objectives is to find out to what extent SQMS auditors perceive the standards to have delivered organizational improvement which is similar to one of this thesis study objectives.

2.9.3 Organizational Standards Initiative: Strengthening Capacity and Accountability in Ontario's Immigrant and Refugee Serving Sector, conducted by the Ontario Council of Agencies Serving Immigrants, June 2008

The Ontario Council of Agencies Serving Immigrants conducted a study about the Organizational Standards initiative at the Community Based Immigrants and Refugee Serving Agencies during 2008.

The organizational standards initiative has several aims which include the organizational capacity strengthening, accomplishment of relevant and high quality services to refugees and immigrants, in addition to accountability.

The survey of the study includes executive directors, managers and from line workers.

The study tools used were divided into two categories:

1- Regular Meetings:
The regular meetings included 150 people and focused on getting input on organizational capacity development needs and priorities.

2- On line Survey:
The online survey included 122 people and it focused on what organizational issues should be captured in the set of standards and to rate the importance of organizational elements, priorities, strengths and challenges.

The objective of the study was to get inputs and directions in the development and implementation of the standards and to create an agency self-assessment tool.

Findings of the Study:

1- Support for standards:
The need to support standards and to share the approach to strengthen and professionalize the sector (Refugees and Immigrants serving) thought organizational standards, services standards and core competencies for staff.

2- Strength the sector (Refugees and Immigrants serving):
The study resulted that the areas of strength in the agencies included in the survey included knowledgeable and committed staff, a collaborative spirit across the agency, management responsiveness, programs and services that are in line with the agencies mission. In addition the study results that there is a need for capacity building support in the areas of governance, board development, human resources management, financial management and the development of space and information management infrastructure.

3- Vision and context:
The study concluded cleared vision, values, understanding of environment, opportunities and challenges.

4- Priorities:

The study concluded also the main organizational development priorities for the agencies which were:

      a. Lack of sufficient program and administrative staff/infrastructure.
      b. Human Resources Management.
      c. Evaluation and Research.
      d. Addressing Systemic Issues.
      e. Collaboration and Service Coordination.
      f. Relevant Training and Info Needs.

This study and the current research's objectives are almost alike and studying similar cases, the study tools are deferent between the two studies.

Recommendations of the study:
1- Ongoing Implementation of Standards and Capacity Development.
2- Facilitate Access to Organizational Development Funds.
3- Organizational Development Support.
4- Enhancement of Human Resources Management and Coordination.
5- Support Capacity and Leadership Development in Advocacy.
6- Increase Access to Training, Information and Agency Networking Opportunities.

2.9.4 The effect of Certification with the ISO 9000 Quality Management Standard, conducted by Ann Terlaak and Andrew A. King, United States of America, September 2004.

The study aim was to test whether the certification with ISO 9000 Quality Management Standard generates a competitive advantage by analyzing the effect of certification with the ISO 900 management standard which specifies requirements for quality management system to reveal that the facility provide products that meet customer requirements.

Three hypotheses were tested in this research:

H1: An organization that certifies with the ISO 9000 Quality Management standard will gain a competitive advantage vis-à-vis its non-certified competitors.

H2: The larger the industry in which an organization operates, the greater the competitive advantage that this organization receives from certification with the ISO 9000 Quality Management Standard.

H3: The higher the R&D and advertising intensity in the industry in which an organization operates, the greater the competitive advantage that this organization receives from certification with the ISO 9000 Quality Management Standard.

The analysis of the result were done using longitudinal sample (19,713 US facilities from 232 manufacturing industry) since the certification occurs on the facility leve.

The results of the study included that a certified facilities experience a significantly greater production growth succeeding to certification than non qualified facilities, also the study found that there is a positive and significant relationship between the industry size of

certified facility and the growth effect increase, another result was found which is that the certification is beneficial for organizations that operate in large and advertising intensive industries.

The recommendations of the research were addressed to both the managers of the industries and for institutional agents.

Managers should consider certification as a means of credibly communicating to buyers. For the institutional agents, the research suggested that certified Management Standards might provide a practical way to reducing problems if asymmetric information.

The effect of the Quality Management Standard on the competitive advantage in the industries is similar to what this study is exploring, which is the extend and the effect of Management standards implementation on the CBOs and its development.

2.9.5 An Institutional Perspective on the Adoption of International Management Standards, by Delmas, Magali A., University of California, Santa Barbara, 2003, produced by Institute for Social, Behavioral, and Economic Research Publications, UC Santa Barbara

This research analyzes the determinants of the cross-national adoption of the international Environmental Management System standard ISO 14001 using a panel of 102 countries from 1996 to 2000 which represent 95 percent of the total number of certifications worldwide in 2000.

This research shows the relationship between firms' decisions to adopt environmental management standards and institutional factors.

The analysis confirms the role of standards and legal processes as driving the demand for the standard.

This study combines some of the propositions of institutional sociology, which emphasize the role of standards and legal processes with those of the new institutional economics approach, which suggest that the regulatory environment impacts the transaction costs of acquiring the standard.

The analysis emphasizes the role of the regulatory environment as well as specific elements of the coercive action of the government. In the case of ISO 14001, the level of litigation within a country affect the probability of the adoption of ISO 14001, the level for credible commitment of the government toward the environment positively impacts the adoption of ISO 14001. The transaction costs of adopting ISO 14001 vary with the level of litigation, and the demand for the standard varies with government credible commitment to the environment. These results show the importance of the regulatory environment as a predictor of the adoption of ISO 14001.

The mentioned study and the current study shows the importance of implementing and adopting Management Standards at the institutions and organization, each standards to cover its related area of implementation and need.

2.9.6 Business Support Standards Mapping, Consultation Report, Management Standards Centre, England, April 2008

This report mapped eight Small Firms Enterprise Development Initiative Core Business Support Standards against the Institute of Business Consulting Management Consultancy Competency Framework, the National Occupational Standards for Management and Leadership and the Investors in People Competency definitions to identify the linkages and gaps within and between the present standards which are discrete, complex frameworks which do not easily or effectively affiliate with the future needs and expectations of employers, stakeholders and Government in England, to propose the development of new, simplified, future oriented standards for publicly funded business support, based upon national and international research and practice.

The report recommendations includes that the whole profession requires a common depth of knowledge, awareness and understanding by having common interrelated standards which enable professionals to meet employers' needs, these common standards framework would be strengthened by applying to all business support and being supported by a progressive, common and consistent qualification, evaluation and continuing professional development framework that integrates within the National Assessment Strategy for Business Support Standards and links to the National Register for Business Support Professionals.

The recommendation and result including that knowledge, awareness and understanding are related to the standards is alike of what this study is testing and exploring by finding the relationship between the staff knowledge and skill with the management standards implementation level and impact, knowledge and awareness enable mangers and other employees work professionally and meet the community needs.

2.10 Summary

The main definitions of this study are important to other management related studies. and the Management Standards are very important in managing and administrating organization and enterprises; since they includes all the items that any organization should focus on in managing its work and implementing its activities, especially the Community Based Organizations. All the terms, definitions and variables included in this chapter were discussed and identified in the theoretical framework of the study; all the relations between the variables were explained. Also the study conceptual model is figured in this chapter and explained.

As the chapter discussed, the previous studies varies of this study in several aspects, and were similar in others.

The first study differs in the area of the study which included only the CBRCs in the northern refugee camps area (Nablus, Tulkarem and Jenin), and also that it concentrated on the whole conditions and reality of the CBRCs; not only on the Management Standards.
The second study was more similar to this research since it studied the Quality Management Standards.

And the third study which was about the Organizational Standards Initiative: Strengthening Capacity and Accountability in Ontario's Immigrant and Refugee Serving Sector; ends up with important finings and recommendations that can be used to develop the Management Standards and its implementation successfully.

The fourth study is similar to what this study is exploring, it includes that there is an effect of the Quality Management Standard on the competitive advantage in the industries and this study explores the extend and the effect of Management standards implementation on the CBOs and its development.

The fifth study and the current study shows the importance of implementing and adopting Management Standards at the institutions and organization, each standards to cover its related area of implementation and need.

The sixth study shows similarity in the recommendation and result including that knowledge, awareness and understanding are related to the standards is alike of what this study is testing and exploring by finding the relationship between the staff knowledge and skill with the management standards implementation level and impact, knowledge and awareness enable mangers and other employees work professionally and meet the community needs.

Chapter 3

Community Based Organizations and Management Standards

3.1 Introduction

This chapter includes a general introduction about the CBOs related to UNRWA, their work, specialists, services, goals and administrative system.

Then this chapter includes specific details on the Management Standards implemented at the CBOs in the Refugee Camps at West Bank, how it started and where it reached, with specification to its items, numbers, concerned staff to apply and the known problems facing it.

3.2 UNRWA Community Based Organizations (CBOs)

CBOs were first established as sewing centers in 1953, and then these centers expanded in their services provided, impact and range. Following to this model of centers which then were knows as Women Programme Centers; the Community Based Rehabilitation centers were established. Currently there are 104 CBOs located in all the refugee camps in all the UNRWA Field of Operation (Syria, Lebanon, Jordan, West Bank, and Gaza) including Women Programme Centers (WPCs), Community Based Rehabilitation Centers (CBRCs) and Community Development Centers (CDCs)[1], 31 CBOs are in West Bank *(Al-Zawawi, and others, 2009).*

The RSSD at WB adopted the community based work through establishing Community Based Organizations / centers (CBOs) by providing services for Palestinian refugees at refugee camps at WB. The RSSD provided technical and financial support for CBOs to enable them to operate and cover the needs of the local community. *(Guidelines for CBOs, 2008)*

UNRWA CBOs are distributed in seven working areas in WB according to the UNRWA areas distribution as detailed in the following table:

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[1] CDCs are not included in this study since there are no CDCs at WB, they are located only in Syria and Lebanon Fields

Table 3.1: CBOs distribution at the Refugee Camps in West Bank.

No.	Camp	Area
1	Askar Camp	Nablus Area
2	Balata Camp	
3	Camp # 1 (Ein Camp)	
4	Tulkarem Camp	Tulkarem Area
5	Nurshams Camp	
6	Jenin Camp	Jenin Area
7	Far'a Camp	
8	Kalandia Camp	Jerusalem Area
9	Dier Ammar Camp	
10	Jalazone Camp	
11	Am'ari Camp	
12	Shufat Camp	
13	Aqbet Jaber Camp	
14	Fawwar Camp	Hebron Area
15	Arroub Camp	Bethlehem Area
16	Dheisheh Camp	

3.2.1 Technical Support for CBOs

UNRWA provides CBOs with the following technical support to assist them in implementing their activities and providing their services.

- Strengthen the capacity of Local Administrative Committees (LACs) members, volunteers and workers at CBOs by:
  - Conducting training courses in institutional building.
  - Support LAC members in planning, implementing and evaluating activities.
- Assist LACs members in identifying periodic community needs.
- Support LACs members and volunteers to enhance the community based approach. (CBO Reality in the West Bank, 2008)

In addition, SSP provided technical support through the intervention in:
- Capacity building.
- Partnership building.
- Fund raising. *(Guidelines for CBOs, 2008)*

3.2.2 Financial support for CBOs

CBOs are non-profit organizations, the income and revenues serves the objectives of the CBOs. The sources of income of the CBOs are from the membership fees, revenues from several activities and programmes implemented by the CBOs, UNRWA annual subsidies and micro-credit systems. *(Al-Zawawi, and others, 2009)*

Each CBO has its own budget, financial and accounting system, RSSP supports CBOs by subsidies paid to each center according to a plan of activities and needs raised to the Social Services Programmes (WP an DP) continuously during the year, the amount of subsidies vary from CBO to another. (*CBO Reality in the West Bank, 2008*)

3.2.3 Legal Status for CBOs

CBOs are legally registered in several ministries and apply their internal by-laws and do elections for their LACs, in addition the CBOs are committed with UNRWA by legal and official agreements, and the legal statuses of the CBOs are as follows:

1- Registration:
As the CBOs are non-profit organizations, they are managed and run by the communities themselves, the commitment of the CBOs to register with relevant ministries within the host authorities defers from field to field, in WB 14 out of 16 WPC and 6 out of 15 CBRCs are registered with PA ministries: Ministry of Interior, Ministry of Sports ad Youth, Ministry of Civil Affairs, Ministry of Education. *(Al-Zawawi, and others, 2009)*

2- Elections and By-Law:
All 16 WPCs are managed by elected LACs by the general assemblies through a democratic election under the supervision of SSP staff in coordination with PA ministries to insure compliance with the centers By-Law.

Six CBRCs out of 15 have elected LACs, the other 9 CBRCs LACs were appointed by general assembly members. (*CBO Reality in the West Bank, 2008*)

3- Relationship with UNRWA:
The relationship between UNRWA and CBOs is governed through:
- Memorandum of Understanding in Lebanon Filed.
- Lease Agreements and Memorandum of Understanding in WB and Gaza Fields.
- By-Laws in Jordan Field.
- Social Services Instructions (June 2002) in Syria Field. *(Guidelines for CBOs, 2008).*

3.2.4 CBOs Services

CBOs provide several services to the refugees and others but the priority is given to the refugees. CBOs focus their efforts and services for the Vulnerable groups (women, persons with disabilities, children, youth and elderly) at WB refugee camps. Some of the services provided to the refugees by CBOs are: skills training, awareness raising, legal consulting and advice, microcredit services, rehabilitation services for PwDs, cultural and recreational activities, *(Al-Zawawi, and others, 2009)*, and other activities mentioned specifically in the CBRCs and WPCs section in this study.

3.2.5 CBOs Management

CBOs are managed with the By-Laws of each center which identify the roles, responsibilities and duties of LAC members and staff, and within the rules and regulations of PA, all CBOs are managed and administered by refugee LAC members who are elected or appointed. (*CBO Reality in the West Bank, 2008*)

3.2.6 Linkage and networking of CBOs

CBOs corporate and link with several national, international, local, governmental and non-governmental organizations to carry out several activities. (*CBO Reality in the West Bank, 2008*)

3.2.7 Difficulties and constrains facing CBOs

There are some difficulties and constrains that face the CBOs in general including the WPCs and the CBRCs:

- Shortage of cash and income.
- Attitudes of other associations; that it is UNRWA's role alone to fund CBOs.
- Some CBOs still didn't register with PA.
- There is still not enough awareness in the community towards the importance of Women and PwDs role in the community.
- General Assembly members are not motivated to their roles and responsibilities in the CBOs. (*CBO Reality in the West Bank, 2008*)

3.2.8 CBOs Administrative Systems

CBOs have more than one administrative system, one of which is the Management Standards, other administrative systems applied at the CBOs are the internal by-laws and the CBOs database system.

3.2.8.1 Internal By-Laws

All CBOs at WB apply in managing and administrating their work the "Internal By-Law" system. Most of the By-Laws are similar; some of them differ in some included categories to meet special conditions in their CBOs. *(CBOs By-Law, 2008)*

The By-Law is divided to many sections, each section consists of several items, the CBOs By-Laws items ranges from 30 to 49 items which defines rules, procedures, recommendations and regulation of the CBOs: *(CBOs By-Law, 2008)*

These items include:

1- General Information:
The general information includes details about the CBO's name, establishment year, address, location, field of work, properties and goals.

2- Partnership:
The second section is about the partnership and registration of the members of the CBO and it included information about partnership rules, conditions, rights, termination and withdraw.

3- Administrative Council
This section identifies the roles of the employees at the CBO in addition to regulations concerning the roles and responsibilities:
- Administrative council members' names and number.

- Tasks of the administrative council, administrator, secretaries and treasurer.
- Meetings, resignation, delegation and regulations.

4- General Assembly

The general assembly identifies Regular and Irregular meetings (dates, locations, goals, purposes….)

5- Financial Status

The financial status includes the details of the financial resources, financial budget and financial system.

6- CBO work termination

This identifies the termination conditions, and the rights of terminating the work of a CBO stated by the Ministry of Interior.

7- General Rules

The general rules discuss the merging and acquisition with other society, committee's creation, names and signatures of CBO's administrative council members.

The mentioned items are included in all CBO's Internal By-Laws, some By-Laws include fewer items, and others include additional items such as:
- Names of members and their ages.
- Partnership re-registration.
- Specialize committees responsibilities and details (sub committees) as health, sport, coordination, volunteers, rehabilitation, financial, cultural, medical, and general relationships committees
- Elections details *(CBOs By-Law, 2008)*

3.2.8.2 CBO's Administrative Data Base System

"CBO Data Base System" is one of the administrative programmes that UNRWA support CBOs with to develop their work; TOT training for this data base was conducted at UNRWA Field Office – Amman; then several trainings were conducted for the CBOs staff at West Bank during year 2006.

During year 2007; a monitoring visits programme was conducted for the CBOs, during these visits the need for hard work with these CBOs to reach the point of dependency and graduation from under the umbrella of UNRWA was realized, so it is important for them to apply and implement the MS to achieve this goal.

CBO Data Base System is a computerized system to enhance planning, implementation, monitoring and evaluation capabilities. *(Al-Zawawi, and others, 2009)* which helps CBOs to administer their activities and financial issues. The system was developed by a team consists of Programmers, Programme Officers and Social Services Development Specialist. This team conducted several meetings and workshops at each field of the five fields (West Bank, Jordan, Syria, Lebanon and Gaza) for brain storming and feedbacks to collect and gather all needed information, details and data about CBOs work from CBOs. These details and information were reflected in reports about the CBOs developed Database which included the activities and achievements during a certain period (monthly and quarterly) to RSSD programme officers.

Then the CBO Data Base System categories and reports were agreed on taking into consideration the field's specialist and the differences and between fields in some categories such as currencies for each country.

The system was developed in two language interfaces, Arabic and English, and was designed in a way which enables high levels of security and privacy. The system is divided for nine levels of authorities to enable using the system:

1- Secretaries.
2- Treasurers.
3- CDSWs.
4- Supervisors.
5- FURSA.
6- Loan Officer.
7- HQ Amman Staff.
8- Disability Programme Officer ad Women Programme Officer.
9- Closed: for the employees / workers who no more has any authority to use the system (ex: resigned employees). *(CBO System, User Manual, 2006)*

The system consists of seven sections: *CBO System, User Manual, 2006)*

1- System Setup.
This section included several sectors such as: System Setup, Local Currency, Creating Copy for areas, **Management Standards**, Monthly Report printing, Changing Passwords and English Menus.

2- CBO Participants.
This section included several sectors such as: Participants, registered and beneficiaries files and Elections lists.

3- CBO Activities.
This section included several sectors such as: Activities, Receiving Fees and payments for activities, financial cost for activities, raising awareness, capacity buildings activities and consultations, Linkage between associations and Library system.

4- Disability Programme.
This section included several sectors such as: Persons with disabilities files including all the disability details, Registration system in the programme, Rehabilitation units, Referral system, Mainstreaming, Loan Basis system and Activities.

5- CBO Administration.
This section included several sectors such as: Employees, workers and volunteer's information, Meetings, Visitors, Phone.

6- Income Generation Projects.
This section included several sectors such as: Kindergartens and Nurseries (beneficiaries, fees, payments, lists of beneficiaries), Production units, rented buildings/ projects, Projects employees and finance.

7- CBO Finance System.

This section included several sectors such as: Account Profile, Banks Profile, Account Transactions, Posting account opening balance, Monthly income and expenses, Financial reports, Annual budget expenses, Profit/ losses financial sheet and Closing the financial month. *(CBO System, User Manual, 2006)*

The system is designed in a way that cannot accept in-logic data and prompt the user for expected errors such as if the beneficiary is not refugee person then the system will block the item of registration number. *(CBO System, User Manual, 2006)*

3.2.8.2.1 WHY CBO Data Base System?

At WB field, there are 31 CBOs distributed in refugee camps, all CBOs are requested to adopt / deliver detailed monthly administrative and financial report for RSSD including all information related to the conducted activities by each CBO during the month. These reports were done using specialized forms designed and developed by RSSD on Excel Sheets, each of these reports consisted of 17 tables which were filled by CBOs with the assistance of Social Services CDSWs, and then these reports were raised to RSSD office.

Each three months, RSSD prepares Quarterly Reports for the programmes achievements and for the CBOs achievements. The quarterly report is done by combining the three monthly reports for each center in one report, and then the totals of the figures of the achievements of the activities are summarized in a total commutative report for the Social Services Programmes.

This process of finalizing and preparing the monthly reports and the quarterly reports was difficult because it was done manually by the CBOs by filling the numbers to the forms.

From this point, the need of computerized system rose; to enter all the information to and includes the numbers into reports to:

- Facilitate the process of preparing the cumulative and quarterly reports.
- Insure Accuracy of data.
- Achieve CBOs dependency in preparing reports for their activities and achievements.
- Decrease the work load on CDSWs.

3.3 Community Based Rehabilitation Centers (CBRCs) in West Bank

The CBRCs were established as a result of the increase of the number of Persons with Disabilities (PwDs) at WB since the beginning of the Intifada at year 1987, number of injured persons caused by the Israeli weapons increased, this sector of the society needed rehabilitation, medical, psychological and social services, the CBRCs initiated to provide these services relaying on the World Health Organization directory for rehabilitation. (*CBO Reality in the West Bank, 2008*)

The Disability Programme (DP) at the Relief and Social Services Department (RSSD) was established at year 1990 to apply the Community Based Rehabilitation (CBR) approach and to achieve many goals; one of which is to develop the administrative and managerial abilities for the CBRCs in order to raise the level of these center to fit with the refugee

Palestinian needs by providing these centers with financial and technical support. *(Abu Awad, 1996).*

The CBRCs from the beginning of their establishment worked according to the CBR approach, and they start working by volunteers from the community in management, implementing the activities and running the programmes. (*CBO Reality in the West Bank, 2008*).

There are 15 CBRCs distributed in the refugee camps at WB:

Table 3.2: CBRCs distributions in Refugee Camps at West Bank.

No.	Area	CBRC Name
1	Nablus Area	Askar CBRC
2		Balata CBRC
3		Camp # 1 CBRC
4	Jenin Area	Jenin CBRC
5		Far'a CBRC
6	Tulkarem Area	Tulkarem CBRC
7		Nurshams CBRC
8	Jerusalem Area	Kalandia CBRC
9		Dier Ammar CBRC
10		Jalazone CBRC
11		Shufat CBRC
12		Am'ari CBRC
13	Hebron Area	Fawwar CBRC
14	Bethlehem Area	Arroub CBRC
15		Dheisheh CBRC

3.3.1 Goals of CBRCs

The CBRCs have several goals to benefit the Persons with Disabilities in the Palestinian Community: *(Jarar, June 2008)*

1- Early detection of disability.
2- Provide social and physiological assistance for PwDs and their families.
3- Provide raising awareness for the society and especially families and parents of PwDs about the prevention of disability.
4- Reach all PwDs and provide them with services in all resident places.
5- Create social, academic, occupational, recreational and in-Curriculum activities.
6- Modification of home and other places used by PwDs to facilitate their mobility.
7- Provide PwDs with prosthetic Devices. *(Jarar, June 2008)*

3.3.2 Programmes, Services and Activities of CBRCs

The CBRCs implement several programmes, conduct several activities and provide services for persons with disabilities as follows: *(CBO Reality in the West Bank, 2008)*

- Individual Cases Programme (Home visits, Family members training, Prevention activities).

- Prosthetic Devices Loan Basis Programme.
- Educational Toys Library.
- Home and Institutions Modification Programme.
- Special Education Programme for the Mental Health Cases.
- Slow Learners Education Programme.
- Mainstreaming Activities through: (Winter and Summer Camps, Recreational, social, cultural, health and sport activities).
- Speech therapy, Occupational Therapists, Physiotherapy, Cerebral Palsy, Artificial Limbs (Design and Maintenance) Units.
- Rehabilitation Training for Rehabilitation Workers (RWs).
- Corporation and coordination with other associations for expert exchange.
- Mainstreaming and Raising Awareness workshops, sessions and lectures.
- Kindergartens.
- Vocational Rehabilitation Programme. *(CBO Reality in the West Bank, 2008)*

3.4 Women Programme Centers (WPCs)

Since year 1953, UNRWA provided several services for women in Palestine community at refugee camps through centers such as sewing, knitting, embroidery and traditional skills, in addition to coordination with Health Department to provide awareness rising in health education, nutrition and home economics. In 1987, these centers started to provide ore services and programmes to women and the centers were named Women Programme Centers (WPCs) since then. (*CBO Reality in the West Bank, 2008*)

There are currently 16 WPCs established and providing services for refugee women at camps and towns, other 2 WPCs are still under establishment: *(CBO Reality in the West Bank, 2008)*

Table 3.3: WPCs distribution at Refugee Camps at West Bank.

No.	Area	WPC Name
1	Nablus Area	Askar WPC
2		Balata WPC
3		Camp # 1 WPC
4	Jenin Area	Jenin WPC
5		Far'a WPC
6	Tulkarem Area	Tulkarem WPC
7		Nurshams WPC
8	Jerusalem Area	Kalandia WPC
9		Dier Ammar WPC
10		Shufat WPC
11		Am'ari WPC
12		Ein Sultan WPC
13		Aqbet Jaber WPC
14	Hebron Area	Fawwar WPC
15		Hebron WPC
16	Bethlehem Area	Arroub WPC
17		Dheisheh WPC
18		Bethlehem WPC

3.4.1 WPCs Vision and Mission

The vision of the WPCs is: To be unique / special women associations in their rehabilitation and development programmes to empower women and meet their needs. *(CBO Reality in the West Bank, 2008)*

The mission of the WPCs is: to Enhance and raise the women and family position and participate in community development through improving health, social, psychological, cultural, legal and economic situation for women, develop women skills, efficiency and role in society. *(CBO Reality in the West Bank, 2008)*

3.4.2 Goals of WPCs

The WPCs have several goals to benefit the women in the Palestinian Community at the refugee camps:

1- Develop the economic and social status of women in refugee camps.
2- Enhance the role of women in the family.
3- Enable women to learn how to create livelihood opportunities and to be effective in family social problems solving.
4- Create job opportunities for women.
5- Raise the women awareness n their rights and legal issues. *(Management Standards, RSSD, 2004)*

3.4.3 Programmes, Services and Activities of WPCs

The WPCs implement several programmes, conduct several activities and provide services for women as follows: *(CBO Reality in the West Bank, 2008)*

- Training courses in: (Computer skills, Sewing, Beauty salons, Handcrafts, Leadership, Voluntary work, Communication skills).
- Legal awareness sessions, lectures and workshops.
- Nursery and Kindergartens.
- Income Generations projects.
- Fitness and sports activities.
- Social, cultural, health and recreational activities.
- Summer camps. (*CBO Reality in the West Bank, 2008*)

3.5 Management Standards at Community Based Organizations in Refugee Camps at WB

Management Standards at Community Based Organizations (CBOs) in Refugee camps at West Bank is a project has already been carried out in 28 community centers distributed in the camps of West Bank (15 Women Programme Centers, 13 Rehabilitation Center of Persons with Disability).

3.5.1 Management Standards Development at UNRWA

At 1999, Community Development Social Workers (CDSWs) and Relief and Social Services Officer at UNRWA - Lebanon Field - developed a draft list of the Management Standards (MS) as a team work; depending on the administrative committees work at CBOs. The goal was to create and develop a base for evaluating, monitoring, directing and correction for the work of administrative committees, and also to maintain managerial sustainability.

The draft list of MS were developed and reformulated, and then the MS were discussed to put the evidences for each standard that should be available to measure the standards to know if they are achievable. During year 2000 several workshops were conducted by CDSWs with CBOs administrative committees and supervisors to explain MS and the importance of roles interdependent, overlap and its dependence on each other.

The idea of MS was then discussed with the other four fields (Jordan, Syria, West Bank and Gaza), then a Training for Trainees was conducted at the Relief and Social Services Department at Lebanon field for the Programme Officers (Disability and Women Programmes) and the CDSWs. Then several trainings were conducted at each field for the CBO's administrative committees, supervisors, treasurers and secretaries. At West Bank Field, three centralized training courses were conducted at the three main UNRWA areas (Jerusalem, Nablus and Hebron) starting form September 2003 to February 2004 to explain the idea of MS for the CBOs staff and to identify the MS implementation steps to them.

Total numbers of Management Standards applied at CBOs at WB are 196 Management Standard distributed on four types of jobs:

- Administrative Committees   93 MS
- Supervisors   83 MS
- Secretaries   11 MS
- Treasurers   9 MS

There are five main managements which the standards are applied on by the CBOs staff. Some of the managements include standards that are applied by more than one party of the staff. The following table describes the major managements, number of standards for each management and by whom of the staff they are applied:

Table 3.4: Management Standards and their distribution among Job Categories:

Management / Job	Administrators	Supervisors	Secretaries	Treasurers	Total
Manage Activities	20	26	0	0	46
Manage Resources	24	12	0	9	45
Manage People	23	23	0	0	46
Manage Information	13	11	11	0	35
Manage Evaluation	13	11	0	0	24
Total	93	83	11	9	196

To apply these standards, the CBOs staff must have skills which are tools that qualify and enable the person to employ his knowledge to do specific tasks, and there are some evidences to measure the standards.

Each MS of these standards is measured using evidences which help auditors to identify the standard and evaluate the performance. These evidences must follow scientific characteristics which are summarized in the word "SMART". SMART means that the evidence must be: Specific, Measurable, Achievable, Realistic and Time Space. *(Management Standards RSSD, 2004)*

These standards are followed up by the CDSWs of RSSD by specialized forms for monitoring which are filled during non regular monitoring visits conducted by them to the CBOs. The forms and a report about the extent of implementing MS are then raised to the RSSD programme officers for follow up.

3.6 Management Standards List *(Management Standards, RSSD, 2004)*

1- Manage Activities

- Planning Activities
  - Identify activities to meet objectives
  - Plan activities to meet objectives
- Implementing Activities
  - Implementing activities to meet objectives
  - Monitor activities against objectives

2- Manage Resource

- Support efficient use of resources
  - Make recommendations for the use of resources
  - Control use of resources
- Control financial resources
  - Prepare the budget
  - Monitor the Budget
  - Seek financial resources

3- Manage People

- Create effective working relationship
  - With staff
  - With managers / committees (with others)
- Manage Staff
  - Identify the roles of staff
  - Develop staff
  - Plan the work of staff

4- Manage Information

- Manage information for action
  - Gather information
  - Use information
  - Hold meetings to exchange information

5- Manage Evaluation

- Support the planning and development of systems for evaluation
  - Plan and develop systems
  - Measure performance
- Implement systems for evaluation
  - Carry out evaluation

3.7 Summary

The Community Based Organizations (CBOs) at West Bank includes Women Programme Centers (WPCs) and Community Based Rehabilitation Centers (CBRCs). This research covered 28 CBOs distributed all over the refugee camps at WB.

Each of the CBOs (WPCs and CBRCs) has its own vision, mission, target groups and activities; several services are provided by each of the CBOs for the refugee communities. They also have different projects, programmes and training courses.

Some of the CBOs are registered with PA ministries, and have linkage and cooperation with many NGOs and other local, international and governmental organizations. The LACs at the CBOs are either appointed or elected.

Management Standards are applied at 28 CBOs at WB, there are 196 MS distributed on 4 job categories working at the CBOs which are (HACs, supervisors, secretaries and treasurers). The main MS items are:
- Manage Activities
- Manage Resources.
- Manage People
- Manage Information
- Manage Evaluation

There are some obstacles and challenges facing the MS implementation at the CBOs.

Chapter 4

Methodology

4.1 Introduction

This chapter explains the methodology of the research, with the details of the study design and determinations. The research data and information were collected after developing four questionnaires which were distributed at all the CBOs included in the study; the respond percentage in filling the questionnaires was 96.4% (108 Questionnaire out of 112).

Ethical consideration was followed in filling the questionnaire during data collection. Data were collected in the period between November 2009 and March 2010 where 28 CBOs filled the questionnaire. Data entry and data analysis for the filled questionnaires were performed using version 18 of The Statistical Package for Social Sciences Program (SPSS 18).

4.2 Study Design

The study is a descriptive and qualitative study after theoretical and statistical analyzing for the results of the questionnaires.

The study includes literature review and exploring for the previous studies and researches, web based information, review for relevant articles and topics.

4.3 Study Limitations

The study limitations are divided into three dimensions: spatial, human and time limitations:

4.3.1 Spatial Limitations:

The study covered 16 Refugee Camps at West Bank distributed as follows:
- o Nablus Area   : Askar, Balata and Al-Ein Camps.
- o Tulkarem Area   : Tulkarem and Nurshams Camps.
- o Jenin Area   : Jenin and Far'a Camp.
- o Jerusalem Area   : Shufat, Kalandia, Am'ari, Jalazone, Dier Ammar, Aqbet Jaber Camps
- o Hebron Area   : Fawwar Camp
- o Bethlehem Area   : Arroub and Dheisheh Camps.

4.3.2 Human Limitations:

The study covered the main four job categories working at the CBOs and implementing the Management Standards; these four job categories are:

- o Head of Administrative Committees.
- o Supervisors.
- o Secretaries.
- o Treasurers

4.3.3 Time Limitations:

The study time limitation was in the period from April 2008 to April 2010, the Questionnaire developing and data collection and analysis were done during the period November 2009 to March 2010.

4.4 Study Population

The study population is the CBOs Staff members who are divided into four job categories (Head of Administrative Committees, Supervisors, Secretaries and Treasurers), the study covered 28 Community Based Organizations in 16 Refugee Camps at West Bank who already implement the Management Standards, these CBOs are divided into: 13 Rehabilitation Centers for Persons with Disabilities and 15 Women Programme Centers.

4.5 Research Tool

The data for the study was collected by distributing special developed questionnaires which were refereed before being distributed. The questionnaires were refereed by six persons with different academic degrees; they provided me with their feedback. Then their notes, additions and amendments were taken into consideration to make the final draft of the questionnaires.

4.6 Instrument's Reliability

Cronbach Alpha is used as a measure of the internal consistency reliability of a psychometric instrument to determine the internal average correlation and the consistency of items of the Questionnaire used as the research instrument to measure its reliability.

Cronbach Alpha scale was applied to measure the reliability of the four questionnaires used in this thesis to measure the internal consistency as shown in following table.

Table 4.1: Cronbach's Alpha for the four questionnaires

Questionnaire	Cronbach's Alpha
Head of Administrative Committee	0.92
Supervisor	0.98
Treasurers	0.98
Secretary	0.97

Table (4.1) shows that Cronbach Alpha scale for the Head of Administrative Committee is 0.92, for the supervisors 0.98, for the treasurers 0.98 and for the secretaries was 0.97. from the mentioned figures we can see that the test results indicate *High Reliability* of the questionnaires.

4.7 Primary Data:

Questionnaires were distributed on CBOs staffs who are implementing the MS:
- Administrative Committees.
- Supervisors.
- Secretaries.
- Treasurers

Four questionnaires were developed to cover the study objectives and aims; each job of the mentioned (Administrative Committees, Supervisors, Secretaries, Treasurers) had a separate questionnaire which included the suitable questions for the details of their job classification and their duties, responsibilities and the items they implement from the Management Standards.

All the questionnaires included 3 sections:

1- General information:
This section includes general information about the CBOs:
- CBO type (CBRCs or WPC).
- Area
- Camp
- Establishment year
- Type of the administrative committee
- CBOs registration and license
- Availability of some electronic devices

2- Personal Information
- Job title.
- Gender
- Academic degree
- Experience years in and out the CBOs.
- If the staff member received the Management Standards Training.

3- Management Standards implementation and CBOs work information
- Problems and obstacles facing CBOs in implementing Management Standards.
- Effect of Management Standards in several aspects at the CBOs.
- Auxiliaries to develop improve the Management Standards at CBOS.
- Challenges facing CBOs.
- Needed Recourses.
- The degree of implementing Management Standards in each field of the MS items and categories.
- Skills and knowledge that staff members have to implement the Management Standards.

4.8 Secondary Data:

The study included data and information also from the follow resources:

- Previous studies and Literature Reviews.
- Historical data (from the progress reports about MS at CBOs).
- Documents, lists, reports, and files about MS at UNRWA.

4.9 Data Collection

The total number of collected questionnaires is 108 out of 112.

The CBOs included in the research are 28, each CBO has four Job Categories (Administrative Committees, Supervisors, Secretaries, and Treasurers), each job category had its special questionnaire, and so the total number of distributed questionnaires is 112 Questionnaires, 108 out of them filled in the Questionnaires, 4 positions at the CBOs were vacant during the study period so their questionnaires were not filled (1 HACs, 1 Supervisor and 2 Secretaries)..

4.10 Data Analysis

Data collected was analyzed using the Statistical Package for the Social Sciences (SPSS 18). Methods of analysis used were chosen to meet the objectives of the study and to look for areas of significance.

- No T test or One-Way ANOVA test were applied in the data analyzing, because the research field was on the population, not on a certain sample, the sample and the population in this study are the same.

- In the descriptive part of data analysis, Frequencies and Means for different variables were done.

- Frequency Description and Pearson Chi-Square Tests were applied to tests whether there is or there is no significant relationship between different variable according to specific hypothesis.

- Regression Analysis was applied to test and explore the relationships between the dependant and independent variables.

- Spearman's Correlation Coefficient Tests were applied to test the significance of the relationships between different variable according to specific hypothesis.

- The answers of the Essay Questions were analyzed, categorized and summarized to find out helpful information for the study.

- Cronbach Alpha test was applied to measure the Instrument's Reliability.

4.11 Research Obstacles

- Wide area of the research; since the CBOs are distributed at seven districts in West Bank (Jerusalem Area, Ramallah Area, Jericho Area, Hebron Area, Bethlehem Area, Nablus Area, Jenin Area and Tulkarem Area); it was difficult to access all the areas easily when needed as a result of the security situation in West Bank and the researcher duty station is in Jerusalem. there was some difficulty in transportation and reaching the refugee camps since the research covered all the west bank and Jerusalem areas.

- The new members at the CBOs who are new in implementing the Management Standards didn't receive the Management Standards Training.

- Absence of some of the staffs, such as the treasurers; they do not exist every day in the CBOs; since they work as part time at the CBOs and not all of them work as full time job at these CBOs.

- Lack of previous studies and researches which are directly related to implementing Management Standards at corporations, agencies, organizations and centers, and shortage in references needed on the topic.

4.12 Summary

The study is a descriptive and qualitative study after theoretical and statistical analyzing for the results of the questionnaires.

The designed questionnaire was developed depending on the main Management Standards list applied at the CBOs in addition to important administrative and personal questions about the CBOs and the employees working there. The questionnaire was submitted for refereed before being distributed.

Data was collected in a three months period from all the CBOs at West Bank and Jerusalem. Employees at the CBOs were asked to fill in the questionnaire.

The total number of collected questionnaires is 112; the collected data were treated and analyzed using The Statistical Package for the Social Sciences (SPSS 18). Several test were applied to end up with the results in which then leads to the conclusion of this study and with recommendations to be benefited from in the future by the CBOs and the UNRWA. Other tests could not be applicable due to that the sample of the study is the same of the population.

Chapter 5

Results and Discussion

5.1   Introduction

The aim of the study is to find out the Extent of Implementing Management Standards (MS) at Community Based Organizations (CBOs) at Refugee Camps in West Bank (WB); in addition to other objectives.

SPSS (18) was applied to analyze the outputs resulted from the filling of the questionnaires by the employees of the CBOs who were categorized onto four job descriptions: Head of Administrative Committee, Supervisors, Secretariats and Treasurers; and to find the relationships between the study identified variables and the directions of the relations; and the effect of the variables on each others.

Data Analysis is the study is categorized as follows:

- Descriptive Analysis
- Means Analysis
- Regression Analysis
- Frequency Description and Pearson Chi-Square Test
- Spearman's Correlation Coefficient Tests
- Essay Questions Analysis

Additional test was done to measure the Instrument's Reliability, which is Cronbach Alpha scale test, which showed high level of reliability among the questionnaires questions.

5.2   Data Analysis

Data Analysis is the study is includes:
- Descriptive Analysis
- Means Analysis
- Regression Analysis
- Frequency Description and Pearson Chi-Square Test
- Spearman's Correlation Coefficient Tests
- Essay Questions Analysis

5.2.1   Descriptive Analysis

The following discussion includes the Mean Tests calculated for several variables, and includes the demographic analysis, distributions and mean analysis of variables among CBOs and the staff working at the CBOs as follows:

5.2.1.1 Demographic Analysis

The study covered seven districts in West Bank, these seven districts included 28 Community Based Centers, which were divided for 13 Community Based Rehabilitation Center and 15 Women Programme Center as shown in (Table 5.1)

Table 5.1: Distribution of CBOs by Areas.

Distribution of CBOs by Areas		CBOs Type	
		CBRC	WPC
		Count	Count
Area	Jerusalem	1	1
	Bethlehem	1	3
	Nablus	3	3
	Tulkarem	2	2
	Ramallah	3	2
	Hebron	1	2
	Jenin	2	2
	Total	13	15

Some of the areas covered in the study include more than one CBO since there are both Women Programme Centers and Community Based Rehabilitation Centers at the same camp, and also because each area includes more than one Refugee Camps such as Ramallah Area for example; it includes four Refugee Camps (Am'ari, Kalandia, Jalazone and Dier Ammar Camps).

5.2.1.2 Distribution of worker's Gender by Job Category and CBOs Type.

The CBOs Administrative groups consist of four Job categories, HACs, Supervisors, Secretaries and Treasurers which were studies in this research, in addition to other technical staff as the physiotherapists, occupational therapists, kindergarten teachers, trainer and others.

Table 5.2: Distribution of workers Gender by Job Category and CBOs Type.

Percentage distribution of worker's Gender by job category and center type			Male percent	Female Percent
Center Type	CBRC	Head of Administrative Committee	100.0	0.0
	WPC	Head of Administrative Committee	0.0	100.0
Center Type	CBRC	Supervisor	61.5	38.5
	WPC	Supervisor	0.0	100.0
Center Type	CBRC	Treasurer	92.3	7.7
	WPC	Treasurer	0.0	100.0
Center Type	CBRC	Secretary	91.7	8.3
	WPC	Secretary	0.0	100.0

- As (Table 5.2) shows; all the job categories at the WPCs are occupied 100% by females since hey are Women Programme centers and the main target group for these centers are women.
- The CBRCs job categories were distributed between males and females; male's percentage is higher than the female percentage: (males: 100% HACs, 61.5% Supervisors, 91.7% Secretaries and 92.3% Treasurers)

5.2.1.3 Distribution of workers by Job Category and the Level of Education.

The Level of Education for the Job Categories was distributed in the range between (Tawjihi) and (Master Degree) in deferent percentages for each job categories.

Table 5.3: Distribution of workers by job category and the Level of Education.

Percentage distribution of workers by job category and Educational Qualification				
Level of Education	Tawjihi and below	Diploma	BA	MA and above
	Percent	Percent	percent	Percent
Head of Administrative Committee	7.4	25.9	51.9	14.8
Supervisor	18.5	37.0	44.4	0.0
Treasurer	10.7	21.4	60.7	7.1
Secretary	19.2	23.1	53.8	3.8

Most of the employee's level of education was BA; the fewer percentage among them was employees with MA degrees.
- Heads of Administrative Committee level of education ranges between 7.4% holding Tawjihi certificate and below, 51.9% holding BA degree, 14.8% of them are holding MA degree.
- Supervisors level of education ranges between 18.5% holding Tawjihi certificate and below, and 44.4% holding a BA degree.
- Secretaries level of education ranges between 19.2% holding Tawjihi certificate and below, and 53.8% BA.

- Treasurers level of education ranges between 7.1% holding MA degree and above, 60.7% holding BA degree.

Holding high education degrees by the CBOs employees is a good resource for the CBOs to have; employees with high levels of education insure better quality of work and they will have capabilities to develop the administration of the centers in the future.

5.2.1.4 Distribution of Establishments Years of the CBOs.

The first CBO at West Bank was established in 1953, and the last CBO was established in 2003; most of the CBOs were established during the 90's.

Table 5.4: Distribution of Establishments Years of the CBOs.

Establishments Years of the Centers		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1953	1	3.6	3.6	3.6
	1958	1	3.6	3.6	7.1
	1967	1	3.6	3.6	10.7
	1975	1	3.6	3.6	14.3
	1990	3	10.7	10.7	25.0
	1992	3	10.7	10.7	35.7
	1993	5	17.9	17.9	53.6
	1994	3	10.7	10.7	64.3
	1996	4	14.3	14.3	78.6
	1997	2	7.1	7.1	85.7
	1999	1	3.6	3.6	89.3
	2001	1	3.6	3.6	92.9
	2002	1	3.6	3.6	96.4
	2003	1	3.6	3.6	100.0
	Total	28	100.0	100.0	

From (table 5.4), we can notice the following:
- A percent of 7.2% were established during 50's.
- A percent of 3.6% were established during 60's.
- A percent of 3.6% were established during 70's.
- A percent of 74.9% were established during 90's.
- A percent of 10.71% were established between 2001 and 2003

The CBOs were first established as sewing centers in 1953, and then these sewing centers have expanded in number, services and impact. The WPCs model proved to be a successful initiative followed by the development of CBRCs to serve the refugees with disabilities. While the number of specialized centers has fluctuated over the time due to political disturbance and limited resources, the CBOs have continued to contribute significantly to the overall quality of life within the refugee community by providing a range of vital services that are not readily available in many camps. *(Al-Zawawi, and others, 2009)*

5.2.1.5 Distribution of (Appointed / Elected) Administrative Committee of the CBOs.

The Administrative Committees at the CBOs in West Bank are divided in to two types: some of the Administrative Committees are appointed and the others have elected Administrative Committees. As shown in (table 5.5).

Table 5.5: Administrative Committee of the CBOs (Appointed / Elected).

Administrative Committee of the Center	Appointed		Elected	
	Count	Percent	Count	Percent
Administrative Committee of the Center	6	21.4	22	78.6

A percent of 78.6% of the Administrative Committees were elected and 21.4% were appointed.

5.2.1.6 Distribution of CBOs Registration.

Some of the CBOs are registered with several PA Ministries: Ministry of Interior, Ministry of Sports and Youth, Ministry of Civil Affairs, Ministry of Education.

Table 5.6: CBOs Registration.

Centers Registration	Yes		No	
	Count	percent	Count	percent
Centers Registration	19	67.9	9	32.1

- A percent of 67.9% of the WPCs and CBRCs in WB are registered with several PA ministries

5.2.1.7 Distribution of Working Years for the CBO's Employees

Working years at the CBOs were grouped / categories for periods consist of 5 years (1-5, 6-10, 11-15, more that 15) to enclose the results in a particular framework.

Table 5.7: Working Years for the CBO's Employees.

Working Years	1-5 years	6-10 years	11-15 years	more than 15 years
	percent	percent	Percent	Percent
Head of Administrative Committee	25.9	33.3	18.5	22.2
Supervisor	22.2	55.6	14.8	7.4
Treasurers	42.9	39.3	17.9	0.0
Secretary	53.8	26.9	7.7	11.5

- Heads of Administrative Committee: The higher percentage was 33.3% (6-10 years), and the lower percentage was 18.5% (11-15 years).
- Supervisors: The high percentage was 55.6% (6-10 years), and the lower percentage was 7.4% (more than 15years).
- Treasurers: The high percentage was 42.9% (1-5 years), and the lower percentage was 17.9% (11-15 years); none of the Treasurers at the CBOs is working since more than 15 years (0%).
- Secretaries: The high percentage was 53.8% (1-5 years), and the lower percentage was 7.7% (11-15 years).

The secretaries and treasures turn over at the CBOs was the highest with a percentage ranges between (one to five) years which means they do find other jobs or leave the centers for other reasons. While the HACs and the supervisors majority stays for longer periods in their positions at the CBOs.

5.2.1.8 Distribution of Experience Years for the CBO's Employees

Experience years at the same field at the CBOs were also grouped / categories (as the working years) for periods consist of 5 years (1-5, 6-10, 11-15, more that 15) to enclose the results in a particular framework.

Table 5.8: Experience Years for the CBO's Employees.

Experience Years	1-5	6-10	11-15	more than 15
	percent	percent	percent	Percent
Head of Administrative Committee	18.5	25.9	22.2	33.3
Supervisor	18.5	51.9	22.2	7.4
Treasurer	46.4	32.1	14.3	7.1
Secretary	46.2	23.1	3.8	26.9

- Heads of Administrative Committee: The high percentage was 33.3% (15 and more years), and the lower percentage was 18.5% (1-5 years).
- Supervisors: The high percentage was 51.9% (6-10 years), and the lower percentage was 7.4% (more than 15years).
- Treasurers: The high percentage was 46.4% (1-5 years), and the lower percentage was 7.1% (more than 15 years).
- Secretaries: The high percentage was 46.2% (1-5 years), and the lower percentage was 3.8% (11-15 years).

5.2.1.9 Distribution of Receiving MS Training

The UNRWA RSSD conducted several training courses for the CBOs on the MS at all areas which included all the job categories who were working at the CBOs during the Training period. The Management Standards training courses were to introduce the Management Standards way of work, concepts, importance, details, forms and all related information, so as when MS implementing start at the CBOs the staff will be able to act accurately and correctly and implement the MS in the right way and in a good performance to achieve better administration and services providing.

Table 5.9: Receiving MS training.

Receiving MS training	Yes	No
	Percent	percent
Head of Administrative Committee	77.8	22.2
Supervisor	77.8	22.2
Treasurer	60.7	39.3
Secretary	57.7	42.3

Most of the employees at the CBOs received training courses in MS which were conducted by t UNRWA - Relief and Social Services Department; the range of receiving the training was between 57.7% and 77.8%.

The new appointed employees at the CBOs and the new established centers after applying the MS project were not trained; and there percentage ranged between 22.2% and 42.3%.

The majorities of the current employees at the CBOs are trained on the MS concepts and details so they can reach high level of implementation, all the new employed staff at the CBOs did not receive training courses and need to be trained to have the same skills and knowledge's as the other trained employees have after the training of the MSs.

5.2.1.10 Distribution of the availability of suitable number of staff members at the CBOS

Table 5.10: Distribution of available staff members at the CBOS

Number of available employees	Yes		No	
	Count	percent	Count	Percent
Is the number of employees at the center enough to implement the center's activities and providing its services well and efficiently?	8	29.6	19	70.4

- 70.4% of the centers view was that the number of employees at the center is not enough to implement the center's activities and providing its services well and efficiently; as (Table 5.10) shows.

The result shown in (table 5.10) should emphasis the CBOs to have more trained staff on the MS so they can implement the Management Standards and the CBOs activities in better and more efficient and time consuming way.

5.2.1.11 Distribution of Re-Training Needs

As the result of (table 5.9) Showed, there are employees at the CBOs who didn't not receive the MS training. The following table (table 5.11) indicates the need for conducting new training courses for the employees at the CBOs.

Table 5.11: Distribution of Re-Training needs

Re-Training needs	Yes		No	
	Count	percent	Count	Percent
Is there any need to re-train the employees at the center on applying the MS?	25	92.6	2	7.4

- 92.6% of the centers agreed that there is a need to re-train the employees at the center on applying the MS; as (Table 5.11) shows.

The training courses for the employees at the CBOs is important and essential for the new appointed staff members as well as for the staff who already received the training, to renew their information and to have better practice of the Management Standards.

5.2.1.12 Distribution of Availability of Job Description

The availability of job description at the CBOs for all the job categories (HACs, supervisors, secretariats and treasurers) is important as it is important for other jobs at any organization. MS have certain and determined tasks to be implemented in its five major aspects (Mange Activities, Manage Resources, Manage People, Manage Information and Manage Evaluation). So to have job descriptions would make the roles, duties and responsibilities for each job category obvious and clear and would then be more clear for each of them how to implement the MS accurately and according to the combination of MS categories and their job descriptions.

Table 5.12: Distribution of Availability of Job Description

Availability of Job Description	Yes		No	
	Count	percent	Count	Percent
Is there a job description for the Head of Administrative Committee	23	85.2	4	14.8
Is there a job description for the Supervisor	24	88.9	3	11.1
Is there a job description for the Treasurers	23	85.2	4	14.8
Is there a job description for the Secretary	23	85.2	4	14.8

- There are job descriptions at the centers in the percentage of 85.2% for Heads of Administrative Committee, the secretaries and the treasurers.
- There are job descriptions at the centers in the percentage of 88.9% for both and Supervisors.

5.2.1.13 Availability of Electronic Devices at the CBOs

The availability of electronic devices makes the work easier, faster and more efficient than the old manual working tools and methods. The electronic devices save time and effort for the CBOs employees when implementing the Management Standards with the help of a computerized system, which in turn leads to a better Administrative System.

Table 5.13: Availability of Electronic Devices at the CBOs.

Availability of Electronic Facilities at the center	Yes	No
	percent	Percent
Computer	100.0	0.0
Printer	100.0	0.0
Photocopier	85.2	14.8
Fax	88.9	11.1
Phone	96.3	3.7
Scanner	48.1	51.9

The percentages of the availability of electronic devices at the CBOs were high for almost all the mentioned electronics in (Table 5.13).
- All the CBOs have Computers and Printers in a percentage of 100%
- The phone has the second rate in the availability in the CBOs (96.3%)
- The fax is available by the percentage of 88.9%, and the photocopiers by 85.2%.
- The availability of scanners has the lower percentage which is 48.1%.
The reason behind the unavailability of some electronic facilities and devices at some CBOs is the shortage and the lack of the financial and in-kind resources at the CBOs.

5.2.2 Means Analysis

The following sections of the results will show the Means for a group of variables.
Some of the answers of the questionnaires answers were categorized into 5 categories (Weak, Average, Good, Very Good and Excellent), each category was given a number to express its value statistically as follows:

Weak	: 1	Average	: 2		
Good	: 3	Very Good	: 4	Excellent	: 5

The categories from 0 to 1.4 were classified as weak, from 1.5 to 2.4 were classified as average, from 2.5 to 3.4 classified as good, from 3.5 to 4.4 classified as very good, from 4.5 to 5 classified as excellent.

Depending on this categorization, the means will be as indicators to explain and express the measured variables.

5.2.2.1 **Level of Implementing MS at CBOs by Camp**

The Mean of the level of Implementing MS at CBOs by Camp are:

Table 5.14: Level of Implementing MS at CBOs by Camp.

General Mean for the level of Implementing MS at CBOs	
Camp	Mean
Far'a	3.8
Am'ari	3.5
Camp # 1	3.7
Jalazone	3.6
Fawwar	2.6
Jenin	4.2
Kalandia	2.7
Nurshams	3.7
Aqbet Jaber	3.3
Askar	4.0
Tulkarem	3,9
Dheisheh	2.4
Balata	3.5
Shufat	3.9
Arroub	2.6
Dier Ammar	3.6

- The level of Implementing MS at CBOs by Camps ranges between 2.4 at Dheisheh Camp (which is at Bethlehem Area) which is the minimum level of implementation; and 4.2 at Jenin Camp (which is at Jenin Area) which is the maximum level of implementation of MS.

5.2.2.2 **Level of Implementing MS by CBOs type and by Camp**

The Mean of the level of Implementing MS CBOs type and by Camp are:

Table 5.15: Level of Implementing MS by CBOs type and by Camp.

Camp	CBO	General Percent	Level of MS Implementation by:							
			HACS		Supervisors		Secretaries		Treasurers	
			Mean	Percent	Mean	Percent	Mean	Percent	Mean	Percent
Far'a	CBRC	45.5	3.53	70.6	3.32	66.4	.		2.25	45
	WPC	86.6	3.32	66.4	4	80	5	100	5	100
Jenin	CBRC	96.5	5	100	4.79	95.8	5	100	4.5	90
	WPC	51.2	3.53	70.6	3.21	64.2	.		3.5	70
Camp # 1	CBRC	83	3.89	77.8	3.95	79	5	100	3.75	75
	WPC	63.7	3	60	3.74	74.8	3	60	3	60
Askar	CBRC	76	4.16	83.2	3.11	62.2	3.67	73.4	4.25	85
	WPC	65	.		4	80	4	80	5	100
Balata	CBRC	74.1	3.74	74.8	3.74	74.8	3.33	66.6	4	80
	WPC	47.1	3.42	68.4	.		3	60	3	60
Tulkarem	CBRC	88.1	4.74	94.8	4.63	92.6	4	80	4.25	85
	WPC	68.7	3.42	68.4	3.32	66.4	4	80	3	60
Nurshams	CBRC	63.1	2	40	4.11	82.2	3	60	3.5	70
	WPC	83.2	4.26	85.2	3.37	67.4	4	80	5	100
Am'ari	WPC	70.4	3.74	74.8	3.42	68.4	3.67	73.4	3.25	65
Jalazone	CBRC	72.6	3.89	77.8	3.95	79	3.67	73.4	3	60
Kalandia	CBRC	54.3	3.05	61	2.63	52.6	2.67	53.4	2.5	50
Dier Ammar	CBRC	71.9	4.16	83.2	4.21	84.2	3	60	3	60
Aqbet Jaber	WPC	66.3	2.58	51.6	3.42	68.4	4	80	3.25	65
Shufat	CBRC	74.4	4	80	4.37	87.4	3	60	3.5	70
	WPC	82.5	4.84	96.8	4.16	83.2	3	60	4.5	90
Hebron	WPC	56.4	1	20	2.53	50.6	4	80	3.75	75
Fawwar	CBRC	49.2	3.95	79	2.21	44.2	2.67	53.4	1	20
	WPC	53	1	20	2.68	53.6	3.67	73.4	3.25	65
Bethlehem	WPC	73.7	4.16	83.2	4.58	91.6	3	60	3	60
Dheisheh	WPC	47.1	2.05	41	3.37	67.4	2	40	2	40
Arroub	CBRC	70	3.53	70.6	2.21	44.2	4	80	4.25	85
	WPC	34.7	2.47	49.4	1.47	29.4	1	20	2	40

CBRCs	**70.6**
WPCs	**63.3**

From table 5.15 we can see that there are differences between the CBOs in implementing the MS, in some camps the WPCs have higher level of implementation and in others the CBRCs have higher level. In general the CBRCs have higher level of implementation

(70.6%) than the WPCs (63.3%). The maximum level of implementation of MS is (96.5%) at Jenin CBRC and the minimum level is (34.7%) at Arroub WPC.

From the previous two table (table 5.14 and table 5.15), and as the results indicates, some CBOs are in need for training more than other CBOs, and as shown in (table 5.11) there is a real need for re-training of the MS at the CBOs, from the results in the (table 5.15) the MS implementation varies between CBOs at the camps in the areas which emphasis to start conducting the training courses for the MS first at the CBOs who are implementing MS in lower levels than others as at Bethlehem and Hebron areas.

5.2.2.3 **Problems facing the CBOs as determined by CBO's HAC**

The following problems facing the implementation of MS at CBOs rose while preparing the proposal of the thesis, when starting to put the main points of the study including, as was indicated by the CBOs and the relief and Social Services teams. Other problems raised by CBOs staff when they answered the Essay Questions in the questionnaires of the study, these problems are discussed in the Essay Questions Section in this chapter.

The Mean of the problems faces the centers as answered by the Heads of Administrative Committees were as the following table indicates:

Table 5.16: Problems facing the CBOs as determined by CBO's HAC

Mean of the problems faces the centers – HAC	Mean	Std. Deviation
Low level of follow up by RSSD	2.6	1.043
Appointment of new Social Workers who did not receive any training on the MS	2.3	1.074
Presence of other administrative systems	2.6	1.281
Voluntary work at the centers for temporary periods	3.0	1.400
General mean	**2.6**	

For this question, the answers were categories as follows: (No Problem: 1, weak degree: 2, medium degree: 3, high degree: 4, large extent: 5)

- The CBOs showed that the Low level of follow up by RSSD is a problem with a medium degree (3.0)
- The CBOs showed that the Appointment of new Social Workers who did not receive any training on the MS is a problem with a weak degree (2.3)
- The CBOs showed that the Presence of other administrative systems is a problem with a medium degree (2.6)
- The CBOs showed that the Voluntary work at the centers for temporary periods is a problem with a medium degree (2.6)
- The General Mean for the problems faces the CBOs in implementing MS from the view of Heads of Administrative committees at the CBOs was 2.6 which is a medium degree.

5.2.2.4 **Problems facing the CBOs as determined by CBO's Supervisor**

The Mean of the problems faces the centers as was answered by the supervisors of the CBOs were as the following table indicates:

Table 5.17: Problems facing the CBOs as determined by CBO's Supervisor.

Mean of the problems faces the center – Supervisor	Mean	Std. Deviation
Low level of follow up by RSSD	2.6	1.182
Appointment of new Social Workers who did not receive any training on the MS	2.3	1.301
Presence of other administrative systems	2.3	1.163
Voluntary work at the centers for temporary periods	3.0	1.427
General mean	**2.6**	

- 2.6 of the centers shoed that the Low level of follow up by RSSD is a problem with a medium degree
- 2.3 of the centers shoed that the Appointment of new Social Workers who did not receive any training on the MS is a problem with a weak degree
- 2.3 of the centers shoed that the Presence of other administrative systems is a problem with a weak degree
- 3.0 of the centers shoed that the Voluntary work at the centers for temporary periods is a problem with a medium degree
- The General Mean for the problems faces the centers in applying MS from the view of the supervisors at the centers was 2.6 which is a medium degree

From the previous two questions we notices that almost all the mentioned problems are being pointed to by the HACs and the Supervisors at the same level for each problem, which means that the reality of the existence of each kind of the mentioned problems is at the same level.

5.2.2.5 **Level of Effect of MS on CBO's Administrative Developments as defined by the HACs**

The Mean of the level of effect of MS on Administrative Developments of the centers was answered by the HACs were as follows:

Table 5.18-a: Level of effect of MS on CBO's Administrative Developments by the HAC.

Mean of the Level of effect of MS on CBO's Administrative Developments by the HACs	Mean	Std. Deviation
Administrative development of the centers	3.7	.859
Administrative performance for the members of the administrative committees	3.5	1.122
Occupational performance of the employees at the center	3.8	.681
Supervisors performance	3.9	.864
Follow up the employees at the center	3.9	.818
Commitment form the employees with the activities plans	3.9	.770
Commitment form the employees with the official working hours	3.9	.818
Implementing the activities within the required level	3.7	.656
Type of implemented activities	3.7	.656

Table 5.18-b: Level of effect of MS on CBO's Administrative Developments by the HAC.

Target groups	3.7	.912
Size of information entered to the center's system	3.7	.920
Files keeping	3.9	.874
Manage information within the center goals	3.8	.736
Archiving the center works	3.8	.879
Find internal and external financial recourses	3.0	1.240
Control the financial recourses	3.7	.877
Preparing monthly and yearly reports	4.0	.961
Evaluation for the employees	3.7	.993
Evaluation for the local community needs	3.6	1.013
Evaluation for the applied activities at the centers	3.6	1.079
General mean	**3.7**	

- The level of approval in general by the respondents to the following item is 3.5; which is categorized as very good effect of applying MS at the centers.
  - Administrative performance for the members of the administrative committees
- The level of approval in general by the respondents to the following items is 3.6; which is categorized as very good effect of applying MS at the centers.
  - Evaluation for the local community needs
  - Evaluation for the applied activities at the centers
- The level of approval in general by the respondents to the following items is 3.7; which is categorized as very good effect of applying MS at the centers.
  - Administrative development of the centers
  - Implementing the activities within the required level
  - Type of implemented activities
  - Target groups
  - Size of information entered to the center's system
  - Control the financial recourses
  - Evaluation for the employees
- The level of approval in general by the respondents to the following items is 3.8; which is categorized as very good effect of applying MS at the centers.
  - Occupational performance of the employees at the center
  - Manage information within the center goals
  - Archiving the center works
- The level of approval in general by the respondents to the following items is 3.9; which is categorized as very good effect of applying MS at the centers.
  - Supervisor's performance
  - Follow up the employees at the center
  - Commitment form the employees with the activities plans
  - Commitment form the employees with the official working hours
  - Files keeping
- The **minimum mean** among the previous items was 3.0 which is a good percentage, and was for the following item:
  - Find internal and external financial recourses
- The **maximum mean** among the previous items was 4.0 which is a very good percentage, and was for the following item:
  - Preparing monthly and yearly reports

- The **General mean** was 3.7 which is a very good percentage of the effect of applying MS at the CBOs.

In general; the effect of implementing the Management Standards on Administrative Developments from the Head of Administrative Committees point of view is very good, which is a good indicator of the need and success of the Management Standards implementation and results at the CBOs and its activities. When there is CBOs Administrative Development then the CBOs will be able to develop all the other work sides and the services providing to the refugees at the Refugee Camps. This is an indicator that MS positively effects the administrative development of the CBOs.

5.2.2.6 Level of effect of MS on CBO's Administrative Developments as defined by the Supervisors

The Mean of the level of effect of MS on Administrative Developments of the centers was as were answered by the Supervisors were as follows:

Table 5.19: Level of effect of MS on CBO's Administrative Developments by the Supervisors.

Mean Level of effect of MS on CBO's Administrative Developments by the Supervisors	Mean	Std. Deviation
Centers administrative development	3.7	.869
Administrative performance for the administrative committee members	3.4	.934
Occupational performance of the employees at the center	3.7	.775
Supervisors performance	3.8	1.039
Follow up the employees at the center	3.5	.849
Commitment form the employees with the activities plans	3.5	.849
Commitment form the employees with the official working hours	3.9	.847
Implementing the activities within the required level	3.7	.859
Type of implemented activities	3.7	.734
Target group	3.6	.971
Size of information entered to the center's system	3.6	1.013
Information keeping	3.9	.907
Manage information within the center goals	3.8	.962
Archiving the center works	3.9	.847
Find internal and external financial recourses	3.0	1.285
Control the financial recourses	3.7	1.068
Preparing monthly and yearly reports	3.9	1.134
Evaluation for the employees	3.3	1.095
Evaluation for the local community needs	3.3	1.163
Evaluation for the applied activities at the centers	3.2	1.219
General mean	**3.6**	

- The level of approval in general by the respondents to the following item is 3.2; which is categorized as good effect of applying MS at the centers.
  - Evaluation for the applied activities at the centers
- The level of approval in general by the respondents to the following items is 3.3; which is categorized as good effect of applying MS at the centers.
  - Evaluation for the employees

- Evaluation for the local community needs
- The level of approval in general by the respondents to the following item is 3.4; which is categorized as good effect of applying MS at the centers.
    - Administrative performance for the administrative committee members
- The level of approval in general by the respondents to the following items is 3.5; which is categorized as very good effect of applying MS at the centers.
    - Follow up the employees at the center
    - Commitment form the employees with the activities plans
- The level of approval in general by the respondents to the following items is 3.6; which is categorized as very good effect of applying MS at the centers.
    - Size of information entered to the center's system
    - Size of information entered to the center's system
- The level of approval in general by the respondents to the following items is 3.7; which is categorized as very good effect of applying MS at the centers.
    - Centers administrative development
    - Occupational performance of the employees at the center
    - Implementing the activities within the required level
    - Type of implemented activities
    - Control the financial recourses
- The level of approval in general by the respondents to the following items is 3.8; which is categorized as very good effect of applying MS at the centers.
    - Supervisor's performance
    - Manage information within the center goals
- The **minimum mean** among the previous items was 3.0 which is a good percentage, and was for the following item:
    - Find internal and external financial recourses
- The **maximum mean** among the previous items was 3.9 which is a very good percentage, and was for the following items:
    - Commitment form the employees with the official working hours
    - Information keeping
    - Archiving the center works
    - Preparing monthly and yearly reports
- The **General mean** was 3.6 which is a very good percentage of the effect of applying MS at the CBOs.

From the Supervisors point of view; The level in which Management Standards effected the CBOs in terms of Administrative approaches in general was 3.6, which is classified as "Very Good" level, this is an indicator that MS positively effects the administrative development of the CBOs. All the tested administrative items "Means" ranged between 3 and 3.9 which mean that the effect of MS ranges between "Good" and "Very Good".

5.2.2.7 Level of Implementation of MS at the CBOs by Job Description

The Management Standards includes:

- Manage Activities
- Manage Recourses
- Manage People
- Manage Information
- Manage Evaluation

Each of the above categories was tested by the level of the implementation at the CBOs by each job description (Head of Administrative Committees, Supervisors, Secretaries and Treasurers), the results were as follows:

5.2.2.7.1 Manage Activities:

Managing Activities of the CBOs is applied by HACs and Supervisors:

The Activities Managed at the CBOs referred to are: a- Planning Activities which includes (Identify activities to meet objectives and Plan activities to meet objectives) and b- Implementing Activities which includes (Implementing activities to meet objectives, Monitor activities against objectives and Evaluate activities against objectives).

5.2.2.7.1.1 Mean of the level of implementing MS by HAC - Manage Activities

The Mean of the level of Implementing MS by Heads of the Administrative Committees in Managing the Activities of the CBOS was as follows:

Table 5.20: Level of implementing MS by HAC - Manage Activities.

Mean of the level of implementing MS by HAC – Manage Activities	Mean	Std. Deviation
Identify activities to meet objectives	4	1.152
Plan activities to meet objectives	4	1.251
Monitor activities against objectives	3.5	1.282
General mean	**4**	

- The level of approval in general by the respondents to the above items ranges between 3.5; and 4.0 which are categorized as very good percentage of implementing MS by Heads of the Administrative Committees in Managing the Activities of the CBOS.
- The **General mean** was 4.0 which is also very good percentage of implementing MS by Heads of the Administrative Committees in Managing the Activities of the CBOS.

5.2.2.7.1.2 Mean of the level of implementing MS by supervisor - Manage Activities

The Mean of the level of Implementing MS by Supervisors in Managing the Activities of the CBOS was as follows:

Table 5.21: Level of effect of implementing MS by supervisor - Manage Activities.

Mean of the level of implementing MS by supervisor - Manage Activities	Mean	Std. Deviation
Identify activities to meet objectives	3.7	.832
Plan activities to meet objectives	3.8	.974
Monitor activities against objectives	3.7	.944
Evaluate activities against objectives	3.4	1.006
General mean	**3.6**	

- The level of approval in general by the respondents to the above items ranges between 3.4 which are categorized as good percentage; and 3.8 which are categorized as very good percentage of implementing MS by supervisors in managing the Activities of the CBOS.
- The **General mean** was 3.6 which is also very good percentage of implementing MS by supervisors in managing the Activities of the CBOS.

Managing the activities of the CBOs is one of the Management Standards that are applied at the CBOs, the percentage of applying and implementing it is "Very Good" by HACs and by supervisors which is an indicator that most of the planed activities of the CBOs are well managed and applied as the CBOs activities demands and requirements, efficient management of activities results with a better production.

5.2.2.7.2 Manage Recourses:

Managing Recourses of the CBOs is applied by HACs, Supervisors and Treasurers:

Managing the Resources of the CBOs is the second item of the Management Standards that are applied at the CBOs.

The Resources Managed at the CBOs referred to are: a- Support efficient use of resources which includes (Make recommendations for the use of resources and Control use of resources) and b- Control financial resources which includes (Prepare the budget, Monitor the Budget, Seek financial resources and control the Budget)

5.2.2.7.2.1 Mean of the level of implementing MS by HAC - Manage Resources

The Mean of the level of Implementing MS by Heads of the Administrative Committees in Managing the Recourses of the CBOS was as follows:

Table 5.22: Level of implementing MS by HAC - Manage Resources.

Mean of the level of implementing MS by HAC - Manage Resources	Mean	Std. Deviation
Make recommendations for the general assembly on for the use of resources	3.3	1.271
Control use of resources	3.8	1.188
Prepare the budget	3.5	1.189
Monitor the Budget	3.8	1.111
Seek financial resources	3.3	1.196
General mean	**3.5**	

- The level of approval in general by the respondents to the above items ranges between 3.3 which are categorized as good percentage; and 3.8 which are categorized as very good percentage of implementing MS by Heads of the Administrative Committees in Managing the Recourses of the CBOS.
- The **General mean** was 3.5 which is very good percentage of implementing MS by Heads of the Administrative Committees in Managing the Recourses of the CBOS.

5.2.2.7.2.2 Mean of the level of implementing MS by supervisor - Manage Resources

The Mean of the level of Implementing MS by supervisors in managing the Recourses of the CBOS was as follows:

Table 5.23: Level of effect of implementing MS by supervisor - Manage Resources.

Mean of the level of implementing MS by supervisor - Manage Resources	Mean	Std. Deviation
Make recommendations for the general assembly for the use of resource	3.0	1.224
Prepare the budget	3.4	.974
Monitor the Budget	3.6	1.010
Seek financial resources	3.3	.859
Control the budget	3.3	1.000
General mean	**3.3**	

- The level of approval in general by the respondents to the above items ranges between 3.0 which are categorized as good percentage; and 3.6 which are categorized as very good percentage of implementing MS by supervisors in managing the Recourses of the CBOS.
- The **General mean** was 3.3 which is good percentage of implementing MS by supervisors in managing the Recourses of the CBOS.

5.2.2.7.2.3 Mean of the level of implementing MS by Treasurers – Manage Resource

The Mean of the level of Implementing MS by the Treasurers in Managing the Recourses of the CBOS was as follows:

Table 5.24: Level of implementing MS by Treasurers – Manage Resource.

Mean of the level of implementing MS by Treasurers – Manage Resource	Mean	Std. Deviation
Make recommendations for the general assembly for the use of resources	3.3	1.213
Prepare the budget	3.6	1.168
Monitor the Budget	3.6	1.062
Seeking to collect financial recourses	3.3	1.110
General mean	**3.4**	

- The level of approval in general by the respondents to the above items ranges between 3.3 which are categorized as good percentage; and 3.6 which are categorized as very good percentage of implementing MS by Treasurers in Managing the Recourses of the CBOS.
- The **General mean** was 3.4 which is good percentage of implementing MS by Treasurers in Managing the Recourses of the CBOS.

The percentage of applying and implementing it ranges between "Good" and "Very Good" as applied by the HACs, Supervisors and Treasurers; which is a good indicator that the resources of the CBOs are well managed and applied.

5.2.2.7.3 Manage People:

Managing People of the CBOs is applied by HACs and Supervisors and is the third item of the Management Standards that are applied at the CBOs.

Managing People at the CBOs referred to are: a- Create effective working relationship which includes (With staff and with managers / committees (with others)), and b- Manage Staff which includes (Identify the roles of staff, Develop staff and Plan the work of staff).

5.2.2.7.3.1 Mean of the level of implementing MS by HAC – Manage People

The Mean of the level of Implementing MS by Heads of the Administrative Committees in Managing the People at the CBOS was as follows:

Table 5.25: Level of implementing MS by HAC - Manage People.

Mean of the level of implementing MS by HAC – Manage People	Mean	Std. Deviation
With staff	3.5	1.122
With managers / committees (with others)	3.5	1.189
Identify the roles of staff	3.6	1.188
Develop staff	3.2	1.167
Plan the work of staff	3.5	1.189
General mean	**3.5**	

- The level of approval in general by the respondents to the above items ranges between 3.1 which are categorized as good percentage; and 3.6 which are categorized as very good percentage of implementing MS by Heads of the Administrative Committees in Managing the People at the CBOS.
- The **General mean** was 3.5 which is very good percentage of implementing MS by Heads of the Administrative Committees in Managing the People at the CBOS.

5.2.2.7.3.2 Mean of the level of implementing MS by supervisor – Manage People

The Mean of the level of Implementing MS by supervisors in managing the People at the CBOS was as follows:

Table 5.26: Level of effect of implementing MS by supervisor - Manage People.

Mean of the level of implementing MS by supervisor – Manage People	Mean	Std. Deviation
With staff	3.9	.874
With managers / committees (with others)	3.8	.962
Identify the roles of staff	3.9	1.064
Develop staff capacities	3.3	.993
Plan the work of staff	3.6	1.050
General mean	**3.7**	

- The level of approval in general by the respondents to the above items ranges between 3.3 which are categorized as good percentage; and 3.9 which are categorized as very good percentage of implementing MS by supervisors in managing the People at the CBOS.
- The **General mean** was 3.7 which is very good percentage of implementing MS by supervisors in Managing the People at the CBOS.

The percentage of applying and implementing Manage People is "Very Good" as applied by the HACs and Supervisors; which is a good indicator that the employees at the CBOs are well managed.

5.2.2.7.4 Manage Information:

Managing Information of the CBOs is applied by HACs, Supervisors and Secretaries:

Managing Information is the third item of the Management Standards that are applied at the CBOs.

Managing Information at the CBOs referred to: Manage information for action which includes (Gather information, Use information and Hold meetings to exchange information).

5.2.2.7.4.1 Mean of the level of implementing MS by HAC – Manage Information

The Mean of the level of Implementing MS by Heads of the Administrative Committees in Managing the Information at the CBOS was as follows:

Table 5.27: Level of implementing MS by HAC - Manage Information.

Mean of the level of implementing MS by HAC – Manage Information	Mean	Std. Deviation
Gather information	3.4	1.079
Use information	3.4	1.155
Hold meetings to exchange information	3.3	1.196
General mean	**3.4**	

- The level of approval in general by the respondents to the above items ranges between 3.3 and 3.4 which are categorized as good percentage of implementing MS by Heads of the Administrative Committees in Managing the Information at the CBOS.
- The **General mean** was 3.4 which is also good percentage of implementing MS by Heads of the Administrative Committees in Managing the Information at the CBOS.

5.2.2.7.4.2 Mean of the level of implementing MS by supervisor – Manage Information

The Mean of the level of Implementing MS by supervisors in Managing the Information at the CBOS was as follows:

Table 5.28: Level of effect of implementing MS by supervisor - Manage Information.

Mean of the level of implementing MS by supervisor – Manage Information	Mean	Std. Deviation
Gather information	3.8	.801
Use information	3.6	.931
Hold meetings to exchange information	3.4	1.214
General mean	**3.6**	

- The level of approval in general by the respondents to the above items ranges between 3.4 which are categorized as good percentage; and 3.8 which are categorized as very good percentage of implementing MS by supervisors in Managing the Information at the CBOS.
- The **General mean** was 3.6 which is also very good percentage of implementing MS by supervisors in Managing the Information at the CBOS.

5.2.2.7.4.3 Mean of the level of implementing MS by secretariat - Manage Information

The Mean of the level of Implementing MS by Secretaries in Managing the Information at the CBOS was as follows:

Table 5.29: Level of implementing MS by secretariat - Manage Information.

Mean of the level of implementing MS by secretariat - Manage Information	Mean	Std. Deviation
Gather information	3.5	.949
Use information	3.5	.905
Hold meetings to exchange information	3.4	.941
General mean	**3.5**	

- ▪ The level of approval in general by the respondents to the above items ranges between 3.4 which are categorized as good percentage; and 3.5 which are categorized as very good percentage of implementing MS by Secretaries in Managing the Information at the CBOS.
- ▪ The **General mean** was 3.5 which is also very good percentage of implementing MS by Secretaries in Managing the Information at the CBOS.

The percentage of applying and implementing the Manage People ranges between "Good" and "Very Good" as applied by the HACs and Supervisors and Secretaries; which is a good indicator that the information at the CBOs are well managed.

5.2.2.7.5 Manage Evaluation:

Managing Evaluation of the CBOs is applied by HACs and Supervisors:

Managing Evaluation is the fifth and final item of the Management Standards that are applied at the CBOs.

Managing Evaluation at the CBOs referred to are: a- Support the planning and development of systems for evaluation which includes (Plan and develop systems and Measure performance), and b- Implement systems for evaluation which includes (Carry out evaluation).

5.2.2.7.5.1 Mean of the level of implementing MS by HAC – Manage Evaluation

The Mean of the level of Implementing MS by Heads of the Administrative Committees in Managing the Evaluation at the CBOS was as follows:

Table 5.30: Level of implementing MS by HAC - Manage Evaluation.

Mean of the level of implementing MS by HAC – Manage Evaluation	Mean	Std. Deviation
Plan and develop systems	3.2	1.039
Measure performance	3.1	1.141
Carry out / conduct evaluation	3.2	1.241
General mean	**3.1**	

- The level of approval in general by the respondents to the above items ranges between 3.1 and 3.2 which are categorized as good percentage of implementing MS by Heads of the Administrative Committees in Managing the Evaluation at the CBOS.
- The **General mean** was 3.1 which is also good percentage of implementing MS by Heads of the Administrative Committees in Managing the Evaluation at the CBOS.

Mean of the level of implementing MS by supervisor – Manage Evaluation

The Mean of the level of Implementing MS by supervisors in Managing the Evaluation at the CBOS was as follows:

Table 5.31: Level of effect of implementing MS by supervisor - Manage Evaluation.

Mean of the level of implementing MS by supervisor – Manage Evaluation	Mean	Std. Deviation
Plan and develop evaluation systems	3.1	.974
Measure performance	3.0	1.160
General mean	**3.1**	

- The level of approval in general by the respondents to the above items ranges between 3.0 and 3.1 which are categorized as good percentage of implementing MS by supervisors in Managing the Evaluation at the CBOS.
- The **General mean** was 3.1 which is also good percentage of implementing MS by supervisors in Managing the Evaluation at the CBOS.

The percentage of applying and implementing Manage Evaluation is "Good" as applied by the HACs and Supervisors.

5.2.2.8 Skills of the CBO's Employees

The level of skills that the Head of Administrative Committees and Supervisors at the have is better than the skills of the secretaries and treasurers as the results of the questionnaires shows, to improve and develop the skills for the employees as the recommendations of this study implies the CBO's administration should conduct training sources for the employees in raising awareness, capacity building, administrative and technical issues, in addition to any other needed training especially on the Management Standards to have better level of implementation, services providing and work efficiency and quality.

5.2.2.8.1 Mean of Skills – HAC

The Mean of the Skill that the Heads of the Administrative Committees have:

Table 5.32: Skills for HACs.

Mean of Skills – HAC	Mean	Std. Deviation
Conducting control and admin meetings	3.9	1.281
Group administration	3.8	1.111
Work during pressured periods	3.7	1.228
Decision making and implementation	4.0	1.192
Problem and conflicts solving	3.8	1.360
Convincing and influencing	3.7	1.265
Flexibility in dealing	3.7	1.347
Activate the humanity relationships	3.6	1.305
Negotiation	3.7	1.203
Leadership	4.0	1.240
Communication and connection	3.7	1.259
Manage sessions	4.0	1.177
Time control	3.9	1.099
Listening	3.7	1.196
Netting with associations	3.7	1.240
Work within a team	3.8	1.340
Planning	3.7	1.130
Association management	3.8	1.210
Supervision	3.7	1.203
Neutrality	3.6	1.217
Follow up the financial issues	3.7	1.103
Coordination	3.8	1.272
General mean	**3.8**	

- The level of approval in general by the respondents to the above items ranges between 3.6 and 4.0 which is categorized as very good percentages of Skills that the Heads of the Administrative Committees have which is good for administrating the CBOs in a very good way.
- The general **mean** among the previous items was 3.8 which is also a very good percentage.

5.2.2.8.2 Mean of Skills – Supervisors

The Mean of the Skill that the Supervisors have:

Table 5.33: Supervisors Skills.

Mean of Skills – Supervisors	Mean	Std. Deviation
Use the computer	4.3	.944
Archiving	4.2	1.013
Follow up	4.0	1.091
Build relations	4.1	.997
Reports and letters writing	4.1	1.086
Communication and connections	4.1	.989
Administrative skills	4.0	1.074
Supervision	4.1	1.086
Decision making	3.8	1.050
Working under pressure	4.1	1.099
Respect appointments	4.1	.874
Convincing	3.9	.958
Problems solving	3.9	.989
Organizing	3.9	.958
Disinterest and objectivity	4.2	.834
Motivation and reinforcement	3.7	1.240
General mean	**4**	

- The level of approval in general by the respondents to the above items ranges between 3.7 and 4.3 which is categorized as very good percentages of Skills that the Supervisors have which is good for administrating the CBOs.
- The general **mean** among the previous items was 4 which is a very good.

5.2.2.8.3 Mean of the skills of the Secretariat

The Mean of the Skill that the Secretaries have:

Table 5.34: Skills of the Secretariat.

Mean of the skills of the secretariat	Mean	Std. Deviation
Drafting invitations	3.9	.881
Conducting meetings	3.8	.992
Expression	3.6	1.023
Files keeping	3.7	1.050
Accuracy in work	3.7	.936
Confidentiality	4.1	.845
Follow up decisions implementation	3.6	1.027
Control meetings	3.5	.948
Communication and connections	3.5	.989
Texting decisions	3.7	1.087
Use the computer	3.4	1.134
Filling / archiving	3.6	1.023
Minutes of meeting writing	3.9	1.071
General mean	**3.7**	

- The level of approval in general by the respondents to the above items ranges between 3.4 which are categorized as good percentages; and 4.1 which are categorized as very good percentages of Skills that the Secretaries have.
- The general **mean** among the previous items was 3.7 which is also a very good percentage.

5.2.2.8.4 Mean of Skills - Treasurers

The Mean of the Skill that the Treasurers have:

Table 5.35: Treasurers Skills.

Mean of Skills – Treasurers	Mean	Std. Deviation
Dealing with expenditure bills	4.2	.995
Planning	3.6	1.103
Preparing financial reports	3.9	1.031
Present reports	3.8	1.031
Use computer	3.5	1.232
Keeps financial files	3.8	1.067
Bookkeeping	3.8	1.124
Disinterest and honesty in work	4.2	.844
Ability to put financial plans	3.4	1.162
General mean	**3.8**	

- The level of approval in general by the respondents to the above items ranges between 3.4 which are categorized as good percentages; and 4.2 which are categorized as very good percentages of Skills that the Treasurers have.
- The general **mean** among the previous items was 3.8 which is also a very good percentage.

5.2.2.9 Knowledge's of the CBOs Employees

The level of Knowledge's for the Head of Administrative Committees, Supervisors Secretaries and Treasurers ranges between "Good" and "Very Good" as the results of the questionnaires shows, which is a good indicator that the CBO's staff have good knowledge's in their work and can develop in future.

The same as previously mentioned for the Skills of the employees, the CBOs administration should conduct training sources for the employees in several topics to insure better knowledge and level of implementation, services providing and work efficiency and quality.

The variety in the knowledge level of the employees is due to the working and experience year in the same working field and at the CBOs.

5.2.2.9.1 Mean of Knowledge's – HAC

The Mean of the Knowledge's that the Heads of the Administrative Committees have:
Table 5.36: Knowledge's for HACs.

Mean of Knowledge's – HAC	Mean	Std. Deviation
Knowledge of the center and its activities	4.3	.734
Familiar with public culture	4.1	.801
Financial issues	3.7	.813
Administrative work from the developmental side	3.9	1.064
Administrative work from the implementation side	3.9	1.064
Administrative work from the activities follow up and implementation side	3.8	1.039
Knowledge in accounting	3.4	1.010
Knowing about the local community associations and funding associations	3.8	1.001
Explore the local community status and needs	3.6	1.245
Knowledge in local associations rules / regulations	3.9	1.064
Union work	3.6	1.309
Association administration	4.0	1.224
Leadership tasks	3.9	1.281
Communication methods	3.9	1.155
Knowledge of the administration members roles	4.1	.874
Projects planning	3.6	1.251
Activities planning	3.7	1.203
Activities administration	3.7	1.259
Supervision	3.8	1.219
Explore the needs of the local market in terms of opportunities	3.3	1.235
Estimate the costs of center's activities	3.6	1.219
Exploratory studies on the participants in the activities of the Center	3.4	1.334
Multiple procedures for the preparation of reports	3.4	1.279
Conduct follow-up studies	3.4	1.305
Estimate the level of resources needed for decided programme	3.4	1.338
Book keeping and required aspects of accounting control	3.2	1.231
Saving and using the files by the computer	3.4	1.275
Funding recourses at the community	3.4	1.245
How to obtain financial resources	3.2	1.210
How to prepare Job descriptions	3.6	1.281
How to prepare Action plans	3.7	1.235
Prepare plans to develop the capabilities of staff members	3.5	1.369
Monitor the performance of employees	3.5	1.312
Prepare reports on the performance of employee	3.5	1.341
Ways to solve conflicts in the center	3.8	1.396
Prepare a system for filing and preserving files	3.5	1.282
Analysis and introduce the information collected	3.4	1.155
Measure results against planed drawn to it	3.3	1.265
Develop clear and specific criteria for evaluation	3.5	1.312
Evaluate the performance of employees	3.7	1.301
General mean	**3.6**	

- ▪ The level of approval in general by the respondents to the above items ranges between 3.1 which is categorized as a good percentages; and 4.3 which is

categorized as very good percentages of Knowledge's that the Heads of the Administrative Committees have which is good for administrating the CBOs in a very good way.

- The general **mean** among the previous items was 3.6 which is also a very good percentage.

5.2.2.9.2 Mean of the level of knowledge of supervisors

The Mean of the Knowledge's that the Supervisors have:

Table 5.37: Supervisors Knowledge.

Mean of the level of knowledge of supervisors	Mean	Std. Deviation
Programmes planning	3.7	.953
Social science	3.6	.971
Awareness of the centers goals	4.1	.997
Follow up	3.9	.917
Preparing project proposal	3.6	1.248
Knowledge of budgets	3.7	1.059
Financial procedures	3.8	1.013
Confidentiality at work	4.1	1.035
Job description preparation	3.7	1.289
Work planning preparation	3.9	1.262
Monitor the performance of employees	3.9	1.099
Prepare reports about the performance of employees	3.6	1.245
Prepare several methods to solve conflicts in the center	3.8	1.075
Prepare deferent methods to raise staff motivation and stimulation	3.5	1.252
Prepare methods to save and keep information and retrieve them when needed	3.9	1.035
Exploring collected information	3.8	1.111
Evaluate the performance of employees	3.5	1.312
General mean	**3.8**	

- The level of approval in general by the respondents to the above items ranges between 3.5 and 4.1 which are categorized as very good percentages of Knowledge's that the Supervisors have which is good for administrating the CBOs in a very good way.
- The general **mean** among the previous items was 3.8 which is also a very good percentage.

5.2.2.9.3 Mean of Knowledge's of the Secretary

The Mean of the Knowledge's that the Secretaries have:

Table 5.38: Knowledge's of the Secretariats.

Mean of Knowledge's of the secretary	Mean	Std. Deviation
Knowledge of the association goals	4.1	.935
Administrative work	3.9	1.047
Computer use	3.6	1.169
Knowledge of the internal system (by-laws)	4.0	1.038
Planning	3.5	1.068
Meetings preparation	3.8	.908
Details of any agreement	3.7	.919
Local community needs	3.7	.977
Prepare a system for files saving and keeping, restoring and use	3.4	1.238
Analyzing information and proposing them	3.4	1.137
General mean	**3.7**	

- The level of approval in general by the respondents to the above items ranges between 3.4 which is categorized as a good percentages; and 4.1 which is categorized as very good percentages of Knowledge's that the Secretaries have.
- The general **mean** among the previous items was 3.7 which is a very good.

5.2.2.9.4 Mean of knowledge for the Treasurers

The Mean of the Knowledge's that the Treasurers have:

Table 5.39: Treasurers Knowledge.

Mean of knowledge for the Treasurers	Mean	Std. Deviation
Knowledge of the budget	3.9	1.100
Knowledge of accounting	3.9	1.100
Dealing with expenditure and receiving bills	4.1	1.245
Use the computer	3.5	1.347
Communication and connections	3.8	1.031
Financial management	3.7	1.110
Banking procedures	3.6	1.096
Association goals	3.9	1.066
Financial recourse	3.7	1.150
Bookkeeping	3.9	1.227
Accounts Auditing	3.8	1.219
Use the records stored in the computer	3.2	1.424
Registration of financial recourses	3.8	1.090
General mean	**3.8**	

- The level of approval in general by the respondents to the above items ranges between 3.2 which is categorized as a good percentages; and 4.1 which is categorized as very good percentages of Knowledge's that the Treasurers have.
- The general **mean** among the previous items was 3.8 which is also a very good.

5.2.3 Hypothesis Testing:

To test the hypothesis of the study, several statistical tests were applied, the first one is the regression analysis to test the first hypothesis (H0):

5.2.3.1 Regression Analysis

5.2.3.1.1 Regression Analysis to find if there is a relationship between the Effect of MS Implementation and the CBOs Development at level of significance $\alpha = 0.05$ as by the Head of Administrative Committees

H0: There is no Effect of MS Implementation and the CBOs Development at level of significance $\alpha = 0.05$ as by the Head of Administrative Committees:

To test this hypothesis, we find the bivariate correlation coefficients between the independent variables (Management Standards) and the Dependant Variable (CBOs Development), as shown in the following table (table 5.40):

Table 5.40 Bivariate Correlation Coefficients between the Effect of MS implementation and the CBOs Development as by the Head of Administrative Committees

Correlations							
The Extent of Impact of MS on the CBOs in Terms of Administrative Development _HACs		Manage Activities	Manage Resources	Manage people	Manage Information	Manage Evaluation
The Extent of Impact of MS on the CBOs in Terms of Administrative Development _HACs	Correlation	1	.409	.499	..454	.449	.425
	Sig. (2-tailed)		.034	.008	..020	.019	.027
Manage Activities	Correlation	.409	1	.825	.825	.844	.745
	Sig. (2-tailed)	.034		.000	.000	.000	.000
Manage Resources	Correlation	.499	.825	1	.840	.768	.745
	Sig. (2-tailed)	.008	.000		.000	.000	.000
Manage people	Correlation	.454	.825	.840	1	.911	.834
	Sig. (2-tailed)	.020	.000	.000		.000	.000
Manage Information	Correlation	.449	.844	.768	.911	1	.849
	Sig. (2-tailed)	.019	.000	.000	.000		.000
Manage Evaluation	Correlation	.425	.745	.745	.834	.849	1
	Sig. (2-tailed)	.027	.000	.000	.000	.000	

It can be seen from this table (table 5.40) that the correlation is significant between each of independent variables with the dependant variable (the significance is less than $\alpha = 0.05$), which means that there is a linear relationship between each of the independent variables (Management Standards) and the dependent variable (CBOs Development).

To find these relationships we find the following ANOVA for Regression Line as by the HACs:

1- ANOVA of the Regression Line to find the relationship between "Manage Activities" implementation and CBOs Development.
2- ANOVA of the Regression Line to find the relationship between "Manage Resources" implementation and CBOs Development.
3- ANOVA of the Regression Line to find the relationship between "Manage People" implementation and CBOs Development.
4- ANOVA of the Regression Line to find the relationship between "Manage Information" implementation and CBOs Development.
5- ANOVA of the Regression Line to find the relationship between "Manage Evaluation" implementation and CBOs Development.

5.2.3.1.1.1 The ANOVA of the regression line to find the relation between "Manage Activities" implementation and CBOs Development.

To find the relationship between Manage Activities and CBOs Development we find that the ANOVA of the regression line is given by (table 5.41).

Table 5.41   The ANOVA of the regression line to find the relation between Manage Activities and CBOs Development.

ANOVA[b]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.759	1	1.759	5.016	.034[a]
	Residual	8.768	25	.351		
	Total	10.527	26			

The significance of the model is equal to $0.034 < \alpha = 0.05$, which shows that the linear relationship is significant between Manage Activities and CBOs Development.

The following table (table 5.42) represents the table of coefficients of the linear equation between Manage Activities and CBOs Development.

Table 5.42   Coefficients of the linear equation between Manage Activities and CBOs Development

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.953	.362		8.166	.000
	Manage Activities	.217	.097	.409	2.240	.034

From this table we can conclude that:

CBOs Development = 2.953 + 0.217 * Manage Activities

The equation shows that the coefficient of the (Manage Activities) is positive; which means that there is a positive relationship between (CBOs Development) and (Manage Activities). Therefore whenever the degree of implementing (Manage Activities) increases then the CBOs Development increases.

5.2.3.1.1.2 The ANOVA of the regression line to find the relation between "Manage Resources" implementation and CBOs Development.

To find the relationship between Manage Resources and CBOs Development we find that the ANOVA of the regression line is given by (table 5.43)

Table 5.43   The ANOVA of the regression line to find the relation between Manage Resources and CBOs Development.

ANOVA[b]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.620	1	2.620	8.283	.008[a]
	Residual	7.907	25	.316		
	Total	10.527	26			

The significance of the model is equal to $0.008 < \alpha = 0.05$, which shows that the linear relationship is significant between Manage Resources and CBOs Development.

The following table (table 5.44) represents the table of coefficients of the linear equation between Manage Resources and CBOs Development

Table 5.44 Coefficients of the linear equation between Manage Resources and CBOs Development

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.685	.376		7.138	.000
	Manage Resources	.293	.102	.499	2.878	.008

From this table we can conclude that:

CBOs Development = 2.685 + 0.293 * Manage Resources

The equation shows that the coefficient of the (Manage Resources) is positive; which means that there is a positive relationship between (CBOs Development) and (Manage Resources). Therefore whenever the degree of implementing (Manage Resources) increases then the CBOs Development increases.

5.2.3.1.1.3 The ANOVA of the regression line to find the relation between "Manage People" implementation and CBOs Development.

To find the relationship between Manage People and CBOs Development we find that the ANOVA of the regression line is given by (table 5.45).

Table 5.45 The ANOVA of the regression line to find the relation between Manage People and CBOs Development.

ANOVA[b]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.126	1	2.126	6.245	.020[a]
	Residual	8.169	24	.340		
	Total	10.295	25			

The significance of the model is equal to $0.020 < \alpha = 0.05$, which shows that the linear relationship is significant between Manage People and CBOs Development.

The following table (table 5.46) represents the table of coefficients of the linear equation between Manage People and CBOs Development.

Table 5.46 Coefficients of the linear equation between Manage People and CBOs Development

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.581	.478		5.399	.000
	Manage people	.315	.126	.454	2.499	.020

From this table we can conclude that:

CBOs Development = 2.581 + 0.315 * Manage People

The equation shows that the coefficient of the (Manage People) is positive; which means that there is a positive relationship between (CBOs Development) and (Manage People). Therefore whenever the degree of implementing (Manage People) increases then the CBOs Development increases.

5.2.3.1.1.4 The ANOVA of the regression line to find the relation between "Manage Information" implementation and CBOs Development.

To find the relationship between Manage Information and CBOs Development we find that the ANOVA of the regression line is given by (table 5.47).

Table 5.47 The ANOVA of the regression line to find the relation between Manage Information and CBOs Development.

ANOVA[b]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.124	1	2.124	6.320	.019[a]
	Residual	8.402	25	.336		
	Total	10.527	26			

The significance of the model is equal to $0.019 < \alpha = 0.05$, which shows that the linear relationship is significant between Manage Information and CBOs Development.

The following table (table 5.48) represents the table of coefficients of the linear equation between Manage Information and CBOs Development.

Table 5.48 Coefficients of the linear equation between Manage Information and CBOs Development

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.851	.364		7.828	.000
	Manage Information	.260	.103	.449	2.514	.019

From this table we can conclude that:

CBOs Development = 2.851 + 0.260 * Manage Information

The equation shows that the coefficient of the (Manage Information) is positive; which means that there is a positive relationship between (CBOs Development) and (Manage Information). Therefore whenever the degree of implementing (Manage Information) increases then the CBOs Development increases.

5.2.3.1.1.5 The ANOVA of the regression line to find the relation between? Manage Evaluation" implementation and CBOs Development.

To find the relationship between Manage Evaluation and CBOs Development we find that the ANOVA of the regression line is given by (table 5.49).

Table 5.49 The ANOVA of the regression line to find the relation between Manage Evaluation and CBOs Development.

ANOVA[b]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.900	1	1.900	5.507	.027[a]
	Residual	8.626	25	.345		
	Total	10.527	26			

The significance of the model is equal to $0.027 < \alpha = 0.05$, which shows that the linear relationship is significant between Manage Evaluation and CBOs Development.

The following table (table 5.50) represents the table of coefficients of the linear equation between Manage Evaluation and CBOs Development.

Table 5.50 Coefficients of the linear equation between Manage Evaluation and CBOs Development

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.918	.361		8.089	.000
	Manage Evaluation	.257	.109	.425	2.347	.027

From this table we can conclude that:

CBOs Development = 2.918 + 0.257 * Manage Evaluation

The equation shows that the coefficient of the (Manage Evaluation) is positive; which means that there is a positive relationship between (CBOs Development) and (Manage Evaluation). Therefore whenever the degree of implementing (Manage Evaluation) increases then the CBOs Development increases.

5.2.3.1.1.6 The ANOVA of the Multiple Regressions to find the relationship between implementation of all the Independent Variables (Management Standards) and the Dependant Variable (CBOs Development) – as by the HACs

It can be seen also from (table 5.40) that there is a high bivariate correlations between each two independent variables from the (Management Standards), hence the backward method is used to obtain the significant multiple regression model that fit the collected data by removing the independent variables from the model one by one that have the smallest partial correlation with the dependent variable and check the significance of the model and coefficients each time until getting a significant model with significant coefficients .

The ANOVA and the coefficients of the multiple regression models are given in (table 5.51) and (table 5.52)

Table 5.51   The ANOVA of the multiple regression to find the relationship between implementation of all the Independent variables (Management Standards) and the dependant variable (CBOs Development) – as by HACs

ANOVA[f]		Sum of Squares	Df	Mean Square	F	Sig.
Model						
1	Regression	3.442	5	.688	2.040	.114[a]
	Residual	7.085	21	.337		
	Total	10.527	26			
2	Regression	3.413	4	.853	2.638	.061[b]
	Residual	7.114	22	.323		
	Total	10.527	26			
3	Regression	3.336	3	1.112	3.557	.030[c]
	Residual	7.191	23	.313		
	Total	10.527	26			
4	Regression	2.732	2	1.366	4.206	.027[d]
	Residual	7.795	24	.325		
	Total	10.527	26			
5	Regression	2.620	1	2.620	8.283	.008[e]
	Residual	7.907	25	.316		
	Total	10.527	26			

Table 5.52   Coefficients of the linear equation between implementation of all the Independent variables (Management Standards) and the dependant variable (CBOs Development)

Coefficients[a]								
		Unstandardized Coefficients		Standardized Coefficients			Correlations	Collinearity Statistics
Model		B	Std. Error	Beta	T	Sig.	Partial	Tolerance
1	(Constant)	2.649	.403		6.582	.000		
	Manage Activities	-.096-	.207	-.180-	-.463-	.648	-.100-	.211
	Manage Resources	.396	.221	.674	1.788	.088	.363	.225
	Manage People	-.419-	.304	-.715-	-1.379-	.183	-.288-	.119
	Manage Information	.373	.300	.645	1.244	.227	.262	.119
	Manage Evaluation	.063	.216	.105	.293	.773	.064	.251
2	(Constant)	2.660	.393		6.776	.000		
	Manage Activities	-.099-	.202	-.186-	-.487-	.631	-.103-	.212
	Manage Resources	.406	.214	.692	1.899	.071	.375	.231
	Manage People	-.404-	.293	-.690-	-1.378-	.182	-.282-	.123
	Manage Information	.406	.272	.703	1.495	.149	.304	.139
3	(Constant)	2.661	.386		6.896	.000		
	Manage Resources	.358	.186	.610	1.919	.067	.372	.294
	Manage People	-.401-	.288	-.684-	-1.390-	.178	-.278-	.123
	Manage Information	.349	.241	.604	1.448	.161	.289	.171
4	(Constant)	2.630	.393		6.697	.000		
	Manage Resources	.220	.161	.375	1.368	.184	.269	.410
	Manage Information	.093	.158	.161	.587	.563	.119	.410
5	(Constant)	2.685	.376		7.138	.000		
	Manage Resources	.293	.102	.499	2.878	.008	.499	1.000

The column of Collinearity Statistics in the table of coefficiants (table 5.52) shows that (The tolerance) the percentage of the variance in a given predictor that cannot be explained by the other predictors are small in the first 4 models. Thus, the small tolerances show that 60%-90% of the variance in a given predictor can be explained by the other predictors. Which means that there is a high Collinearity between the predictors.

The first model is not significant because the significance of the model (0.114) is greater than $(\alpha = 0.05)$ and the independent variable (Manage Evaluation) have the smallest absolute partial correlation with CBOs Development, for the same reason (Manage Activities) is removed from model 2 , to have model 3 which is significant but some of the coefficients in this model are not significant , so, removing (Manage People) that have the smallest absolute partial correlation with CBOs Development from this model, we got model 4 in which (Manage Information) will be removed to have the final model.

The results in the above table show that the best model is represented by the following equation:

CBOs Development = 2.685 + 0.293 * Manage Resources

5.2.3.1.2 Regression Analysis to find if there is a relationship between the Effect of MS Implementation and the CBOs Development at level of significance $\alpha = 0.05$ **as by the Supervisors**

H0: There is no Effect of MS Implementation and the CBOs Development at level of significance $\alpha = 0.05$ as by the Supervisors:

To test this hypothesis, we find the bivariate correlation coefficients between the independent variables (Management Standards) and the Dependant Variable (CBOs Development), as shown in the following table (table 5.53):

Table 5.53 Bivariate Correlation Coefficients between the Effect of MS implementation and the CBOs Development as by the Supervisors

Correlations							
The Extent of Impact of MS on the CBOs in Terms of Administrative Development _Supervisor			**Manage Activities**	**Manage Resources**	**Manage people**	**Manage Information**	**Manage Evaluation**
The Extent of Impact of MS on the CBOs in Terms of Administrative Development _Supervisor	Correlation	1	.876	.696	.752	.655	.689
	Sig. (2-tailed)		.000	.000	.000	.000	.000
Manage Activities	Correlation	.876	1	.721	.895	.736	.757
	Sig. (2-tailed)	.000		.000	.000	.000	.000
Manage Resources	Correlation	.696	.721	1	.715	.661	.751
	Sig. (2-tailed)	.000	.000		.000	.000	.000
Manage people	Correlation	.752	.895	.715	1	.807	.739
	Sig. (2-tailed)	.000	.000	.000		.000	.000
Manage Information	Correlation	.655	.736	.661	.807	1	.813
	Sig. (2-tailed)	.000	.000	.000	.000		.000
Manage Evaluation	Correlation	.689	.757	.751	.739	.813	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	

It can be seen from this table (table 5.53) that the correlation is significant between each of independent variables with the dependant variable (the significance is less than $\alpha = 0.05$), which means that there is a linear relationship between each of the independent variables (Management Standards) and the dependent variable (CBOs Development).

To find these relationships we find the following ANOVA for Regression Line as by the Supervisors:

1- ANOVA of the Regression Line to find the relationship between "Manage Activities" implementation and CBOs Development.
2- ANOVA of the Regression Line to find the relationship between "Manage Resources" implementation and CBOs Development.
3- ANOVA of the Regression Line to find the relationship between "Manage People" implementation and CBOs Development.
4- ANOVA of the Regression Line to find the relationship between "Manage Information" implementation and CBOs Development.
5- ANOVA of the Regression Line to find the relationship between "Manage Evaluation" implementation and CBOs Development.

5.2.3.1.2.1 The ANOVA of the regression line to find the relation between "Manage Activities" implementation and CBOs Development.

To find the relationship between Manage Activities and CBOs Development we find that the ANOVA of the regression line is given by (table 5.54).

Table 5.54 The ANOVA of the regression line to find the relation between Manage Activities and CBOs Development.

ANOVA[b]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.599	1	11.599	82.780	.000[a]
	Residual	3.503	25	.140		
	Total	15.102	26			

The significance of the model is equal to $0.000 < \alpha = 0.05$, which shows that the linear relationship is significant between Manage Activities and CBOs Development.

The following table (table 5.55) represents the table of coefficients of the linear equation between Manage Activities and CBOs Development.

Table 5.55 Coefficients of the linear equation between Manage Activities and CBOs Development

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	.838	.312		2.689	.013
	Manage Activities	.758	.083	.876	9.098	.000

From this table we can conclude that:

CBOs Development = 0.838 + 0.758 * Manage Activities.

The equation shows that the coefficient of the (Manage Activities) is positive; which means that there is a positive relationship between (CBOs Development) and (Manage Activities). Therefore whenever the degree of implementing (Manage Activities) increases then the CBOs Development increases.

5.2.3.1.2.2 The ANOVA of the regression line to find the relation between "Manage Resources" implementation and CBOs Development.

To find the relationship between Manage Resources and CBOs Development we find that the ANOVA of the regression line is given by (table 5.56).

Table 5.56   The ANOVA of the regression line to find the relation between Manage Resources and CBOs Development.

ANOVA[b]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.313	1	7.313	23.471	.000[a]
	Residual	7.789	25	.312		
	Total	15.102	26			

The significance of the model is equal to $0.000 < \alpha = 0.05$, which shows that the linear relationship is significant between Manage Resources and CBOs Development.

The following table (table 5.57) represents the table of coefficients of the linear equation between Manage Resources and CBOs Development.

Table 5.57 Coefficients of the linear equation between Manage Resources and CBOs Development

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.588	.428		3.707	.001
	Manage Resources	.606	.125	.696	4.845	.000

From this table we can conclude that:

CBOs Development = 1.588 + 0.606 * Manage Resources

The equation shows that the coefficient of the (Manage Resources) is positive; which means that there is a positive relationship between (CBOs Development) and (Manage Resources). Therefore whenever the degree of implementing (Manage Resources) increases then the CBOs Development increases.

5.2.3.1.2.3 The ANOVA of the regression line to find the relation between "Manage People" implementation and CBOs Development.

To find the relationship between Manage People and CBOs Development we find that the ANOVA of the regression line is given by (table 5.58).

Table 5.58 The ANOVA of the regression line to find the relation between Manage People and CBOs Development.

ANOVA[b]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.546	1	8.546	32.586	.000[a]
	Residual	6.557	25	.262		
	Total	15.102	26			

The significance of the model is equal to $0.000 < \alpha = 0.05$, which shows that the linear relationship is significant between Manage People Activities and CBOs Development.

The following table (table 5.59) represents the table of coefficients of the linear equation between Manage People and CBOs Development.

Table 5.59 Coefficients of the linear equation between Manage People and CBOs Development

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.271	.419		3.029	.006
	Manage people	.631	.111	.752	5.708	.000

From this table we can conclude that:

CBOs Development = 1.271 + 0.631 * Manage People

The equation shows that the coefficient of the (Manage People) is positive; which means that there is a positive relationship between (CBOs Development) and (Manage People). Therefore whenever the degree of implementing (Manage People) increases then the CBOs Development increases.

5.2.3.1.2.4 The ANOVA of the regression line to find the relation between "Manage Information" implementation and CBOs Development.

To find the relationship between Manage Information and CBOs Development we find that the ANOVA of the regression line is given by (table 5.60).

Table 5.60 The ANOVA of the regression line to find the relation between Manage Information and CBOs Development.

ANOVA[b]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.489	1	6.489	18.833	.000[a]
	Residual	8.614	25	.345		
	Total	15.102	26			

The significance of the model is equal to $0.000 < \alpha = 0.05$, which shows that the linear relationship is significant between Manage Information and CBOs Development.

The following table (table 5.61) represents the table of coefficients of the linear equation between Manage Information and CBOs Development.

Table 5.61 Coefficients of the linear equation between Manage Information and CBOs Development

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.609	.472		3.408	.002
	Manage Information	.556	.128	.655	4.340	.000

From this table we can conclude that:

CBOs Development = 1.609 + 0.556 * Manage Information

The Equation shows that the coefficient of the (Manage Information) is positive; which means that there is a positive relationship between (CBOs Development) and (Manage Information). Therefore whenever the degree of implementing (Manage Information) increases then the CBOs Development increases.

5.2.3.1.2.5 The ANOVA of the regression line to find the relation between "Manage Evaluation" implementation and CBOs Development.

To find the relationship between Manage Evaluation and CBOs Development we find that the ANOVA of the regression line is given by (table 5.62).

Table 5.62 The ANOVA of the regression line to find the relation between Manage Evaluation and CBOs Development.

ANOVA[b]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.166	1	7.166	22.573	.000[a]
	Residual	7.936	25	.317		
	Total	15.102	26			

The significance of the model is equal to $0.000 < \alpha = 0.05$, which shows that the linear relationship is significant between Manage Evaluation and CBOs Development.

The following table (table 5.63) represents the table of coefficients of the linear equation between Manage Evaluation and CBOs Development.

Table 5.63 Coefficients of the linear equation between Manage Evaluation and CBOs Development

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.053	.343		5.987	.000
	Manage Evaluation	.503	.106	.689	4.751	.000

From this table we can conclude that:

CBOs Development = 2.053 + 0.503 * Manage Evaluation

The Equation shows that the coefficient of the (Manage Evaluation) is positive; which means that there is a positive relationship between (CBOs Development) and (Manage Evaluation). Therefore whenever the degree of implementing (Manage Evaluation) increases then the CBOs Development increases.

5.2.3.1.2.6 ANOVA of the Multiple Regressions to find the relation between all the Independent Variables (Management Standards) and the Dependant Variable (CBOs Development) – as by the Supervisors

Finally, it can be seen also from (table 5.53) that there is a high bivariate correlations between each two independent variables from the (Management Standards), hence the backward method is used to obtain the significant multiple regression model that fit the collected data by removing the independent variables from the model one by one that have the smallest partial correlation with the dependent variable and check the significance of the model and coefficients each time until getting a significant model with significant coefficients .

The ANOVA and the coefficients of the multiple regression models are given in (table 5.64) and (table 5.65)

Table 5.64   The ANOVA of the multiple regression to find the relationship between all the Independent variables (Management Standards) and the dependant variable (CBOs Development) - as by Supervisors

ANOVA[f]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11.887	5	2.377	15.527	.000[a]
	Residual	3.215	21	.153		
	Total	15.102	26			
2	Regression	11.885	4	2.971	20.313	.000[b]
	Residual	3.218	22	.146		
	Total	15.102	26			
3	Regression	11.865	3	3.955	28.093	.000[c]
	Residual	3.238	23	.141		
	Total	15.102	26			
4	Regression	11.729	2	5.864	41.717	.000[d]
	Residual	3.374	24	.141		
	Total	15.102	26			
5	Regression	11.599	1	11.599	82.780	.000[e]
	Residual	3.503	25	.140		
	Total	15.102	26			

Table 5.65   Coefficients of the linear equation between all the Independent variables (Management Standards) and the dependant variable (CBOs Development)

		Unstandardized Coefficients		Standardized Coefficients			Correlations	Collinearity Statistics
Model		B	Std. Error	Beta	T	Sig.	Partial	Tolerance
1	(Constant)	.753	.374		2.013	.057		
	Manage Activities	.831	.210	.961	3.963	.001	.654	.173
	Manage Resources	.142	.144	.163	.985	.336	.210	.372
	Manage People	-.223-	.221	-.266-	-1.011-	.324	-.215-	.146
	Manage Information	.065	.174	.077	.373	.713	.081	.239
	Manage Evaluation	-.019-	.150	-.026-	-.127-	.900	-.028-	.239
2	(Constant)	.770	.341		2.260	.034		
	Manage Activities	.824	.197	.952	4.173	.000	.665	.186
	Manage Resources	.134	.129	.154	1.039	.310	.216	.438
	Manage People	-.219-	.213	-.261-	-1.026-	.316	-.214-	.150
	Manage Information	.053	.144	.063	.369	.716	.078	.334
3	(Constant)	.797	.327		2.438	.023		
	Manage Activities	.824	.194	.952	4.254	.000	.664	.186
	Manage Resources	.144	.124	.165	1.156	.260	.234	.456
	Manage People	-.183-	.186	-.218-	-.983-	.336	-.201-	.189
4	(Constant)	.756	.324		2.334	.028		
	Manage Activities	.675	.120	.780	5.605	.000	.753	.480
	Manage Resources	.116	.121	.133	.959	.347	.192	.480
5	(Constant)	.838	.312		2.689	.013		
	Manage Activities	.758	.083	.876	9.098	.000	.876	1.000

The first model is significant because the significance of the model (0.000) is less than $(\alpha = 0.05)$ and (Manage Evaluation) the independent variable have the smallest absolute partial correlation with CBOs Development, for the same reason (Manage Information) is removed from model 2 , to have model 3 which is significant but some of the coefficients in this model are not   significant , so, removing (Manage People) that have the smallest absolute partial correlation with CBOs Development from this model, we got model 4 in which (Manage Resources) will be removed to have the final model.

The results in the above table show that the best model is represented by the following equation:

CBOs Development = 0.838 + 0.758 * Manage Activities

5.2.3.2 Frequency Description and Pearson Chi-Square Test

Frequency Description and person chi square tests are applied to test the hypothesis from H1 to H8

5.2.3.2.1 Association between CBOs Type and the Level of MS Implementation

The below tables (Tables 5.66, 5.68, 5.70 and 5.72) shows the percentages of the Level of MS Implementation at the CBOs by the CBOs Type according to MS items applied by the treasurers, secretaries, supervisors, and heads of administrative committees.

5.2.3.2.1.1 Association between CBOs Type and the Level of Head of Advisory Committee's MS Implementation

Table 5.66: Frequency Description for the Level of Head of Advisory Committee's MS Implementation by CBOs Type.

H1 (a): there is no statistically significant relationship between CBO Type (WPC or CBRC) and the Level of Head of Advisory Committee's MS Implementation at level of significance $\alpha = 0.05$					
CBO Type	Implementing MS				
	Weak	Average	Good	Very Good	Excellent
	percent	percent	percent	percent	percent
CBRC	.0	9.4	23.9	42.7	23.9
WPC	17.9	8.7	34.9	23.8	14.7

To test this hypothesis, we apply Chi Square test of Independence, and we got the following results as the following chi-square table:

Table 5.67: Pearson Chi-Square Test for the Level of Head of Advisory Committee's MS Implementation by the CBOs Type.

Pearson Chi-Square Tests		
Implementing MS		
CBO Type	Chi-square	65.416
	Df	4
	Sig.	.000

5.2.3.2.1.2 Association between CBOs Type and the Level of Supervisor's MS Implementation.

Table 5.68: Frequency Description for the Level of Supervisor's MS Implementation by the CBOs Type.

H1 (b): there is no statistically significant relationship between CBO Type (WPC or CBRC) and the Level of Supervisor's MS Implementation at level of significance $\alpha = 0.05$					
CBO Type	Implementing MS				
	Weak	Average	Good	Very Good	Excellent
	percent	Percent	percent	percent	Percent
CBRC	3.0	13.2	21.4	41.9	20.5
WPC	5.6	7.9	40.9	33.7	11.9

Table 5.69: Pearson Chi-Square Test for the Level of Supervisor's MS Implementation by the CBOs Type.

Pearson Chi-Square Tests		
Implementing MS		
CBO Type	Chi-square	27.514
	Df	4
	Sig.	.000[*]

5.2.3.2.1.3 Association between CBOs Type and the Level of Secretaries' MS Implementation

Table 5.70: Frequency Description for the Level of Secretaries' MS Implementation by the CBOs Type.

H1 (c): there is no statistically significant relationship between CBO Type (WPC or CBRC) and the Level of Secretaries' MS Implementation at level of significance $\alpha = 0.05$					
CBO Type	Implementing MS				
	Weak	Average	Good	Very Good	Excellent
	percent	Percent	percent	percent	percent
CBRC	.0	37.8	13.3	6.7	42.2
WPC	6.1	33.3	9.1	42.4	9.1

Table 5.71: Pearson Chi-Square Test for the Level of Secretaries' MS Implementation by the CBOs Type.

Pearson Chi-Square Tests		
Implementing MS		
CBO Type	Chi-square	21.707
	Df	4
	Sig.	.000[*]

5.2.3.2.1.4 Association between CBOs Type and the Level of Treasurer's MS Implementation

Table 5.72: Frequency Description for the Level of Treasurer's MS Implementation by CBOs Type.

H1 (d): there is no statistically significant relationship between CBO Type (WPC or CBRC) and the Level of Treasurer's MS Implementation at level of significance $\alpha = 0.05$					
CBO Type	Implementing MS				
	Weak	Average	Good	Very Good	Excellent
	percent	percent	percent	percent	Percent
CBRC	12.8	28.2	23.1	12.8	23.1
WPC	11.0	26.0	2.7	39.7	20.5

To test this hypothesis (and the following three hypotheses), we apply Chi Square Test of Independence, and we got the following results as the following chi-square table shows:

Table 5.73: Pearson Chi-Square Test for the Level of Treasurer's MS Implementation by the CBOs Type..

Pearson Chi-Square Tests		
Implementing MS		
CBO Type	Chi-square	16.963
	df	4
	Sig.	.002

From (Tables 5.67, 5.69, 5.71 and 5.73), we reject the above hypothesis which means that there is a relationship between the type of CBOs and the Level of MS Implementation at the CBOs, since the significance (0.002, 0.000, , 0.000, , 0.000) in less than alpha = 0.05.

The above percentages shows that from the middle percentage to the highest percentage (Good – to – Excellent) the CBOs varies in the level of implementation according to the CBO Type, the MS of the Heads of Administrative committees and the Secretaries are implemented better in the CBRCs than in the WPCs, and the MS of the Treasurers and the Supervisors are implemented better in the WPCs than in the CBRCs.

From the previous analysis and result; both types of CBOs have to concentrate on certain field in MS to improve their implementation, and that would be achieved with more training for the employed staff, emphasis the employees to have better performance in implementing the MS and by providing the needed resources to have all the MS implemented in high level and more efficiently at both CBRCs and WPCs.

5.2.3.2.2 Association between CBO Type (WPC or CBRC) and Extent of Impact of MS on the CBOs in Terms of Administrative Development

The below table (Table 5.74) shows the percentages of the Extent of Impact of MS on the CBOs in Terms of Administrative Development by the CBOs Type.

Table 5.74: Frequency Description for CBO Type (WPC or CBRC) by Extent of Impact of MS on the CBOs in Terms of Administrative Development

H2: there is no statistically significant relationship between CBO Type (WPC or CBRC) and Extent of Impact of MS on the CBOs in Terms of Administrative Development at level of significance $\alpha = 0.05$					
CBO Type	Implementing MS				
	Weak percent	Average percent	Good Percent	Very Good percent	Excellent Percent
CBRC	1.5	6.9	26.2	41.5	23.8
WPC	3.0	10.0	31.3	41.6	14.1

To test this hypothesis, we apply Chi Square test of Independence, and we got the following results as the following chi-square table:

Table 5.75: Pearson Chi-Square Test for CBO Type (WPC or CBRC) by Extent of Impact of MS on the CBOs in Terms of Administrative Development

Pearson Chi-Square Tests		
Extent of Impact of MS on the CBOs in Terms of Administrative Development		
CBO Type	Chi-square	21.646
	Df	4
	Sig.	.0002[*]

From (Table 5.75), we reject the above hypothesis which means that there is a relationship between CBOs Type and the Extent of Impact of MS on the CBOs in Terms of Administrative Development, since the significance (0.002) in less than alpha = 0.05.

The extent of the impact of implementing the Management Standards in terms of administrative development at the CBOs is affected by CBOs Type. At the refugee camps in WB we have two types of CBOs: WPCs and CBRCs, each of them has its mission, vision, target group and activities. They both implement the MS and as the result of the previous test includes, there is a relation between CBOs Type and the Extent of Impact of MS on the CBOs in Terms of Administrative Development.

5.2.3.2.3 Association between Receiving the MS Training for the HACs / Supervisors and the Extent of Impact of MS on the CBOs in Terms of Administrative Development

The below table (Table 5.76) shows the percentages of the Extent of Impact of MS on the CBOs in Terms of Administrative Development by employees who received MS Training.

Table 5.76: Frequency Description for the Extent of Impact of MS on the CBOs in Terms of Administrative Development by Receiving MS Training for the HACs / Supervisors.

H3: There is no statistically significant relationship between Receiving the MS Training for the HACs / Supervisors and the Extent of Impact of MS on the CBOs in Terms of Administrative Development at level of significance $\alpha = 0.05$						
		Extent of Impact of MS on the CBOs in Terms of Administrative Development				
		Weak	Average	Good	Very Good	Excellent
		percent	percent	Percent	percent	percent
Receive MS Training	Yes	1.9	6.4	27.0	43.7	21.0
	No	3.8	15.8	35.0	34.2	11.3

- The percentage of employees who said that the Extent of Impact of MS on the CBOs in Terms of Administrative Development and had received the MS Training is (Good or less than Good) is less than the percentage of those who did not receive the MS Training
- While the percentage of employees who said that the impact is (good and above) is fewer for those who did not receive the MS Training compared with the trained employees.

To test this hypothesis, we apply Chi Square test of Independence, and we got the following results as the following chi-square table:

Table 5.77: Pearson Chi-Square Test for the Extent of Impact of MS on the CBOs in Terms of Administrative Development by Receiving MS Training for the HACs / Supervisors.

Pearson Chi-Square Tests		
Extent of Impact of MS on the CBOs in Terms of Administrative Development		
Receive MS Training	Chi-square	39.673
	Df	4
	Sig.	.000[*]

From (Table 5.77), we reject the above hypothesis which means that there is a relationship between receiving MS Training for the HACs / Supervisors and the Extent of Impact of MS on the CBOs in Terms of Administrative Development, since the significance (0.000) in less than alpha = 0.05.

The extent of the impact of implementing the Management Standards in terms of administrative development at the CBOs is affected by receiving the Management Standards Trainings by the staff at the CBOs. Receiving the MS training enables the employees to implement MS in a better way and more efficiently, the training gives the employees deep knowledge in all the details of the MS items which will results of better impact of the MS on the CBOs. While the un-trained employees will implement the MS as they receive it from others without being trained and have well knowledge on every details and item included to know exactly how to implement the MS and to know exactly what are their roles and what is fooling under their responsibilities.

5.2.3.2.4 Association between Receiving the MS Training and the Level of MS Implementation

5.2.3.2.4.1 Association between Receiving the MS Training for the HACs / Supervisors and the Level of MS Implementation

The below table (Table 5.78) shows the percentages of the Level of MS Implementation at the CBOs by employees (HACs and Supervisors) who Received MS Training.

Table 5.78: Frequency Description for the Level of MS Implementation by Receiving MS Training for the HACs / Supervisors.

H4 (a): there is no statistically significant relationship between receiving the MS training for (HACs and Supervisors) and the Level of MS Implementation at level of significance $\alpha = 0.05$						
		Implementing MS				
		Weak	Average	Good	Very Good	Excellent
		Percent	percent	Percent	percent	percent
Receive MS Training	Yes	2.2	9.7	32.4	36.0	19.7
	No	22.7	10.2	24.1	32.9	10.2

- The percentage of employees (HACs and Supervisors) who Received MS Training and said that the Level of MS Implementation is (Average and Weak) is less than the percentage of those who did not receive the MS training.
- While the percentage of employees (HACs and Supervisors) who said that the Level of MS Implementation is (Good and more than Good) is less for those who did not receive the MS training compared with the trained employees.

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To test this hypothesis, we apply Chi Square test of Independence, and we got the following results as the following chi-square table:

Table 5.79: Pearson Chi-Square Test for the Level of MS Implementation by Receiving MS Training for the HACs / Supervisors.

Pearson Chi-Square Tests		
Implementing MS		
Receive MS Training	Chi-square	116.322
	Df	4
	Sig.	.000*

From (Table 5.79), we reject the above hypothesis which means that there is a relationship between receiving MS Training for the HACs / Supervisors and the Level of MS Implementation at the CBOs, since the significance (0.000) in less than alpha = 0.05.
The level of MS implementation is higher by the employees who received the MS training; this means that the training for the employees for the MS is important. When the employees are trained then they will have better knowledge of the MS and will in return implement MS better and at higher levels and more efficiently.

5.2.3.2.4.2 Association between Receiving the MS Training for the Secretaries and the Level of MS Implementation

The below table (Table 5.80) shows the percentages of the Level of MS Implementation at the CBOs by employees (Secretaries) who Received MS Training.

Table 5.80: Frequency Description for the Level of MS Implementation by Receiving MS Training for the Secretaries.

H4 (b): there is no statistically significant relationship between receiving the MS training for Secretaries and the Level of MS Implementation at level of significance $\alpha = 0.05$						
		Implementing MS				
		Weak	Average	Good	Very Good	Excellent
		percent	percent	Percent	percent	percent
Receive MS Training	Yes	**.0**	**8.9**	**33.3**	**44.4**	**13.3**
	No	**9.1**	**3.0**	**48.5**	**30.3**	**9.1**

- The percentage of employees (Secretaries) who Received MS Training and said that the Level of MS Implementation is (Average and Weak) is less than the percentage of those who did not receive the MS training.
- While the percentage of employees (Secretaries) who said that the Level of MS Implementation is (Very Good and Excellent) is less for those who did not receive the MS training compared with the trained employees.

To test this hypothesis, we apply Chi Square test of Independence, and we got the following results as the following chi-square table:

Table 5.81: Pearson Chi-Square Test for the Level of MS Implementation by Receiving MS Training for the Secretaries.

Pearson Chi-Square Tests		
Implementing MS		
Receive MS Training	Chi-square	**7.497**
	Df	**4**
	Sig.	**.112**

From (Table 5.81), we accept the above hypothesis which means that there is **NO** relationship between receiving MS Training for the (Secretaries) and the Level of MS Implementation at the CBOs, since the significance (0.112) in more than alpha = 0.05.

From the above hypothesis result, the level of implementing the Management Standards at the CBOs is not affected by receiving the Management Standards Training Courses by the Secretaries. This indicates that the secretaries at the CBOs are implementing the MS in a good level without depending on the training courses received for the MS.

5.2.3.2.4.3 Association between Receiving the MS Training for the Treasurers and the Level of MS Implementation

The below table (Table 5.82) shows the percentages of the Level of MS Implementation at the CBOs by employees (Treasurers) who Received MS Training.

Table 5.82: Frequency Description for the Level of MS Implementation by Receiving MS Training for the Treasurers.

H4 (c): there is no statistically significant relationship between receiving the MS training for Treasurers and the Level of MS Implementation at level of significance $\alpha = 0.05$						
		Implementing MS				
		Weak	Average	Good	Very Good	Excellent
		percent	percent	Percent	percent	percent
Receive MS Training	Yes	**.0**	**11.8**	**33.8**	**27.9**	**26.5**
	No	**15.9**	**11.4**	**38.6**	**20.5**	**13.6**

- The percentage of employees (Treasurers) who Received MS Training and said that the Level of MS Implementation is (Average and Weak) is less than the percentage of those who did not receive the MS training.
- While the percentage of employees (Treasurers) who said that the Level of MS Implementation is (Very Good and Excellent) is less for those who did not receive the MS training compared with the trained employees.

To test this hypothesis, we apply Chi Square test of Independence, and we got the following results as the following chi-square table:

Table 5.83: Pearson Chi-Square Test for the Level of MS Implementation by Receiving MS Training for the Treasurers.

Pearson Chi-Square Tests		
	Implementing MS	
Receive MS Training	Chi-square	13.648
	Df	4
	Sig.	.009

From (Table 5.83), we reject the above hypothesis which means that there is a relationship between receiving MS Training for the (Treasurers)and the Level of MS Implementation at the CBOs, since the significance (0.009) in less than alpha = 0.05.

5.2.3.2.5 Association between Job Category (HACs and Supervisors) and the Extent of Impact of MS on the CBOs in Terms of Administrative Development

The below table (Table 5.84) shows the percentages of the Extent of Impact of MS on the CBOs in Terms of Administrative Development by Job Categories (Head of Administrative Committee and supervisors).

Table 5.84: Frequency Description for Job Category (HACs and Supervisors) by the Extent of Impact of MS on the CBOs in Terms of Administrative Development.

H5: there is no statistically significant relationship between the Job Category (HACs and Supervisors) and the Extent of Impact of MS on the CBOs in Terms of Administrative Development at level of significance $\alpha = 0.05$						
		The Extent of Impact of MS on the CBOs in Terms of Administrative Development				
		Weak	Average	Good	Very Good	Excellent
		percent	percent	percent	Percent	percent
Job Category	Head of Administrative Committee	1.9	5.9	29.8	43.0	19.4
	Supervisor	2.8	11.1	27.8	40.2	18.1

- The percentage of Head of Administrative Committee who said that the Extent of Impact of MS on the CBOs in Terms of Administrative Development is (Good and more than Good) is more than the percentage of the supervisors who said so.
- While the Head of Administrative Committee who said that the extent of implementing MS on the administrative development of the centers is (Average and Weak) is less than the percentage of the supervisors who said so.
- The Extent of Impact of MS on the CBOs in Terms of Administrative Development by Head of Administrative Committee and supervisors with (Good and above) percentages is higher than the (Average and below percentages).

To test this hypothesis, we apply Chi Square test of Independence, and we got the following results as the following chi-square table:

Table 5.85: Pearson Chi-Square Test for Job Category (HACs and Supervisors) by the Extent of Impact of MS on the CBOs in Terms of Administrative Development.

Pearson Chi-Square Tests		
The Extent of Impact of MS on the CBOs in Terms of Administrative Development		
Job Category	Chi-square	10.653
	Df	4
	Sig.	.031[*]

From the (Table 5.85), we reject the above hypothesis which means that there is a relationship between the Job Category (HACs and Supervisors) and The Extent of Impact

of MS on the CBOs in Terms of Administrative Development, since the significance (0.031) in less than alpha = 0.05.

Head of Administrative Committees and the Supervisors who are mostly responsible for the Administration of the CBOs. The result of the test indicates that there is a relationship between the job category and the extent of the impact of MS on the CBOs.

Each job category is responsible for certain and specialized items from the MS to implement each in his field, the extent of impact of the MS on the CBOs in terms of Administrative developments differs between the HACs and the supervisors according to their level of implementing and the items in which each of them is responsible for in managing and administrating the CBOs, each job category implements and applies the MS items under its specialist and responsibilities and according to their skills, knowledge's and receiving the training.

5.2.3.2.6 Association between Job Category and MS Implementation

The below table (Table 5.86) shows the percentages of Implementing MS by Job Categories (Head of Administrative Committee and supervisors).

Table 5.86 Frequency Description for Job Category by MS Implementation.

H6: There is no significant relationship between Job Category and MS Implementation at level of significance $\alpha = 0.05$						
		Implementing MS				
		Weak	Average	Good	Very Good	Excellent
		percent	percent	percent	Percent	Percent
Job Category	Head of Administrative Committee	9.3	9.1	29.6	32.9	19.1
	Supervisor	4.3	10.5	31.5	37.7	16.0

- ▪ The percentage of Head of Administrative Committee and Supervisors Implementing MS in (Good and above) degree is more than the percentage of applying MS in (Weak and Average) degree.

To test this hypothesis, we apply Chi Square test of Independence, and we got the following results as the following chi-square table:

Table 5.87: Pearson Chi-Square Test for Job Category by MS Implementation.

Pearson Chi-Square Tests		
Implementing MS		
Job Category	Chi-square	12.374
	Df	4
	Sig.	.015[*]

From (Table 5.87), we reject the above hypothesis which means that there is a relationship between Job Category and the Level of MS Implementation MS, since the significance (0.015) in less than alpha = 0.05.

There is a relationship between implementing the Management Standards and job category of the employees, each job category implements certain management standards from the whole MS items, and each job category implements the MS in deferent level than the others.

And as was indicated in the results of Hypothesis no. 1 (H1) when the relationship between the CBO type and the level of implementation of MS was measured; there was differences between the level of implementation according to the job category at each type of CBO, and this is now confirmed by this hypothesis result; that there is a significant relationship between the Job Category and the MS implementation.

5.2.3.2.7 Association between MS Implementation and Gender

The below table (Table 5.88) shows the percentages of MS Implementation by Gender:

Table 5.88: Frequency Description for MS Implementation and Gender.

H7: There is no significant relationship between MS Implementation and Gender at level of significance $\alpha = 0.05$						
		MS Implementation				
		Weak	Average	Good	Very Good	Excellent
		percent	percent	Percent	Percent	Percent
Gender	Male	1.3	12.7	24.1	61.9	.0
	Female	10.3	7.9	34.7	32.8	14.3

- Males and Females who said that the MS Implementation is (Good and above) is more than who said it is (Average and less).
- The percentage of Males who said that the MS Implementation is (Very Good) is more than the percentage of Females.
- The percentage of Females who said that the MS Implementation is (Excellent) is 14% while the percentage of Male who said that the MS Implementation is (Excellent) is 0%.

To test this hypothesis, we apply Chi Square test of Independence, and we got the following results as the following chi-square table:

Table 5.89: Pearson Chi-Square Test for MS Implementation and Gender.

Pearson Chi-Square Tests		
Implementing MS		
Gender	Chi-square	139.488
	df	4
	Sig.	.000[*]

From (Table 5.89), we reject the above hypothesis which means that there is a relationship between MS implementation and Gender, since the significance (0.000) in less than alpha = 0.05. There is a relationship between MS implementation and Gender; there is a difference between the female and male implementation for the Management Standards, as the results of the study showed in the previous chapter, the women programme centers employees are all from Female, while the Community Based Rehabilitation Centers employees were divided into males and females, the figures and level of significance shows that the there is a relationship between the gender and the MS implementation.

5.2.3.2.8 Association between MS Implementation and Level of Education.

The below table (Table 5.90) shows the percentages of Implementing MS by Level of Education.

Table 5.90: Frequency Description for between MS Implementation and Level of Education.

H8: There is no significant relationship between MS Implementation and Level of Education. at level of significance $\alpha = 0.05$						
		Implementing MS				
		Weak	Average	Good	Very Good	Excellent
		percent	Percent	percent	percent	Percent
Level of Education	Tawjihi and below	.0	4.8	21.4	58.7	15.1
	Diploma	18.3	18.6	29.4	21.9	11.8
	BA	1.3	6.8	31.8	39.5	20.5
	MA and above	5.6	.0	43.1	23.6	27.8

- The MS Implementation by Level of Education with (Good and above) percentages is higher than the (Average and below) percentages for all the level of Education except for the Diploma Level in which Excellent degree had the fewer percentage.
- The MS Implementation by Level of Education (Tawjihi and Below) is 0% at Degree (Weak).
- The MS Implementation by Level of Education (MBA and above) is 0% at Degree (Average).

To test this hypothesis, we apply Chi Square test of Independence, and we got the following results as the following chi-square table:

Table 5.91: Pearson Chi-Square Test for between MS Implementation and Level of Education.

Pearson Chi-Square Tests		
MS Implementation		
Level of Education	Chi-square	188.999
	Df	12
	Sig.	.000[*]

From (Table 5.91), we reject the above hypothesis which means that there is a relationship between MS Implementation and Level of Education, since the significance (0.000) in less than alpha = 0.05.

There is a relationship between the MS implementation and the Level of Education of the staff at the CBOs; the education is a main resource for the employees to have better skills, knowledge's, experience and level of responsibility to act and work better, so there is a relationship between the level of education and the MS implementation.

5.2.3.3 Spearman's Correlation Coefficient Tests

Spearman's correlation coefficient test is applied to find the results of the hypothesis H9 and H10:

5.2.3.3.1 Spearman's Correlation Coefficient between Level of MS Implementing and the availability of Skills

5.2.3.3.1.1 Spearman's Correlation Coefficient between Level of MS Implementing and the availability of Skills for the Heads of Administrative Committee

Table 5.92: Spearman's Correlation Coefficient Tests for H: There is no significant relationship between Level of MS Implementing and the availability of Skills for the Heads of Administrative Committee at $\alpha = 0.05$.

H9 (a): There is no significant relationship between Level of MS Implementing and the availability of Skills for the Heads of Administrative Committee at $\alpha = 0.05$.			
Level of MS Implementing by Heads of Administrative Committee			
Spearman's rho	Level of Skills of the Heads of Administrative Committee	Correlation Coefficient	.749
		Sig. (2-tailed)	.000
		N	27

To test the above hypothesis, Spearman's Correlation Coefficient is used and the results of the test are obtained in (table 5:92) which shows the Spearman's Correlation Coefficient is equal to 0.749 and the level of significance of the test (sig=.000) which is less than $\alpha = 0.05$, so we reject the above hypothesis which means that: there is a positive relationship between Level of MS Implementing and the availability of Skills for the Heads of Administrative Committee.

5.2.3.3.1.2 Spearman's Correlation Coefficient between Level of MS Implementing and the availability of Skills for the Supervisors

Table 5.93: Spearman's Correlation Coefficient Tests for H: There is no significant relationship between Level of MS Implementing and the availability of Skills for the Supervisors at $\alpha = 0.05$.

H9 (b): There is no significant relationship between Level of MS Implementing and the availability of Skills for the Supervisors at $\alpha = 0.05$.			
Level of MS Implementing by Supervisors			
Spearman's rho	Level of Skills of the Supervisors	Correlation Coefficient	.675
		Sig. (2-tailed)	.000
		N	27

To test the above hypothesis, Spearman's Correlation Coefficient is used and the results of the test are obtained in the (table 5:93) which shows the Spearman's Correlation Coefficient is equal to 0.675 and the level of significance of the test (sig=.000) which is less than $\alpha = 0.05$, so we reject the above hypothesis which means that: there is a positive relationship between Level of MS Implementing and the availability of Skills for the Supervisors.

5.2.3.3.1.3 Spearman's Correlation Coefficient between Level of MS Implementing and the availability of Skills for the Secretary

Table 5.94: Spearman's Correlation Coefficient Tests for H: There is no significant relationship between Level of MS Implementing and the availability of Skills for the Secretary at $\alpha = 0.05$.

H9 (c): There is no significant relationship between Level of MS Implementing and the availability of Skills for the Secretary at $\alpha = 0.05$.			
Level of MS Implementing by Secretary			
Spearman's rho	Level of Skills of the Secretary	Correlation Coefficient	.632
		Sig. (2-tailed)	.001
		N	26

To test the above hypothesis, Spearman's Correlation Coefficient is used and the results of the test are obtained in (table 5.94) which shows the Spearman's Correlation Coefficient is equal to 0.632 and the level of significance of the test (sig=.001) which is less than $\alpha = 0.05$, so we reject the above hypothesis which means that: there is a positive relationship between Level of MS Implementing and the availability of Skills for the Secretary.

5.2.3.3.1.4 Spearman's Correlation Coefficient between Level of MS Implementing and the availability of Skills for the Treasurers

Table 5.95: Spearman's Correlation Coefficient Tests for H: There is no significant relationship between Level of MS Implementing and the availability of Skills for the Treasurers at $\alpha = 0.05$.

H9 (d): There is no significant relationship between Level of MS Implementing and the availability of Skills for the Treasurers at $\alpha = 0.05$.			
Level of MS Implementing by Treasurers			
Spearman's rho	Level of Skills of the Treasurers	Correlation Coefficient	.699
		Sig. (2-tailed)	.000
		N	28

To test the above hypothesis, Spearman's Correlation Coefficient is used and the results of the test are obtained in the (table 5.95) which shows the Spearman's Correlation Coefficient is equal to 0.699 and the level of significance of the test (sig=.000) which is less than $\alpha = 0.05$, so we reject the above hypothesis which means that: there is a positive relationship between Level of MS Implementing and the availability of Skills for the Treasurers.

5.2.3.3.2 Spearman's Correlation Coefficient between Level of MS Implementing and the availability of Knowledge.

5.2.3.3.2.1 Spearman's Correlation Coefficient between Level of MS Implementing and the availability of Knowledge for the Heads of Administrative Committee

Table 5.96: Spearman's Correlation Coefficient Tests for H: There is no significant relationship between Level of MS Implementing and the availability of Knowledge for the Heads of Administrative Committee at $\alpha = 0.05$.

H10 (a): There is no significant relationship between Level of MS Implementing and the availability of Knowledge for the Heads of Administrative Committee at $\alpha = 0.05$.			
Level of MS Implementing by Heads of Administrative Committee			
Spearman's rho	Level of Knowledge of the Heads of Administrative Committee	Correlation Coefficient	.651
		Sig. (2-tailed)	.000
		N	27

To test the above hypothesis, Spearman's Correlation Coefficient is used and the results of the test are obtained in (table 5:96) which shows the Spearman's Correlation Coefficient is equal to 0.651 and the level of significance of the test (sig=.000) which is less than $\alpha = 0.05$, so we reject the above hypothesis which means that: there is a positive relationship between Level of MS Implementing and the availability of Knowledge for the Heads of Administrative Committee.

5.2.3.3.2.2 Spearman's Correlation Coefficient between Level of MS Implementing and the availability of Knowledge for the Supervisors

Table 5.97: Spearman's Correlation Coefficient Tests for H: There is no significant relationship between Level of MS Implementing and the availability of Knowledge for the Supervisors at $\alpha = 0.05$.

H10 (b): There is no significant relationship between Level of MS Implementing and the availability of Knowledge for the Supervisors at $\alpha = 0.05$.			
Level of MS Implementing by Supervisors			
Spearman's rho	Level of Knowledge of the Supervisors	Correlation Coefficient	.777
		Sig. (2-tailed)	.000
		N	27

To test the above hypothesis, Spearman's Correlation Coefficient is used and the results of the test are obtained in the (table 5:97) which shows the Spearman's Correlation Coefficient is equal to 0.777 and the level of significance of the test (sig=.000) which is less than $\alpha = 0.05$, so we reject the above hypothesis which means that: there is a positive relationship between Level of MS Implementing and the availability of Knowledge for the Supervisors.

▪ There is a positive relationship between Level of MS Implementing and the availability of Knowledge for the Supervisors. The Spearman's Correlation Coefficient is equal to 0.777 and the level of significance of the test (sig=.000) which is less than $\alpha = 0.05$.

5.2.3.3.2.3 Spearman's Correlation Coefficient between Level of MS Implementing and the availability of Knowledge for the Secretary

Table 5.98: Spearman's Correlation Coefficient Tests for H: There is no significant relationship between Level of MS Implementing and the availability of Knowledge for the Secretary at $\alpha = 0.05$.

H10 (c): There is no significant relationship between Level of MS Implementing and the availability of Knowledge for the Secretary at $\alpha = 0.05$.			
Level of MS Implementing by Secretary			
Spearman's rho	Level of knowledge of the Secretary	Correlation Coefficient	.609
		Sig. (2-tailed)	.001
		N	26

To test the above hypothesis, Spearman's Correlation Coefficient is used and the results of the test are obtained in (table 5:98) which shows the Spearman's Correlation Coefficient is equal to 0.609 and the level of significance of the test (sig=.001) which is less than $\alpha = 0.05$, so we reject the above hypothesis which means that: there is a positive relationship between Level of MS Implementing and the availability of Knowledge for the Secretaries.

5.2.3.3.2.4 Spearman's Correlation Coefficient between Level of MS Implementing and the availability of Knowledge for the Treasurers

Table 5.99: Spearman's Correlation Coefficient Tests for H: There is no significant relationship between Level of MS Implementing and the availability of Knowledge for the Treasurers at $\alpha = 0.05$.

H10 (d): There is no significant relationship between Level of MS Implementing and the availability of Knowledge for the Treasurers at $\alpha = 0.05$.			
Level of MS Implementing by Treasurers			
Spearman's rho	Level of knowledge of the Treasurers	Correlation Coefficient	.612
		Sig. (2-tailed)	.001
		N	28

To test the above hypothesis, Spearman's Correlation Coefficient is used and the results of the test are obtained in (table 5:99) which shows the Spearman's Correlation Coefficient is equal to 0.612 and the level of significance of the test (sig=.001) which is less than $\alpha = 0.05$, so we reject the above hypothesis which means that: there is a positive relationship between Level of MS Implementing and the availability of Knowledge for the Treasurers.

5.2.4 Essay Questions Analysis

The questionnaires included three Essay Questions which were asked to all the Heads of Administrative Committees and the Supervisors of the CBOs; since they are mostly responsible for the administration of the CBOs and in implementing the major MSs.

The three Questions were as follows:

1- What are the assisting factors from your own point of view which increases the efficiency of MS application / implementation?

2- What are the challenges which face the CBOs in MS application / implementation?

3- What are the recourses (human, financial, in-kind…) which assist in developing and application / implementation of MS?

There was overlap between the answers of the heads of administrative committees and the supervisors, most of the answers were alike, and the answers were summarized in points as categories (Challenges, Resources and Factors) from all the answers of all the CBO's HACs and supervisors.

5.2.4.1 Factors which increases the efficiency of MS application / implementation:

There are several factors from the point of view of the heads of the administrative committees and the supervisors of the CBOs which are considered as assisting or helping factors to increases the efficiency of MS application and implementation at the CBOs by the employees; these factors were categorized to main points as follows:

To increase the efficiency of the application of Management Standard in a proper way to reach the aims and goals of applying it at the CBOs, (64.28%) of the head of administrative committees and the supervisors agreed to have Follow up System ,(10.71%) of them agreed to have Monitoring System , and (14.28%) agreed to have Evaluation System.

These system are to follow up, monitor, evaluate and control the implementation process from its beginning and during the implementation, these systems should be done by both sides: by UNRWA / CDSWs and programme officers, and by the CBOs Administrative Committees.

A percentage of (32.14%) of the HACs and supervisors identified the need to the existence of financial recourses which assists the implementation of the MS at the CBOs, as any other project there are many financial needs to keep the project running; and to develop it in future. The following are the needed financial recourses which should increase the implementation and development of Ms at the CBO:

- Salaries for the employees.
- Incentives for the employees.
- Funds and capital for the CBOs.
- Awards / considerations for the employees.
- Income generation projects.

A percentage of (57.14%) of the HACs and the Supervisors showed that the training for the employees is considered as an investment and an asset for the association, the more the employees are well trained the more they will work efficiently. The CBOs employees need several training courses to increase their capacities and to develop their skills and knowledge's so they can develop and increase the level of implementing the MS at the CBOs; following are the needed training courses for the CBOs employees:

- Management Training.
- Financial Training.
- Follow up, monitoring and evaluation training.
- Capacity Building

A percentage of (14.29%) of the HACs and Supervisors indicated the need of Developing the Management Standards within the new management approaches and also develop new plans for MS implementation.

A percentage of (42.86%) of the HACs and Supervisors showed that increasing the number of employees and the existence of volunteers and permanent employees at the CBOs will help in implementing the MSs especially if the CBOs can't afford for new staff to be employed due to their financial problems and deficit.

The increase of the employee's numbers at the CBOs would give more time for each employee to do the work in better way and to have some delegations for certain tasks which will enable the four job types who implement the MS to have more time and work more efficiently in implementing the MSs.

A percentage of (28.57%) of the HACs and Supervisors indicated that the motivation for the employees is a very important factor that would emphasis the employees to have better practice and performance, the CBOs staff discussed to be motivated by several ways; financial motivation with better salaries and allowances will increase their willing to perform in a better way, other ways could be improving the relationships between the staff themselves and with the management, to have all the needed equipments and facilitation will make it easier to them to work and will give them a step forward. In addition to other ways of motivations that would be suggested and discussed with the CBOs managements and with UNRWA.

A percentage of (32.14%) of the HACs and Supervisors explored that the existence of in-kind resources should make the work more easy, faster and developed. Most of the CBOs have technical devices at there centers, some of them still need certain technical devices in addition to other office supplies and needs such as:

- Computers
- Office supplies
- Electronic devices.
- Stationary.
- Furniture.
- Other tools and devices.

A percentage of (10.71%) of the HACs and Supervisors indicated that visiting other CBOs to exchange experiences and recognize the way other CBOs work will enable the employees to learn from others experiences and experiments; and recognize the way of work of others to benefit from it and apply what is suitable to their CBOs.

A percentage of (14.29%) of the HACs and Supervisors indicated that it is important for any staff to know his/her roles, duties and responsibilities, so there will not be any overlapping in the roles. To insure that each staff member do his/her work as needed and in high performance; it is important to have a clear Job Description for each job category identifying the duties and responsibilities in a specified way to insure that the work will be done in a perfect way and high performance.

5.2.4.2 Challenges which face the CBOs in MS Application / Implementation:

There are many challenges that face the MS application and implementation at the CBOs by the employees; these challenges were from deferent sides and aspects, and do affect the MS implementation in high level and prevent developing the MS implementation; the challenges were categorized to main points as follows:

A percentage of (5%) of the HACs and Supervisors indicated that the "CBO Data Base System" effected the MS implementation because it is now used for archiving purposes, and the administrative work is now computerized and do not depend on filling system as before.

A percentage of (18%) of the HACs and Supervisors indicated that there is lack of financial and funding resources and No fund raising / income generation projects and (3%) indicated the lack of in-kind resources such as stationary, computers and equipments.

A percentage of (7%) of the HACs and Supervisors indicated that these is no enough follow up from the Social Workers at UNRWA and from the administration of the CBOs and no permanent follow up and evaluation system.

A percentage of (24%) of the HACs and Supervisors indicated that there is lack of human resources, specialist in this field at the CBOs, and Lack of experience and employees performance.

A percentage of (21%) of the HACs and Supervisors indicated that changing the members of the administrative committee and un-commitment in attendance by the administrative committee.

A percentage of (1%) of the HACs and Supervisors indicated that the existence of new systems and regulations from UNRWA is a challenge for the CBOs.

5.2.4.3 Resources (human, financial, in-kind…) which assist in developing and application / implementation of MS:

Each project needs resources to enable it to function and be implemented in the right and efficient way, the Management Standards needed resources were categorized to main three types of resources: Human, Financial and In-Kind Resources, and were as follows:

1. A percentage of (92.86%) of the HACs and Supervisors showed the need for Human Resources:

   - Training for the employees.
   - Training for the administrative committee.
   - Employees with fixed terms contracts.
   - Salaries and payoffs for the employees.
   - Trained staff with high experience and performance.
   - Capacity building for the employees
   - Volunteers

2. A percentage of (71.43%) of the HACs and Supervisors showed the need of Financial Recourses:

   - Financial funds
   - Income generation projects
   - Fund raising projects

3. A percentage of (75%) of the HACs and Supervisors showed the need of In-Kind Recourses:

   - Stationary (Folders, office suppliers,
   - Computers.
   - Electronic devices.
   - Cabinets
   - Furniture

The mechanisms to achieve the best practice of MS will be first to have continuous funding for the CBOs, and to have the suitable and enough resources whether they are human, financial, technical or in-kind resources.

Better relations and co-operation between the staff themselves and the CBOs management is also one of the mechanisms that would create better working environment which will be reflected on the CBOs in a good way and on the staff and on the MS.

Also, professional planning (short term and long term) and targeting with clear goals for the CBOs programmes, systems, projects and future planes will save efforts and time and will result with better future of the CBOs from all sides.

5.3 Discussion

In this research, there are many variables that are studied and analyzed to find their relationships with each other and how does they affect each other.

As the model (Figure 2.1) of this study shows, the Management Standards is the core variable of this research, many variables are related to it and affect if to enable it to be a motivator and a reason to achieve the CBOs development, as the MS is a tool of administration.

The hypotheses of the research are being tested using several statistical tests to explore all the relationships between and among the variables.

The following discussion will explore and explain the results of the tests applied in this chapter, and connect them with each other to reach to a logical understanding of the results.

Starting from the first hypothesis:

H0: there is no significant relationship between the MS implementation and the CBOs Development.

From the regression analysis, we found that there is a relationship between MS implementation and the CBOs Development. This relationship is positive for all the studied Management Standards (Manage Activities, Manage Resources, Manage People, Mange Information and Manage Evaluation) which means that whenever the implementation of MS increases then the CBOs Development will also increase.

Each standard of the Management Standards was tested as independent variable with the CBOs Development as a dependant variable, and also all the standards together were tested by the CBOs development, the tests were done for both the Head of Administrative Committees and the Supervisors.

To have a high and positive effect of MS implementation on CBOs Development, we should have a high level of implementation of all the Management Standards (Manage Activities, Manage Resource, Manage People, Manage Information and Manage Evaluation) by the CBOs staff with the job categories (HACs, Supervisors, Secretaries and Treasurers).

The following discussion will link the results of the regression testing and the results of the Mean analysis to show the relation between the Management Standards level of implementation and the CBOs Development.

The Mean tests for the level of implementation of the Management Standards by each job category are shown in tables (from table 5.20 to table 5.31), and the relationships between the MS implementation and the CBOs Development are shown in the regression tests (from table 5.41 to table 5.63).

The Implementation of "Manage Activities":

"Manage Activities" is the first section of the Management Standards, it is implemented by the HACs and the supervisors of the CBOs, and it is divided into two major points:
a- Planning Activities which includes:
        Identify activities to meet objectives
        Plan activities to meet objectives
b- Implementing Activities which includes:
        Implementing activities to meet objectives
        Monitor activities against objectives
        Evaluate activities against objectives

As shown in the Regression analysis for both HACs and Supervisors:
The significance of the model indicates that there is a linear relationship between "Manage Activities" and "CBOs Development", and the coefficient of "Manage Activities" is positive which means that there is a positive relationship between "Manage Activities" and "CBOs Development".

As shown in the Means analysis for both HACs and Supervisors:
The percentage of implementing Manage Activities by HACs is "Very Good", and also it is "Very Good" by the supervisors.

This is an indicator that most of the planed activities of the CBOs are well managed and applied as the CBOs activities demands and requirements. Efficient management of activities results with a better production. This also indicates that whenever the degree of Manage Activities increases then the CBOs Development increases.

CBOs staff have to develop the implementation of "Manage Activities" to have the best practice so as to enable more development for the CBOs in order to achieve high quality of services provided to the refugee community.

The Implementation of "Manage Resources":

"Manage Resources" is the second section of the Management Standards, it is implemented by the HACs, supervisors and treasurers of the CBOs, and it is divided into two major points:
a- Support efficient use of resources which includes:
        Make recommendations for the use of resources
        Control use of resources
b- Control financial resources which includes:
        Prepare the budget
        Monitor the Budget
        Seek financial resources and control the Budget

As shown in the Regression analysis for both HACs and Supervisors:
The significance of the model indicates that there is a linear relationship between "Manage Resources" and "CBOs Development", and the coefficient of "Manage Resources" is positive which means that there is a positive relationship between "Manage Resources" and "CBOs Development".

As shown in the Means analysis for both HACs, Supervisors and Treasurers:
The percentage of implementing Manage Resources by HACs is "Very Good", and it is "Good" by the supervisors and the treasurers.

This is a good indicator that the resources of the CBOs are well managed and applied. Supervisors and treasurers have to improve their performance in managing the resources so they could have more control on the CBOs resources and it's monitoring. Each of the three job categories implement a part of the Management Resources, the HACs at the CBOs should emphasis the supervisors and the treasurers to have better performance and level of implementation, since the resources of the CBOs are a very important factor in which without the availability of the resources in all its types the CBOs will not function properly and hence there will be shortage and shortening in the services provided to the refugee communities through the CBOs.

Managing the CBOs resources is a core item of the Management Standards, in a way which is consistent with the organization objectives and policies.

In addition to the Financial resources, the CBOs have other resources as the Human Resources and the in-kind resources which was obvious from the results of the questionnaires that there is a vital need to develop and improve there existence at the CBOs to increase the level of implementing the Management Standards and to achieve the CBOs goals and to have better quality in providing the services to the Refugees at the camps in West Bank.

The Implementation of "Manage People ":

"Manage People" is the third section of the Management Standards, it is implemented by the HACs and the supervisors of the CBOs, and it is divided into two major points:
a- Create effective working relationship:
    With staff and with managers / committees (with others)
b- Manage Staff which includes:
    Identify the roles of staff
    Develop staff
    Plan the work of staff

As shown in the Regression analysis for both HACs and Supervisors:
The significance of the model indicates that there is a linear relationship between "Manage People" and "CBOs Development", and the coefficient of "Manage People" is positive which means that there is a positive relationship between "Manage People" and "CBOs Development".

As shown in the Means analysis for both HACs and Supervisors:
The percentage of implementing Manage People by HACs is "Very Good", and also it is "Very Good" by the supervisors.

Manage People applied by Head of Administrative Committees and the supervisors are "Very Good". HACs and supervisors should work on increasing this level by improving the contacting and the relationships between the staff members and with them; to reach a better level of Managing People to increase the Management Standards implementation;

this could be achieved as recommended by the CBOs staff with conducting more meetings and more interaction between the CBOs administration staff and the other working staff.

The "People" working at the CBOs are divided to several job descriptions which includes Administrative and Technical Jobs. The Administrative jobs includes the four main Job Titles mentioned repeatedly in this study which are (Head of Administrative Committees, Supervisors, Secretaries and Treasurers); the Technical jobs available at the CBOs includes (Social Workers, physiotherapists, occupational therapists, speech therapists, handcrafts and art specialists, beauty salons specialists, and other different categories according to the CBO type whether it is a Women Programme Center or a Community Based Rehabilitation Center).

The sufficient working relationships aim to create and achieve good work; the relationships at wok are between two persons, people in group, groups themselves and through the whole organization.

The Implementation of "Manage Information":

"Manage Information" is the fourth section of the Management Standards, it is implemented by the HACs, supervisors and secretaries of the CBOs, and it includes
a- Manage information for action which includes:
      Gather information
      Use information
      Hold meetings to exchange information

As shown in the Regression analysis for both HACs and Supervisors:
The significance of the model indicates that there is a linear relationship between "Manage Information" and "CBOs Development", and the coefficient of "Manage Information" is positive which means that there is a positive relationship between "Manage Information" and "CBOs Development".

As shown in the Means analysis for both HACs, Supervisors and Secretaries:
The percentage of implementing Manage Information by HACs is "Good", and it is "Very Good" by the supervisors and secretaries.

Managing information is to have the correct information easily, properly, in suitable time. The Information includes all the Databases available at the CBOs, files, documentation, filling system and any other information source at the CBOs.

The CBOs deals with beneficiaries from the Refugees Community at the Refugee Camps and provide several services to them, each service and beneficiary have a special related information, registered in specials forms and records to monitor the provided services in mean of number of times of provided services, type of service, personal information for the beneficiates, financial records, receipts and invoices and all other administrative documents and files for the use of the CBOs services, beneficiaries and employees.

Improving the Information Management will make the CBO's work more efficient, faster and more qualified. To increase the Information Management the CBOs need more resources which are related to the second item of the Management Standards, so the better

resources available (Human, in-kind and financial) results better managing for information. This will be achieved by having more developed Databases, Filling System and staff to use these resources.

The Implementation of "Manage Evaluation":

"Manage Evaluation" is the fifth and final section of the Management Standards, it is implemented by the HACs and the supervisors of the CBOs, and it is divided into two major points:

a- Support the planning and development of systems for evaluation which includes:

      Plan and develop systems

      Measure performance

b- Implement systems for evaluation which includes:

      Carry out evaluation

As shown in the Regression analysis for both HACs and Supervisors:

The significance of the model indicates that there is a linear relationship between "Manage Evaluation" and "CBOs Development", and the coefficient of "Manage Evaluation" is positive which means that there is a positive relationship between "Manage Evaluation" and "CBOs Development".

As shown in the Means analysis for both HACs and Supervisors:

The percentage of implementing Manage Evaluation by HACs and supervisors is "Good".

As the results indicated, both the HACs and the supervisors should work on increasing this level by improving evaluation, follow up and monitoring systems used by the administrations of the CBOs to reach a better level of Managing Evaluation to increase the Management Standards implementation; this could be achieved as recommended by the CBOs staff with having more control and follow up for all the activities, work and actions at the CBOs by the staff and for the resources, information, activities and all other systems.

The CBOs should measures the performance of the staff in an ongoing activity to define the progress, problems and needs of the staff.

The monitoring and follow up should be done by two parties: the Administration of the CBOs, and the Relief and Social Services Department at UNRWA represented by their programme Officers and Community Development Social Workers.

To have this high level of implementation, the staff should have skills and knowledge. The skills and knowledge of the CBO's staff (HACs, supervisors, Secretaries and Treasurers) is shown in the results of tables (table 5.32 to table 5.39), all the results are classified as "Very Good" degree. This means that all the currently available staff at the CBOs have a very good or high level of skills and knowledge which enable them to have a good performance and understanding of the CBOs work, their tasks, duties, and responsibilities, and in particular in implementing the Management Standards in a very good level, taking into consideration that some of the available staff were not trained on MS, as the result shown in (table 5.9) the major job category of staff members who didn't receive the training of MS are the secretaries, by a percentage of 42.3%; this can be justified as a result

of the turnover of the staff for this job category; as was indicated in (table 5.7) that a percentage of 53.8% of the secretaries working at the CBOs are working from recent periods (1 – 5 years) which explains that some of them didn't receive the Management Standards training course, and can also clarifies the high need for a new training on the MS to be conducted for the CBOs staff as a the results in (table 5.11) showed.

The skills and knowledge for the CBOs staff were analyzed by two hypotheses in this research which studied the relationship between the MS Implementation Level and the staff skills and knowledge; these hypotheses are H9 and H10:

H9: There is no significant relationship between Level of MS Implementing and the availability of Skills (for all the job categories).

H10: There is no significant relationship between Level of MS Implementing and the availability of Knowledge (for all the job categories)

From the results obtained from the analysis of these two hypotheses for each job category, we found that there is a positive relationship between the skills and knowledge of the staff at the CBOs and the MS implementation.

These results are convenient with the results obtained from studying the level of MS implementation at the CBOs (Table 5.20 to table 5.31) which ranged between "Good" and "Very Good" by all the job categories. And also with the results of the level of available skills and knowledge for all the job categories which were all "Very Good" (Table 5.32 to table 5.39).

Then, when there is a high level of skills and knowledge for all the job categories available of the CBOs it will result with a high level of MS implementation, in which results at the end to the CBOs Development. These results emphasis the CBOs administration to work harder to develop the capacities of its workers and employees in terms of training and experience exchanges to insure better quality of work which results in better service providing for the refugees and for better level of implementation and impact of the Management Standards on the CBOs.

After exploring the skills and the knowledge of the CBOs staff, the research studies the type of the CBOs to link it with the MS and its implementation and effect on the CBOs development. In this research there are two types of CBOs identified: the WPCs and the CBRCs, both of the two types of CBOs are working in the refugees camps to provide services and implement several activities for certain target groups from the refugee community.

The relationship between the CBOs type and the MS implementation was tested by Hypothesis 1:

H1: there is no statistically significant relationship between CBO Type (WPC or CBRC) and the Level of MS Implementation (for all the job categories).

The hypothesis was divided to cover all the four job categories working at the CBOs (HACs, supervisors, secretaries and treasurers). The result of testing this hypothesis was that there is a relationship between the CBOs Type and the Level of MS Implementation.

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The WPCs and the CBRCs are deferent in the type of activities they apply, in their target groups, in the gender of the staff working (all the staff working at the WPCs are females, and they are a combination of males and females at the CBRCs – as the results in table 5.2 indicates), also whether the staff at the CBOs received the MS training, the staff experience and commitment to implement MS at each CBOs type. This would explain the relationship between the MS implementation and the CBOs type.

The relationship between CBO Type (WPC or CBRC) and Extent of Impact of MS on the CBOs in Terms of Administrative Development was tested by Hypothesis 2:

H2: there is no statistically significant relationship between CBO Type (WPC or CBRC) and Extent of Impact of MS on the CBOs in Terms of Administrative Development

The result of the hypothesis shows that there is a relationship between CBO Type (WPC or CBRC) and Extent of Impact of MS on the CBOs in Terms of Administrative Development. So, again, and as a result of the differences between the CBOs types (WPCs and CBRCs) we found that the CBOs type have an influent on the CBOs admin development as a result of MS implementation at the CBOs.

Going back to the staff working at the CBOs, there are other important variable related to them and have an effect on the MS in both it's implementation and it's effect on the CBOs development, this variable is receiving the MS training course by the CBOs staff to enable them to have the best practice in implementing the MS at the CBOs. This variable and its relationship with the MS at CBOs were studied in hypotheses H3 and H4.

H3: There is no statistically significant relationship between Receiving the MS Training for the HACs / Supervisors and the Extent of Impact of MS on the CBOs in Terms of Administrative Development

H4 (a): there is no statistically significant relationship between receiving the MS training and the Level of MS Implementation (for all the job categories)

The hypotheses H3 and H4 explore whether there is a relationship between MS training and the Extent of Impact of MS on the CBOs in Terms of Administrative Development, and also the relation with MS implementation. From the results obtained from both hypotheses we can see that there is a relationship between MS training and the Extent of Impact of MS on the CBOs in Terms of Administrative Development, and also the relation with MS implementation. Also we can see from the distribution analysis for the need of re-training on MS (table 5.11) that a percentage of 92.6% of the CBOs staff explored the need for a new training course to be conducted on MS to renew the information and background of MS for those who had received the training before and to cover all the new staff who were appointed after the previous training had been conducted.

The training courses on MS are important since it covers all the details in the MS as a whole, explain the roles of each job category in terms of duties, tasks, responsibilities, and how to implement, monitor and evaluate the MS regularly at the CBOs.

Another important variable related to the staff, CBOs and MS is the job category for the staff implementing the MS at the CBOs, as the previous variable, this variable "job category" was also studied to explore it's relationship to the MS implementation and effect

on the CBO, the variable and it's relationships were studies through Hypotheses H5 and H6.

Hypothesis 5:
H5: there is no statistically significant relationship between the Job Category (HACs and Supervisors) and the Extent of Impact of MS on the CBOs in Terms of Administrative Development

Head of Administrative Committees and the Supervisors who are mostly responsible for the Administration of the CBOs. The result of the test indicates that there is a relationship between the job category and the extent of the impact of MS on the CBOs.

Each job category is responsible for certain and specialized items from the MS to implement each in his field, the extent of impact of the MS on the CBOs in terms of Administrative developments differs between the HACs and the supervisors according to their level of implementing and the items in which each of them is responsible for in managing and administrating the CBOs, each job category implements and applies the MS items under its specialist and responsibilities and according to their skills, knowledge's and receiving the training.

Hypothesis 6:
H6: There is no significant relationship between Job Category and MS Implementation.
As mentioned in several locations in this research, there are four job categories at the CBOs (HACs, supervisors, secretaries and treasurers). Each of them is responsible for a certain number of MS to implement as described in (table 3.4).

As the results of H5 and H6 indicate there is a relationship between job category and level of MS implementation and also with and the Extent of Impact of MS on the CBOs in Terms of Administrative Development.

It is important for any staff to know his/her roles, duties and responsibilities, so there will not be any overlapping in the roles. To insure that each staff member do his/her work as needed and in high performance; it is important to have a clear Job Description for each job category in which includes the MS so as each job category will implement the MS items under his/ her identified role in addition to any other duties specified in the job description. At the CBOs in WB we could see from (table 5.12) that not all the job categories at the CBOs have a job description (11.4% to 14.8%) of the job categories do not have a clear job description.

For the demographic analysis The level of implementation varies between one camp and another depending on several factors, one of which is the training received on the MS for the CBOs staff, another reason is the working years for the staff at the CBOs and the turnover of these staff which in turn results that the new staff members will need to be trained on MS and other working sectors and systems. Other variable is the commitment from the staff themselves to the MS implementation and the available resources at the CBOs which enable better, easier and more flexible implementation for the MS at the CBOs.

Another variable related to the CBOs staff and was studied in this research is the Gender of the staff at the CBOs. This variable was described in (table 5.2) in the descriptive analysis, and was also studies to explore its relationship with the MS implementation at the CBOs in WB by Hypothesis 7.

H7: There is no significant relationship between MS Implementation and Gender.

From the hypothesis test analysis, we see that there is a relationship between MS implementation and Gender. There is a difference between the female and male implementation for the Management Standards.

The women programme centers staffs are all from Females, while the Community Based Rehabilitation Centers staffs were divided into Males and Females. This is because each of the CBOs type has its target group; the WPCs for example are targeting the Women in the refugee camps as a major group of beneficiaries; while the CBRCs target the Persons with Disabilities at the Refugee Camps in WB despite their gender, PwDs includes males and females. So, the kind of activities applied by each type of CBOs is deferent from the other. The WPCs staff are from women since all the beneficiaries are women and this category of beneficiaries is always available at the WPCs to receive the deferent services and to join the activities conducted; and as the nature of the people and culture in the refugee camps in WB it is more flexible and easier for women to deal with women in such places, since also all the other job categories at the WPCs like the handcrafts teacher, the trainers at the beauty salons, the teacher of sports and sewing, the teachers at the kindergartens and others are all females.

The final studied variable in the hypothesis testing for this research is the Level of Education for the CBOs staff. The level of education as all the other previously mentioned variables is related to the MS implementation and its effect on CBOs development. This was tested by the Hypothesis 8.

H8: There is no significant relationship between MS Implementation and Level of Education.

From the result of this hypothesis, we noticed that there is a relationship between the MS implementation and the Level of Education; the education is a main resource for the employees to have better skills, knowledge's, experience and level of responsibility to act and work better. Holding high education degrees by the CBOs employees is a good resource for the CBOs to have; employees with high levels of education insure better quality of work and they will have capabilities to develop the administration of the centers in the future.

The staffs at the CBOs are distributed to four levels of education: Tawjihi and below, Diploma, BA and MA and above. The major percentages as shown in (table 5.2) have diploma and above levels of education which is a good indicator and a good resource for the CBOs to have, these staff still need to receive capacity building training, development of skills and knowledge, motivation and stability at the CBOs to act in a better way for the benefit of the CBOs and the targeted groups in the refugee community when receiving the services from these CBOs.

The descriptive analysis in this research included exploring the percentage of the variable used in this research to show their percentages at the CBOs.

The descriptive analysis described the distribution of the CBOs by their location in WB in table (5.1); and linked the level of MS implementation with the Camps and locations in (tables 5.14 and 5.15) which showed that the level of implementation varies between one camp and another depending on several factors, one of which is the training received on the MS for the CBOs staff, another reason is the working years for the staff at the CBOs and the turnover of these staff which in turn results that the new staff members will need to be trained on MS and other working sectors and systems. Other variable is the commitment from the staff themselves to the MS implementation and the available resources at the CBOs which enable better, easier and more flexible implementation for the MS at the CBOs.

Other variables were described such as the whether the administrative committees at the CBOs are elected or appointed, and if the CBOs are registered with Ministries at the PA (such as the Ministry of Interior, Ministry of Sports and Youth, Ministry of Civil Affairs, Ministry of Education).

Also the establishment years of the CBOs were explored in addition to the experience and working years for the CBOs staff which were discussed and linked in this section with the hypothesis testing explanation.

Another important variable was to describe the availability of electronic devices at the CBOs, the availability of electronic devices makes the work easier, faster and more efficient than the old manual working tools and methods. The electronic devices save time and effort for the CBOs employees when implementing the Management Standards with the help of a computerized system, which in turn leads to a better Administrative System. The reason behind the unavailability of some electronic facilities and devices at some CBOs is the shortage and the lack of the financial and in-kind resources at the CBOs.

5.4 Summary

After analyzing all the data included in the questionnaire, the study results in general can be summarized as follows:

- The CBOs included in this study were distributed all around the West Bank and Jerusalem, in which 15 Women Programme Centers and 13 Community Based Rehabilitation Center participated in the study.

- All the employees at the WPCs were Females, while the CBRCs employees were Males and Females.

- The education level of the employees was distributed from Tawjihi and below to Master Degree and above, the majority of the employees distribution was under the BA category.

- Working years at the CBOs for the employees was mostly from one to ten years.

- Working experience in the same field for the Head of Administrative Committees was more than 15 years, for the Supervisors between 6 to 10 years, and for the Secretaries and Treasurers between 1 to 5 years.

- Receiving the training course for the Management Standards by the CBOs employees ranged between 58% and 78%.

- 70% of the CBOs agreed that the number of employees at the CBOs in not enough to implement the center's activities and providing its services well and efficiently.

- 93% of the employees at all the CBOs agreed their needs to be Re-Trained on the Management Standards.

- 85% to 89% of the CBOs have Job Descriptions for their employees and have specific task to do.

- 100% of the CBOs have Computers.
- 100% of the CBOs have Printer
- 85% of the CBOs have Photocopier
- 89% of the CBOs have Fax
- 96% of the CBOs have Phone
- 48% of the CBOs have Scanner

Further to the descriptive analysis, the following discussion includes the Mean Test calculated for several variables as follows:

- From the Head of Administrative Committees point of view; The level in which Management Standards effected the CBOs in terms of Administrative approaches in general was 3.7, which is classified as "Very Good" level, this is an indicator that MS positively effects the administrative development of the CBOs. All the

tested administrative items "Means" ranged between 3 and 4 which mean that the effect of MS ranges between "Good" and "Very Good".

- From the Supervisors point of view; The level in which Management Standards effected the CBOs in terms of Administrative approaches in general was 3.6, which is classified as "Very Good" level, this is an indicator that MS positively effects the administrative development of the CBOs. All the tested administrative items "Means" ranged between 3 and 3.9 which mean that the effect of MS ranges between "Good" and "Very Good".

- **The Management Standards includes:**

  - Manage Activities
  - Manage Recourses
  - Manage People
  - Manage Information
  - Manage Evaluation

  Each of the above categories was tested by the level of the implementation at the CBOs by each job description (Head of Administrative Committees, Supervisors, Secretaries and Treasurers), the results were as follows:

Manage Activities:

Managing Activities of the CBOs is applied by HACs and Supervisors:

- The General Mean of applying and implementing "Manage Activities" by HACs is 4 which is a "Very Good" Level of implementation.

- The General Mean of applying and implementing "Manage Activities" by Supervisors is 3.6 which is also "Very Good" Level of implementation.

Manage Recourses:

Managing Recourses of the CBOs is applied by HACs, Supervisors and Treasurers:

- The General Mean of applying and implementing "Manage Recourses" by HACs is 3.5 which is a "Very Good" Level of implementation.

- The General Mean of applying and implementing "Manage Recourses" by Supervisors is 3.3 which is also "Good" Level of implementation.

- The General Mean of applying and implementing "Manage Resources" by Treasurers is 3.4 which is also "Good" Level of implementation.

Manage People:

Managing People of the CBOs is applied by HACs and Supervisors:

- The General Mean of applying and implementing "Manage People" by HACs is 3.5 which is a "Very Good" Level of implementation.

- The General Mean of applying and implementing "Manage People" by Supervisors is 3.7 which is also "Very Good" Level of implementation.

Manage Information:

Managing Information of the CBOs is applied by HACs, Supervisors and Secretaries:

- The General Mean of applying and implementing "Manage Information" by HACs is 3.4 which is a "Good" Level of implementation.

- The General Mean of applying and implementing "Manage Information" by Supervisors is 3.6 which is also "Very Good" Level of implementation.

- The General Mean of applying and implementing "Manage Information" by Secretaries is 3.5 which is also "Very Good" Level of implementation.

Manage Evaluation:

Managing Evaluation of the CBOs is applied by HACs and Supervisors:

- The General Mean of applying and implementing "Manage Evaluation" by HACs is 3.1 which is a "Good" Level of implementation.

- The General Mean of applying and implementing "Manage Evaluation" by Supervisors is 3.1 which is also "Good" Level of implementation.

Skills of the CBO's Employees

- The General Mean of the Skill that the Heads of the Administrative Committees have is 3.8 which is a "Very Good" grade, all the HACs skills ranged between 3.6 and 4 which is "Very Good" also.

- The General Mean of the Skill that the Supervisors have is 4 which is a "Very Good" grade, all the HACs skills ranged between 3.7 and 4.3 which is "Very Good" also.

- The General Mean of the Skill that the Secretaries have is 3.7 which is a "Very Good" grade, all the HACs skills ranged between 3.4 which are "Good" and 4.1 which is "Very Good" also.

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- The General Mean of the Skill that the Treasurers have is 3.8 which is a "Very Good" grade, all the HACs skills ranged between 3.4 which are "Good" and 4.1 which is "Very Good" also.

Knowledge's of the CBOs Employees

- The General Mean of the Knowledge's that the Heads of the Administrative Committees have is 3.6 which is a "Very Good" grade, all the HACs Knowledge's ranged between 3.1 which is "Good" and 4.3 which is "Very Good" also.

- The General Mean of the Knowledge's that the Supervisors have is 3.8 which is a "Very Good" grade, all the HACs Knowledge's ranged between 3.5 and 4.1 which is "Very Good" also.

- The General Mean of the Knowledge's that the Secretaries have is 3.7 which is a "Very Good" grade, all the HACs Knowledge's ranged between 3.4 which is "Good" and 4.1 which are "Very Good" also.

- The General Mean of the Knowledge's that the Treasurers have is 3.8 which is a "Very Good" grade, all the HACs Knowledge's ranged between 3.2 which is "Good" and 4.1 which are "Very Good" also.

Regression Analysis:

- There is a linear significant relationship between Manage Activities and CBOs Development.

- There is a linear significant relationship between Manage Resources and CBOs Development.

- There is a linear significant relationship between Manage People and CBOs Development.

- There is a linear significant relationship between Manage Information and CBOs Development.

- There is a linear significant relationship between Manage Evaluation and CBOs Development.

Frequency Description and Pearson Chi-Square Test

- H1: There is a relationship between CBO Type (WPC or CBRC) and the Level of MS Implementation (by HACs, Supervisors, Secretaries and Treasurers) at level of significance $\alpha = 0.05$

- H2: There is a relationship between CBO Type (WPC or CBRC) and Extent of Impact of MS on the CBOs in Terms of Administrative Development at level of significance $\alpha = 0.05$

- H3: There is a relationship between receiving MS Training for the HACs / Supervisors and the Extent of Impact of MS on the CBOs in Terms of Administrative Development, because the significance (0.000) in less than $\alpha = 0.05$.

- H4: There is a relationship between receiving MS Training for the HACs / Supervisors and the Level of MS Implementation at the CBOs, because the significance (0.000) in less than $\alpha = 0.05$.

- H4: There is a relationship between receiving MS Training for the (Treasurers) and the Level of MS Implementation at the CBOs, because the significance (0.009) in less than $\alpha = 0.05$.

- H4: There is NO relationship between receiving MS Training for the (Secretaries) and the Level of MS Implementation at the CBOs, because the significance (0.112) in less than $\alpha = 0.05$.

- H5: There is a relationship between the Job Category (HACs and Supervisors) and The Extent of Impact of MS on the CBOs in Terms of Administrative Development, because the significance (0.031) in less than $\alpha = 0.05$.

- H6: There is a relationship between Job Category and the Level of MS Implementation MS, because the significance (0.015) in less than $\alpha = 0.05$.

- H7: There is a relationship between MS implementation and Gender, because the significance (0.000) in less than $\alpha = 0.05$.

- H8: There is a relationship between MS Implementation and Level of Education, because the significance (0.000) in less than $\alpha = 0.05$.

Spearman's Correlation Coefficient Tests

- There is a positive relationship between High Level of MS Implementing and the availability of Skills for the Heads of Administrative Committee. The Spearman's Correlation Coefficient is equal to 0.749 and the level of significance of the test (sig=.000) which is less than $\alpha = 0.05$

- There is a positive relationship between High Level of MS Implementing and the availability of Knowledge for the Heads of Administrative Committee. The Spearman's Correlation Coefficient is equal to 0.651 and the level of significance of the test (sig=.000) which is less than $\alpha = 0.05$.

- There is a positive relationship between High Level of MS Implementing and the availability of Skills for the Supervisors. The Spearman's Correlation Coefficient is equal to 0.675 and the level of significance of the test (sig=.000) which is less than $\alpha = 0.05$.

- There is a positive relationship between High Level of MS Implementing and the availability of Knowledge for the Supervisors. The Spearman's Correlation Coefficient is equal to 0.777 and the level of significance of the test (sig=.000) which is less than $\alpha = 0.05$.

- There is a positive relationship between High Level of MS Implementing and the availability of Skills for the Treasurers. The Spearman's Correlation Coefficient is equal to 0.699 and the level of significance of the test (sig=.000) which is less than $\alpha = 0.05$.

- There is a positive relationship between High Level of MS Implementing and the availability of Knowledge for the Treasurers. The Spearman's Correlation Coefficient is equal to 0.612 and the level of significance of the test (sig=.001) which is less than $\alpha = 0.05$.

- There is a positive relationship between High Level of MS Implementing and the availability of Skills for the Secretary. The Spearman's Correlation Coefficient is equal to 0.632 and the level of significance of the test (sig=.001) which is less than $\alpha = 0.05$.

- There is a positive relationship between High Level of MS Implementing and the availability of Knowledge for the Secretaries. The Spearman's Correlation Coefficient is equal to 0.609 and the level of significance of the test (sig=.001) which is less than $\alpha = 0.05$.

Chapter 6

Conclusions and Recommendations

6.1   Conclusions

In general, the results obtained from the study indicates that the level of MS Implementation at the CBOs in WB is classified in the range between Good and Very Good level, this includes all the sectors of the Management Standards (Manage Activities, Manage Recourses, Manage People, Manage Information and Manage Evaluation).

As the model of the study includes, Management Standards have direct relationships with three main variables (a-CBOs Type, b-CBOs Staff including the related variable of the staff as the training courses, job categories, knowledge, skills, experience, gender and education, c- and finally the problems, challenges and factor that effect the MS).

The major indications of the main variables of the study are summarized as follows.

- There is a relationship between the type of CBOs and the Level of MS Implementation at the CBOs. In general the Level of MS Implementation at the CBRCs is more than the Level of MS Implementation at WPCs.

- There is a relationship between the Skills and Knowledge's of the CBOs staff (Heads of Administrative Committee, Supervisors, Treasurers and Secretaries), they all have are "Very Good" level of skills and knowledge in which increases the opportunity of better future of Management Standards implementation and also the CBOs development.

- Also, as the other variables related to the CBOs staff, we found that the experience, level of education, gender and receiving the MS training course have a relationship with the Level of MS Implementation at the CBRCs and hence with the CBOs development.

- The job category also has a relationship with the MS implementation and the CBOs development as a result, there are four job categories at the CBOs which are (Heads of Administrative Committee, Supervisors, Secretaries and Treasurers)

6.2 Recommendations

After the results are obtained from the several types of questions and their analysis and discussion, there are different issues and points that should be worked on, improved, applied, developed and achieved, all these pints are summarized in this section. As a conclusion; CBOs and UNRWA should work together and cooperate to increase the level of implementation of the Management Standards and the CBOs development, and UNRWA should support the process of the Administrative Development of the CBOs by supporting them with all kind of resources (human, in-kind, financial and technical) to enable them to develop and to have high level and quality of the Management Standards.

Therefore; the recommendations of this study are to be followed up, worked out and achieved by two parts:

- The Community Based Centers (CBOs).
- UNRWA.

6.2.1 Resources and Financial Recommendation:

The CBOs in West Bank are all facing lack of financial resources as the results of the study includes, in addition there are also lack of other resources such as human, in-kind and technical resources, to solve this issue CBOs must find new funding resources and seek more fund raising and income generating projects to increase the income of the CBOs.

Also, UNRWA should increase the subsidies and funds provided to the CBOs in addition to increasing the provided human and in-kind resources for the CBOs.

6.2.2 Administrative Recommendation

On the other side, CBOs should develop their administration and work more hardly on the administrative programme, management standards and other sectors of management and administration. Following are recommendations for the CBOs to work on to achieve there development:

- Develop the Management Standards within the new management approaches.

- Increase the level of implementing Management Standards.

- Make use of all the administrative systems that the CBOS have as resources, and do not work on one of them and leave the others; each system has its own aims and use.

- Increase the level of follow up and develop the monitoring system for the employees by the administration of the CBOs to let the employees be more committed in applying and implementing the MS and other CBOs systems and activities and also to the working hours, regulations and rules; by applying regular follow up and monitoring system and developing new evaluation system.

- Identify more accurate and defined Job Descriptions and specific tasks for the employees and choose the right person in the right place.

- Increase the number and the content of the conducted meeting between the CBO's employees and the administration of the CBOs to increase work efficiency.

- Conduct visits between the CBOs to exchange information and to learn from others experiences.

- Develop new work plans between UNRWA and the CBOs to emphasis the partnership approach.

- Increase and develop the skills and knowledge of the employees by conducting training courses for the employees at the CBOs on several topics to increase their performance and experience. Such as conducting capacity building training courses and conducting Management Standards training for the CBOs employees, especially to all the new employees who were assigned after the MS project began and was trained on, in addition to training courses on all the other administrative systems they apply.

- UNRWA should also train all the new CDSWs on the Management Standards to make sure they fully understand the MS and all its details, to be able to monitor the CBOs on their implementation.

At the end, I would like to recommend that the Relief and Social Services Department at UNRWA should proceed from this study and forward to conduct more deep reality studies to each and every CBO at WB, to explore all the details and related to these CBOs administratively, technically, and financially by treating each of the CBOs as a case study to cover all the aspects to end up with solution and future plans to reach with these CBOs to their dependency administratevly and financially. Another point is that RSSD and CBOs should work together to deepen the relationship between then by conducting interactive meetings and improve the work environment, and to have better services provided to the refugee community at the Refugee Camps in West Bank.

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Appendices

1: First Questionnaire – Heads of Administrative Committee

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استبيان

لقياس اثر و مدى تطبيق المقاييس الإدارية
على المراكز المجتمعية
في مخيمات الضفة الغربية

حضرة السادة رؤساء الهيئة الإدارية المحترمين،

تحية طيبة وبعد،

تهدف هذه الدراسة إلى تحليل واقع تطبيق المقاييس الإدارية في المراكز المجتمعية في مخيمات الضفة الغربية وذلك لتحقيق مستوى عال من تطبيق المقاييس الإدارية في المراكز المجتمعية لتقديم خدمات جيدة لإفراد المجتمع المحلي من اللاجئين الفلسطينيين، وللعمل على تطوير الأداء الإداري والفني للعاملين في المركز وذلك بمعرفة مدى واثر تطبيق هذه المقاييس على المراكز المجتمعية وأيضا من خلال معالجة المعيقات والمشاكل التي تواجه المراكز في تطبيق المقاييس بالإضافة إلى أهداف ومبررات أخرى لعمل هذه الدراسة.

إن اهتمامك بالإجابة الصريحة والدقيقة على الأسئلة الواردة في هذه الإستبانة يتوقف عليه انجاز هذه الدراسة والتوصل إلى نتائج واقعية ومفيدة. لذا أرجو منك التعاون بتعبئة هذه الإستبانة بموضوعيـة تامة، والإجابة على جميع أسئلتها علما أن المعلومات الواردة في الاستبيان ستعامل بسرية تامة وستستعمل لأغراض البحث فقط. مع الشكر الجزيل لتعاونك في إتمام هذه الدراسة.

مع الشكر الجزيل لتعاونكم

الباحثة
رشا إبراهيم العمد

</div>

استمارة خاصة برئيس الهيئة الإدارية للمركز

معلومات عامة حول المركز

1- نوع المركز	1- مركز نسوي	2- مركز تأهيل الأشخاص ذوي الإعاقة

3- المخيم			
الفارعة	9	الامعري	1
عين بيت الماء (رقم -1-)	10	الجلزون	2
الفوار	11	جنين	3
قلنديا	12	نورشمس	4
عقبة جبر	13	عسكر	5
طولكرم	14	الدهيشة	6
بلاطة	15	شعفاط	7
العروب	16	دير عمار	8

2- المنطقة	
القدس	1
بيت لحم	2
نابلس	3
طولكرم	4
رام الله	5
الخليل	6
جنين	7

4- سنة تأسيس المركز	_____

5- الهيئة الإدارية للمركز	1- معينة	2- منتخبة

6- هل المركز مرخص؟	1- نعم	2- لا

معلومات شخصية

7- الوظيفة	1	رئيس/ة المركز	3	مشرف/ة المركز
	2	- أمين/ة السر	4	أمين/ة الصندوق

8- الجنس	1	ذكر
	2	أنثى

9- المؤهل العلمي	1	توجيهي فما دون	3	بكالوريوس
	2	دبلوم	4	ماجستير فأعلى

10- الخبرة	عدد سنوات الخبرة في مجال العمل	_____
	عدد سنوات العمل في المركز	_____

11- هل تلقيت تدريب حول المقاييس الإدارية؟	1- نعم	2- لا

معلومات حول عمل المركز وتطبيق المقاييس الإدارية:

		12- هل عدد العاملين في المركز كافي لأداء أنشطة المركز وتقديم خدماته بشكل جيد وفعال ؟
2- لا	1- نعم	

		13- هل هناك حاجة إلى إعادة تدريب العاملين في المركز على تطبيق المقاييس الإدارية؟
2- لا	1- نعم	

ب- لا	أ- نعم	14- هل يوجد وصف وظيفي
		لرئيس الهيئة الإدارية
		للمشرف
		لامين الصندوق
		أمين السر

ب- لا	أ- نعم	15- هل يوجد مهمات محددة يقوم بها كل من
		رئيس الهيئة الإدارية
		المشرف
		أمين الصندوق
		أمين السر

16- حدد الدرجة التي يواجهها المركز في كل من المشاكل التالية وذلك بوضع إشارة (X) بالمكان المناسب:

لا يوجد مشكلة	بدرجة ضعيفة	بدرجة متوسطة	بدرجة كبيرة	بدرجة كبيرة جدا	المشكلة
					أ. تدني مستوى المتابعة من قبل دائرة خدمات الإغاثة و الخدمات الاجتماعية
					ب. تعيين باحثين اجتماعيين لم يتلقوا التدريب حول المقاييس الإدارية
					ج. وجود أنظمة إدارية أخرى
					د. عمل المنطوعين بالمراكز لمدة محدودة
					هـ. أخرى، حدد : 1- _____ 2- _____ 3- _____ 4- _____ 5- _____

17- ما هي التحديات التي يواجهها المركز في تطبيق المقاييس الإدارية؟

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

18- ما هي الموارد (مالية، عينية، بشرية،......)التي من شانها أن تساعد على زيادة تطوير وتطبيق المقاييس الإدارية؟

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

19- ما هي العوامل المساعدة من وجهة نظرك لزيادة فعالية تطبيق المقاييس الإدارية؟

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

20- حدد مدى تأثير المقاييس الإدارية على المراكز من حيث تطوير الأمور الإدارية وذلك بوضع إشارة (X) بالمكان المناسب:

ضعيف	متوسط	جيد	جيد جدا	ممتاز	اثر المقاييس الإدارية على الأمور التالية بشكل
					تطور المركز إداريا
					الأداء الإداري لأعضاء الهيئة الإدارية
					الأداء المهني للأفراد العاملين في المركز
					أداء المشرفين
					متابعة العاملين في المركز
					التزام الأفراد العاملين بخطط الأنشطة
					التزام العاملين بمواعيد العمل الرسمية
					تنفيذ الأنشطة ضمن المستوى المطلوب
					نوعية الأنشطة المنفذة
					الفئة المستهدفة في عمل المركز
					حجم المعلومات المدخلة على برامج المركز
					حفظ الملفات
					إدارة المعلومات ضمن أهداف المركز
					على أرشفة أعمال المركز
					إيجاد مصادر دعم داخلية وخارجية
					ضبط الموارد المالية في المركز
					إعداد التقارير المالية الشهرية والسنوية
					تقييم أداء العاملين
					تقييم احتياجات المجتمع المحلي
					تقييم الأنشطة المنفذة في المركز

21- أرجو تحديد الدرجة التي يتم بها تطبيق المقاييس التي يجب العمل بها من قبل رئيس الهيئة الإدارية وذلك بوضع إشارة (X) بالمكان المناسب:

أ- إدارة الأنشطة (تخطيط الأنشطة ، تنفيذ الأنشطة)

ضعيف	متوسط	جيد	جيد جدا	ممتاز	يتم تطبيق المقاييس بشكل
					تحديد الأنشطة لتحقيق الأهداف
					تخطيط الأنشطة لتحقيق الأهداف
					توجيه الأنشطة نحو الأهداف

ب ـ إدارة الموارد (دعم استخدام الموارد بفاعلية ، ضبط الموارد المالية)

ضعيف	متوسط	جيد	جيد جدا	ممتاز	يتم تطبيق المقاييس بشكل
					إصدار التوصيات إلى الجمعية العمومية حول استخدام الموارد
					ضبط استخدام الموارد
					تحضير الميزانية
					مراقبة الميزانية
					السعي لتحصيل موارد مالية

ج- إدارة الأفراد (إقامة علاقات عمل فعالة ، إدارة العاملين)

ضعيف	متوسط	جيد	جيد جدا	ممتاز	يتم تطبيق المقاييس بشكل
					مع العاملين
					مع المديرين / اللجان
					تحديد أدوار العاملين
					تطوير قدرات العاملين
					تخطيط مهام العاملين

د- إدارة المعلومات (إدارة المعلومات لتفعيلها)

ضعيف	متوسط	جيد	جيد جدا	ممتاز	يتم تطبيق المقاييس بشكل
					جمع المعلومات
					استخدام المعلومات
					عقد الاجتماعات لتبادل المعلومات

ه - إدارة التقييم (دعم تخطيط وتطوير أنظمة التقييم ، تنفيذ عملية التقييم)

ضعيف	متوسط	جيد	جيد جدا	ممتاز	يتم تطبيق المقاييس بشكل
					تخطيط أنظمة التقييم وتطويرها
					قياس الأداء
					إجراء التقييم

22- تحديد درجة وجود المهارات التالية لدى رئيس الهيئة الإدارية وذلك بوضع إشارة (X) بالمكان المناسب:

ضعيف	متوسط	جيد	جيد جدا	ممتاز	المهارات
					عقد اجتماعات ، إدارتها وضبطها
					إدارة المجموعة
					العمل بأوقات ضاغطة
					اتخاذ القرار وتنفيذه
					حل الخلافات و النزاعات
					التأثير (الإقناع)
					المرونة في التعامل
					تفعيل العلاقات الإنسانية
					التفاوض
					القيادة
					الاتصال والتواصل
					إدارة الجلسات
					ضبط الوقت
					الإصغاء
					التشبيك مع المؤسسات
					العمل ضمن فريق
					التخطيط
					إدارة المؤسسة
					الأشراف
					الحيادية
					متابعة الأمور المالية
					التنسيق

23- أرجو تحديد درجة وجود المعارف التالية لدى رئيس الهيئة الإدارية وذلك بوضع إشارة (X) بالمكان المناسب:

ضعيف	متوسط	جيد	جيد جدا	ممتاز	المعرفة
					معرفة المؤسسة وبرامجها
					إلمام بالثقافة العامة
					المعرفة بالأمور المالية
					إلمام بالعمل الإداري من نواحي
					- التخطيط
					- التنفيذ
					- المتابعة والتقييم للأنشطة
					معرفة بالأمور المحاسبية
					علم بمؤسسات المجتمع المحلي / والمؤسسات الداعمة
					استطلاع أوضاع المجتمع المحلي واحتياجاته
					أنظمة وقوانين المؤسسات المحلية
					العمل النقابي
					إدارة المؤسسة
					مهام القيادة
					وسائل الاتصال
					يعرف دور أعضاء الإدارة
					تخطيط المشاريع
					تخطيط الأنشطة
					إدارة الأنشطة
					الأشراف
					استطلاع حاجات السوق المحلي من حيث الفرص المتاحة
					تقدير تكاليف أنشطة المركز
					إجراء دراسات استعلامية حول المشاركين في أنشطة المركز
					الإجراءات المتعددة لإعداد التقارير
					إجراء دراسات متابعة
					تقدير مستوى الموارد اللازمة لبرنامج مقرر
					مسك الدفاتر والجوانب المطلوبة من ضبط الحسابات
					حفظ واستخدام السجلات على الحاسوب
					مصادر التمويل في المجتمع
					كيفية الحصول على الموارد المالية
					إعداد التوصيفات الوظيفية
					إعداد خطط العمل
					إعداد الخطط التطويرية لقدرات العاملين
					مراقبة أداء العاملين
					إعداد تقارير عن داء العاملين
					طرق لحل النزاعات في المركز
					إعداد نظاماً لحفظ الملفات، الحافظ عليها واستحضارها
					طرق لتحليل وتقديم المعلومات
					قياس النتائج مقابل الخطط المرسومة لها
					تطوير معايير واضحة ومحددة للتقييم
					تقييم أداء العاملين

استبيان

لقياس اثر و مدى تطبيق المقاييس الإدارية
على المراكز المجتمعية
في مخيمات الضفة الغربية

حضرة السادة المشرفين المحترمين،

تحية طيبة وبعد،

تهدف هذه الدراسة إلى تحليل واقع تطبيق المقاييس الإدارية في المراكز المجتمعية في مخيمات الضفة الغربية وذلك لتحقيق مستوى عال من تطبيق المقاييس الإدارية في المراكز المجتمعية لتقديم خدمات جيدة لإفراد المجتمع المحلي من اللاجئين الفلسطينيين، وللعمل على تطوير الأداء الإداري والفني للعاملين في المركز وذلك بمعرفة مدى واثر تطبيق هذه المقاييس على المراكز المجتمعية وأيضا من خلال معالجة المعيقات والمشاكل التي تواجه المراكز في تطبيق المقاييس بالإضافة إلى أهداف ومبررات أخرى لعمل هذه الدراسة.

إن اهتمامك بالإجابة الصريحة والدقيقة على الأسئلة الواردة في هذه الإستبانة يتوقف عليه انجاز هذه الدراسة والتوصل إلى نتائج واقعية ومفيدة. لذا أرجو منك التعاون بتعبئة هذه الإستبانة بموضوعيـة تامة، والإجابة على جميع أسئلتها علما أن المعلومات الواردة في الاستبيان ستعامل بسرية تامة وستستعمل لأغراض البحث فقط. مع الشكر الجزيل لتعاونك في إتمام هذه الدراسة.

مع الشكر الجزيل لتعاونكم

الباحثة
رشا إبراهيم العمد

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استمارة خاصة بمشرف المركز

معلومات عامة حول المركز

1- نوع المركز	1- مركز نسوي	2- مركز تأهيل الأشخاص ذوي الإعاقة

	3- المخيم			**2- المنطقة**

	2- المنطقة
1	القدس
2	بيت لحم
3	نابلس
4	طولكرم
5	رام الله
6	الخليل
7	جنين

		3- المخيم	
الفارعة	9	الامعري	1
عين بيت الماء (رقم -1-)	10	الجلزون	2
الفوار	11	جنين	3
قلنديا	12	نورشمس	4
عقبة جبر	13	عسكر	5
طولكرم	14	الدهيشة	6
بلاطة	15	شعفاط	7
العروب	16	دير عمار	8

4ـ سنة تأسيس المركز	_____

5- هل تتوفر الأجهزة الالكترونية التالية في المركز؟	نعم	لا
حاسب آلي (computer)		
طابعة		
آلة تصوير		
فاكس		
تلفون		
ماسح ضوئي (scanner)		
تلفون		
أخرى، حدد_____		
أخرى، حدد_____		
أخرى، حدد_____		

معلومات شخصية

7- الجنس	1	ذكر
	2	أنثى

6- الوظيفة	1	رئيس/ة المركز	3	مشرف/ة المركز
	2	- أمين/ة السر	4	أمين/ة الصندوق

8- المؤهل العلمي	1	توجيهي فما دون	3	بكالوريوس	
	2	دبلوم	4	ماجستير فأعلى	

9- الخبرة	عدد سنوات الخبرة في مجال العمل	_____
	عدد سنوات العمل في المركز	_____

10- هل تلقيت تدريب حول المقاييس الإدارية؟	1- نعم	2- لا

معلومات حول عمل المركز وتطبيق المقاييس الإدارية:

11- حدد الدرجة التي يواجهها المركز في كل من المشاكل التالية وذلك بوضع إشارة (X) بالمكان المناسب:

المشكلة	بدرجة كبيرة جدا	بدرجة كبيرة	بدرجة متوسطة	بدرجة ضعيفة	لا يوجد مشكلة
أ. تدني مستوى المتابعة من قبل دائرة خدمات الإغاثة و الخدمات الاجتماعية					
ب. تعيين باحثين اجتماعيين لم يتلقوا التدريب حول المقاييس الإدارية					
ج. وجود أنظمة إدارية أخرى					
د. عمل المتطوعين بالمراكز لمدة محدودة					
ه. أخرى، حدد : 1- _____ 2- _____ 3- _____ 4- _____ 5- _____					

12- حدد مدى تأثير المقاييس الإدارية على المراكز من حيث تطوير الأمور الإدارية وذلك بوضع إشارة (X) بالمكان المناسب:

اثر المقاييس الإدارية على الأمور التالية بشكل	ممتاز	جيد جدا	جيد	متوسط	ضعيف
تطور المركز إداريا					
الأداء الإداري لأعضاء الهيئة الإدارية					
الأداء المهني للأفراد العاملين في المركز					
أداء المشرفين					
متابعة العاملين في المركز					
التزام الأفراد العاملين بخطط الأنشطة					
التزام العاملين بمواعيد العمل الرسمية					
تنفيذ الأنشطة ضمن المستوى المطلوب					
نوعية الأنشطة المنفذة					
الفئة المستهدفة في عمل المركز					
حجم المعلومات المدخلة على برامج المركز					
حفظ الملفات					
إدارة المعلومات ضمن أهداف المركز					
على أرشفة أعمال المركز					
إيجاد مصادر دعم داخلية وخارجية					
ضبط الموارد المالية في المركز					
إعداد التقارير المالية الشهرية والسنوية					
تقييم أداء العاملين					
تقييم احتياجات المجتمع المحلي					
تقييم الأنشطة المنفذة في المركز					

13- ما هي العوامل المساعدة من وجهة نظرك لزيادة فعالية تطبيق المقاييس الإدارية؟

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

14- ما هي التحديات التي يواجهها المركز في تطبيق المقاييس الإدارية؟

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

15- ما هي الموارد (مالية، عينية، بشرية،......)التي من شانها أن تساعد على زيادة تطوير وتطبيق المقاييس الإدارية؟

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

16- أرجو تحديد الدرجة التي يتم بها تطبيق المقاييس التي يجب العمل بها من قبل المشرف وذلك بوضع إشارة (X) بالمكان المناسب:

أ- إدارة الأنشطة (تخطيط و تنفيذ الأنشطة)

يتم تطبيق المقاييس بشكل	ممتاز	جيد جدا	جيد	متوسط	ضعيف
تحديد الأنشطة لتحقيق الأهداف					
تخطيط الأنشطة لتحقيق الأهداف					
توجيه الأنشطة نحو الأهداف					
تقييم الأنشطة بالقياس للأهداف					

ب ـ إدارة الموارد (دعم استخدام الموارد بفاعلية وضبط الموارد المالية)

ضعيف	متوسط	جيد	جيد جدا	ممتاز	يتم تطبيق المقاييس بشكل
					إصدار التوصيات إلى الجمعية العمومية حول استخدام الموارد
					تحضير الميزانية
					مراقبة الميزانية
					السعي لتحصيل موارد مالية
					ضبط الميزانية

ج ـ إدارة الأفراد (إقامة علاقات عمل فعالة وإدارة العاملين)

ضعيف	متوسط	جيد	جيد جدا	ممتاز	يتم تطبيق المقاييس بشكل
					مع العاملين
					مع المديرين / اللجان
					تحديد أدوار العاملين
					تطوير قدرات العاملين
					تخطيط مهام العاملين

د ـ إدارة المعلومات (إدارة المعلومات لتفعيلها)

ضعيف	متوسط	جيد	جيد جدا	ممتاز	يتم تطبيق المقاييس بشكل
					جمع المعلومات
					استخدام المعلومات
					عقد الاجتماعات لتبادل المعلومات

هـ ـ إدارة التقييم (دعم تخطيط وتطوير أنظمة التقييم)

ضعيف	متوسط	جيد	جيد جدا	ممتاز	يتم تطبيق المقاييس بشكل
					تخطيط أنظمة التقييم وتطويرها
					قياس الأداء

17 ـ أرجو تحديد درجة وجود المهارات التالية لدى المشرف وذلك بوضع إشارة (X) بالمكان المناسب:

ضعيف	متوسط	جيد	جيد جدا	ممتاز	المهارة
					استخدام الحاسوب
					الأرشفة
					المتابعة
					بناء علاقات
					كتابة التقارير والمرسلات
					الاتصال والتواصل
					مهارات أدارية
					الإشراف
					اتخاذ القرار
					العمل تحت ضغط
					احترام المواعيد
					الإقناع
					حل المشاكل
					التنظيم
					الموضوعية والنزاهة
					التحفيز والتعزيز

18- أرجو تحديد درجة وجود المعارف التالية لدى المشرف وذلك بوضع إشارة (X) بالمكان المناسب:

المعرفة	ممتاز	جيد جدا	جيد	متوسط	ضعيف
تخطيط البرامج					
العلوم الاجتماعية					
الوعي بأهداف المركز					
المتابعة					
إعداد المشاريع					
معرفة بالموازنات					
الإجراءات المالية					
السرية في العمل					
تحضير الوصف الوظيفي					
تحضير خطط العمل					
مراقبة أداء العاملين					
إعداد تقارير عن أداء العاملين					
إعداد طرق متعددة لحل النزاعات داخل المركز					
إعداد طرق مختلفة لإثارة دافعية العاملين وتحفيزهم					
عداد نظام لحفظ الملفات والحفاظ عليها واستحضارها عند الحاجة					
عرض المعلومات التي يتم جمعها					
تقييم أداء العاملين					

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استبيان

لقياس اثر و مدى تطبيق المقاييس الإدارية
على المراكز المجتمعية
في مخيمات الضفة الغربية

حضرة السادة أمناء السر المحترمين،

تحية طيبة وبعد،

تهدف هذه الدراسة إلى تحليل واقع تطبيق المقاييس الإدارية في المراكز المجتمعية في مخيمات الضفة الغربية وذلك لتحقيق مستوى عال من تطبيق المقاييس الإدارية في المراكز المجتمعية لتقديم خدمات جيدة لإفراد المجتمع المحلي من اللاجئين الفلسطينيين، وللعمل على تطوير الأداء الإداري والفني للعاملين في المركز وذلك بمعرفة مدى واثر تطبيق هذه المقاييس على المراكز المجتمعية وأيضا من خلال معالجة المعيقات والمشاكل التي تواجه المراكز في تطبيق المقاييس بالإضافة إلى أهداف ومبررات أخرى لعمل هذه الدراسة.

إن اهتمامك بالإجابة الصريحة والدقيقة على الأسئلة الواردة في هذه الإستبانة يتوقف عليه انجاز هذه الدراسة والتوصل إلى نتائج واقعية ومفيدة. لذا أرجو منك التعاون بتعبئة هذه الإستبانة بموضوعيـة تامة، والإجابة على جميع أسئلتها علما أن المعلومات الواردة في الاستبيان ستعامل بسرية تامة وستستعمل لأغراض البحث فقط. مع الشكر الجزيل لتعاونك في إتمام هذه الدراسة.
وستستعمل لأغراض البحث فقط. مع الشكر الجزيل لتعاونك في إتمام هذه الدراسة.

مع الشكر الجزيل لتعاونكم

الباحثة
رشا إبراهيم العمد

استمارة خاصة بأمين سر المركز

معلومات عامة حول المركز

2- مركز تأهيل الأشخاص ذوي الإعاقة	1- مركز نسوي	**1- نوع المركز**

3- المخيم			
الفارعة	9	الامعري	1
عين بيت الماء (رقم -1-)	10	الجلزون	2
الفوار	11	جنين	3
قلنديا	12	نورشمس	4
عقبة جبر	13	عسكر	5
طولكرم	14	الدهيشة	6
بلاطة	15	شعفاط	7
العروب	16	دير عمار	8

2- المنطقة	
القدس	1
بيت لحم	2
نابلس	3
طولكرم	4
رام الله	5
الخليل	6
جنين	7

معلومات شخصية

5- الجنس	ذكر	1
	أنثى	2

4- الوظيفة	1	رئيس/ة المركز	3	مشرف/ة المركز
	2	- أمين/ة السر	4	أمين/ة الصندوق

6- المؤهل العلمي	1	توجيهي فما دون	3	بكالوريوس
	2	دبلوم	4	ماجستير فأعلى

7- الخبرة	عدد سنوات الخبرة في مجال العمل	_____
	عدد سنوات العمل في المركز	_____

8- هل تلقيت تدريب حول المقاييس الإدارية؟	1- نعم	2- لا

معلومات حول عمل المركز وتطبيق المقاييس الإدارية:

9- أرجو تحديد الدرجة التي يتم بها تطبيق المقاييس التي يجب العمل بها من قبل أمين السر وذلك بوضع إشارة (X) بالمكان المناسب:

إدارة المعلومات (إدارة المعلومات لتفعيلها):

يتم تطبيق المقاييس التالية بشكل	ممتاز	جيد جدا	جيد	متوسط	ضعيف
جمع المعلومات					
استخدام المعلومات					
عقد الاجتماعات لتبادل المعلومات					

10- أرجو تحديد درجة وجود المهارات التالية لدى أمين السر وذلك بوضع إشارة (X) بالمكان المناسب:

المهارة	ممتاز	جيد جدا	جيد	متوسط	ضعيف
صياغة الدعوات					
عقد الاجتماعات					
التعبير					
حفظ الملفات					
الدقة في العمل					
السرية					
متابعة تنفيذ القرارات					
ضبط الاجتماعات					
الاتصال و التواصل					
نص القرار					
استخدام الحاسوب					
الأرشفة					
كتابة المحاضر					

11- أرجو تحديد درجة وجود المعارف التالية لدى أمين السر وذلك بوضع إشارة (X) بالمكان المناسب:

المعرفة	ممتاز	جيد جدا	جيد	متوسط	ضعيف
معرفة أهداف المؤسسة					
العمل الإداري					
استخدام الحاسوب					
معرفة بالنظام الداخلي					
التخطيط					
التحضير للاجتماعات					
تفاصيل أية اتفاق					
احتياجات المجتمع المحلي					
إعداد نظام لحفظ الملفات والحفاظ عليها واستحضارها عند الحاجة					
طرائق لتحليل وتقديم المعلومات					

استبيان

لقياس اثر و مدى تطبيق المقاييس الإدارية
على المراكز المجتمعية
في مخيمات الضفة الغربية

حضرة السادة أمناء الصندوق المحترمين،

تحية طيبة وبعد،

تهدف هذه الدراسة إلى تحليل واقع تطبيق المقاييس الإدارية في المراكز المجتمعية في مخيمات الضفة الغربية وذلك لتحقيق مستوى عال من تطبيق المقاييس الإدارية في المراكز المجتمعية لتقديم خدمات جيدة لإفراد المجتمع المحلي من اللاجئين الفلسطينيين، وللعمل على تطوير الأداء الإداري والفني للعاملين في المركز وذلك بمعرفة مدى واثر تطبيق هذه المقاييس على المراكز المجتمعية وأيضا من خلال معالجة المعيقات والمشاكل التي تواجه المراكز في تطبيق المقاييس بالإضافة إلى أهداف ومبررات أخرى لعمل هذه الدراسة.

إن اهتمامك بالإجابة الصريحة والدقيقة على الأسئلة الواردة في هذه الإستبانة يتوقف عليه انجاز هذه الدراسة والتوصل إلى نتائج واقعية ومفيدة. لذا أرجو منك التعاون بتعبئة هذه الإستبانة بموضوعيـة تامة، والإجابة على جميع أسئلتها علما أن المعلومات الواردة في الاستبيان ستعامل بسرية تامة وستستعمل لأغراض البحث فقط. مع الشكر الجزيل لتعاونك في إتمام هذه الدراسة.

مع الشكر الجزيل لتعاونكم

الباحثة
رشا إبراهيم العمد

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استمارة خاصة بأمين صندوق المركز

معلومات عامة حول المركز

2- مركز تأهيل الأشخاص ذوي الإعاقة	1- مركز نسوي	**1- نوع المركز**

3- المخيم				**2- المنطقة**	
الفارعة	9	الامعري	1	القدس	1
عين بيت الماء (رقم -1-)	10	الجلزون	2	بيت لحم	2
الفوار	11	جنين	3	نابلس	3
قلنديا	12	نورشمس	4	طولكرم	4
عقبة جبر	13	عسكر	5	رام الله	5
طولكرم	14	الدهيشة	6	الخليل	6
بلاطة	15	شعفاط	7	جنين	7
العروب	16	دير عمار	8		

معلومات شخصية

ذكر	1	**5- الجنس**
أنثى	2	

مشرف/ة المركز	3	رئيس/ة المركز	1	**4- الوظيفة**
أمين/ة الصندوق	4	- أمين/ة السر	2	

بكالوريوس	3	توجيهي فما دون	1	**6- المؤهل العلمي**
ماجستير فأعلى	4	دبلوم	2	

_____	عدد سنوات الخبرة في مجال العمل	**7- الخبرة**
_____	عدد سنوات العمل في المركز	

لا	2-	نعم	1-	**8- هل تلقيت تدريب حول المقاييس الإدارية؟**

معلومات حول عمل المركز وتطبيق المقاييس الإدارية:

9- أرجو تحديد الدرجة التي يتم بها تطبيق المقاييس التي يجب العمل بها من قبل أمين الصندوق وذلك بوضع إشارة (X) بالمكان المناسب:

إدارة الموارد (دعم استخدام الموارد بفاعلية و ضبط الموارد المالية):

يتم تطبيق المقاييس التالية بشكل	ممتاز	جيد جدا	جيد	متوسط	ضعيف
إصدار التوصيات إلى الجمعية العمومية حول استخدام الموارد					
تحضير الميزانية					
مراقبة الميزانية					
السعي لتحصيل موارد مالية					

10- أرجو تحديد درجة وجود المهارات التالية لدى أمين الصندوق وذلك بوضع إشارة (X) بالمكان المناسب:

المهارة	ممتاز	جيد جدا	جيد	متوسط	ضعيف
التعامل مع سندات الصرف					
التخطيط					
إعداد التقرير المالي					
عرض التقارير					
استخدام الحاسوب					
حفظ السجلات المالية					
مسك الدفاتر					
النزاهة والأمانة في العمل					
القدرة على وضع خطط مالية					

11- أرجو تحديد درجة وجود المعارف التالية لدى أمين الصندوق وذلك بوضع إشارة (X) بالمكان المناسب:

المعرفة	ممتاز	جيد جدا	جيد	متوسط	ضعيف
معرفة الميزانية					
الأمور الحسابية					
التعامل مع سندات الصرف و القبض					
استخدام الحاسوب					
الاتصال والتواصل					
الإدارة المالية					
الإجراءات البنكية					
أهداف المؤسسة					
الموارد المالية					
مسك الدفاتر					
تدقيق الحسابات					
استخدام السجلات المحفوظة في الحاسوب					
تسجيل الموارد المالية					